



**RCSI HOSPITALS**  
OSPIDÉIL RCSI

RCSI Hospitals Group  
**Healthy Ireland**  
**Implementation Plan**  
2016 - 2019



Taking care of your health & wellbeing



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

caring + integrity + learning + leading

RCSI Hospitals Group

## HEALTHY IRELAND IMPLEMENTATION PLAN

---

2016 - 2019

# Table of Contents

Foreword National Directors Health & Wellbeing Division and Acute Hospitals Division Health Service Executive.....	02
Foreword RCSI Hospitals Group CEO .....	03
RCSI Hospitals Group Healthy Ireland Executive Lead .....	04
<b>Section 1 The RCSI Hospitals Group</b>	<b>05</b>
Introduction .....	06
Mission Statement .....	08
RCSI Hospitals Group Values .....	09
Population Served by the RCSI Hospitals Group .....	09
RCSI Hospitals Group Patient Activity .....	09
Vision For Healthy Ireland in the RCSI Hospitals Group .....	09
Moving from a Curative To a Preventative Model of Care.....	10
Healthy Ireland Within the RCSI Hospitals Group Governance Framework .....	10
<b>Section 2 Population Profile of RCSI Hospitals Group</b>	<b>11</b>
Our Population .....	12
The Challenge for the RCSI Hospitals Group & why Healthy Ireland Implementation is Required .....	13
Making Every Contact Count (MECC) .....	14
Self Management Support .....	14
<b>Section 3 Implementing Healthy Ireland in The RCSI Hospitals Group</b>	<b>15</b>
Building on the Good Work and Healthy Ireland Initiatives Already in Progress in the RCSI Hospitals .....	16
Current RCSI Hospitals Group Healthy Ireland Activities.....	16
Examples of Patient Healthy Ireland Sub Groups Established Across the RCSI Hospitals Group .....	17
Staff Health & Wellbeing in the RCSI Hospitals Group.....	17
Healthy Ireland Initiatives Supporting Staff Health & Wellbeing Across all RCSI Hospitals.....	17
Staff Healthy Ireland Initiatives Established in 2015 - 2016 in all RCSI Hospital Sites.....	18
Collaborative Working with Health and Wellbeing .....	20
Monitoring & Measuring Healthy Ireland Successes across the RCSI Hospitals .....	20

Role of the Academic Partner in Measuring Outcomes Following Implementation of the RCSI Hospitals Group Healthy Ireland Plan.....	20
Role of RCSI Academic Partner in supporting the Implementation of RCSI Hospitals Group Healthy Ireland Plan.....	20
Key Performance Indicators.....	21
HIQA National Standards for Safer and Better Healthcare (2012).....	21

<b>Section 4 RCSI Hospitals Group Healthy Ireland Implementation Plan 2016 - 2019</b>	<b>22</b>
---	-----------

Introduction .....	23
4.1 Reducing the Burden of Chronic Disease .....	24
4.2 Tobacco Free Ireland .....	26
4.3 Healthy Eating .....	27
4.4 Physical Activity .....	28
4.5 Alcohol .....	29
4.6 Wellbeing and Mental Health .....	30
4.7 Healthy Childhood .....	31
4.8 Positive Ageing .....	32
4.9 Improving Staff Health & Wellbeing .....	33
4.10 Governance and Leadership .....	34
4.11 Health Service Reform .....	35

<b>Appendices</b>	<b>36</b>
-------------------	-----------

<b>Appendix 1</b>	
-------------------	--

Actions Pertaining to the Acute Hospitals Referenced from The Healthy Ireland National Plan (2015) .....	37
--	----

<b>Appendix 2</b>	
-------------------	--

RCSI Hospitals Group Healthy Ireland Steering Committee Membership.....	40
Members of The Healthy Ireland Health & Wellbeing Support Team .....	40

<b>Appendix 3</b>	
-------------------	--

References .....	41
------------------	----

# Foreword National Directors

## Health & Wellbeing Division and Acute Hospitals Division Health Service Executive



**Healthy Ireland is bringing together people and organisations from across the country into a national movement to address the social, economic and environmental factors that contribute to poor physical and mental health and to address health inequalities. This approach reflects a shared commitment in Government and throughout communities to support people to be as healthy and well as they can.**

To help achieve this commitment, the Healthy Ireland in the Health Services Implementation Plan 2015-2017 was published in 2015. The Plan identified three strategic priorities - Systems Reform, Reducing the Burden of Chronic Disease and Staff Health and Wellbeing. The RCSI Steering Group has worked solidly to translate these priorities into tangible actions to be taken at Group and local hospital level.

While we are focused day to day on the challenge of providing high quality safe services in our hospitals to the people in our care, we must also be focused on the future and the challenge we face in terms of unsustainable healthcare costs driven by rising levels of chronic disease. The RCSI Hospitals Group is on a journey to make major systemic and cultural shifts in how hospitals do their business. With its focus on prevention, on reducing admissions and length of stay in constituent hospitals and its intention to work collaboratively with community, academic and external partners to support a joined-up approach to improving the health and wellbeing of the population it serves, it positions the RCSI Hospital Group as an agent for profound change.

The extensive collaboration and consultation process undertaken in the development of this plan is one of its strengths and it is built on a strong legacy of good practice within the hospitals.

We would like to acknowledge the leadership being taken by the Chief Executive Officer and staff across all levels of the RCSI Hospitals Group. In particular, we would like to acknowledge the excellent work of the Steering Group working through both the Hospital Group senior management team and with each individual hospital's management team within the Group. We would also like to acknowledge the work of staff in the Health and Wellbeing Division in supporting the planning process and in forging positive working relationships at national and local level thereby strengthening our capability for long term implementation and impact.

This plan is already being implemented. The leadership, expertise, drive and ambition evident during the planning and consultation stages of this plan, coupled with a systematic approach to implementation, gives great hope that hospitals in Ireland and the RCSI Hospitals Group in particular, will play a leading part in taking a population approach to improving patient and community health outcomes

This plan will be supported nationally and locally and we will work closely with the Group to address any implementation challenges and to take full advantage of opportunities. We wish the RCSI Hospitals Group every success with this work.

**Dr. Stephanie O'Keeffe**  
National Director  
Health and Wellbeing Division  
Health Services Executive

**Mr. Liam Woods**  
National Director  
Acute Hospitals Division  
Health Services Executive

# Foreword RCSI Hospitals Group CEO



## I am proud to introduce the RCSI Hospitals Group Healthy Ireland Implementation Plan 2016 - 2019

The Healthy Ireland Framework launched by Government in 2013 provides a strategic vision of "A Healthy Ireland, where everyone can enjoy physical and mental health and wellbeing to their full potential, where wellbeing is valued and supported at every level of society and is everyone's responsibility".

The RCSI Hospitals Group in collaboration with our Academic Partners the Royal College of Surgeons (RCSI) and colleagues in Health and Wellbeing Division, have developed our three year Healthy Ireland Implementation Plan. This plan builds on the many initiatives already underway across each of our Hospitals. Embarking on this work plan, we undertook to engage with individual hospital staff around the importance of Healthy Ireland. I would like to acknowledge the current work and models of care our staff embark on that contributes towards the Healthy Ireland goals.

Our ambitious plan is aligned to the priorities set out in the Health Services National Implementation Plan (2015) focussing on Health Service Reform, Reducing the Burden of Chronic Disease and Improving Staff Health and Wellbeing.

The main focus of our plan is to respond to the local needs of our patients in each hospital area, delivered by staff whose health and wellbeing is supported in their workplace and whose role in health promotion and self management is enhanced. International healthcare evidence has proven that the quality of patient care improves when staff feel valued, supported and happy in their workplace. Therefore this plan focuses not only on patient health and wellbeing but also on our staff.

Successful implementation of this plan is dependent on each and every one of our staff playing their part by making every patient contact count. As the Leader of this group, I am committed to supporting my staff to make the difference to the health and well being of all our patients and themselves. I will closely monitor the progress of this implementation plan as an integral part of each individual hospitals performance through clear measurable indicators.

I look forward to the implementation of this plan which will drive improvement in the quality of patient care in all of our hospitals and enhance the health and wellbeing of our staff.

A handwritten signature in black ink, appearing to read 'Ian Carter'. The signature is stylized and fluid.

**Ian Carter**

CEO RCSI Hospitals Group

# RCSI Hospitals Group Healthy Ireland Executive Lead



**As the Healthy Ireland Executive Lead for the RCSI Hospital Group, I am delighted to endorse the launch of our RCSI Hospital Group Healthy Ireland Implementation Plan 2016 - 2019. This plan has been developed by our staff across all our hospitals who are committed to improving patient care on a continuous basis and wish to make their individual and collective contribution to improving the health and wellbeing of their community.**

Healthy Ireland offers new and exciting opportunities for us to empower patients to become more pro-active in their health and wellbeing and for our staff to be supported to focus on improving their own health and wellbeing. I have been heartened and motivated by the findings of our staff survey which reveals extensive healthcare improvements underway for many years which have benefitted patients and staff to cope with the many challenges of chronic illness, mental ill-health and stress. In implementing this plan, we will formally recognise this work to date and build on that solid foundation to improve further our patient and staff health and wellbeing.

Hospitals are busy and stressful environments which present patients and staff with challenges to achieve safe and high quality care at all times. I believe that the implementation of this plan across our hospitals will improve the health of our communities which in turn will enable us to change the hospital environment to become more accessible and provide a healthier environment in which patients can recover and staff can flourish.

I wish to acknowledge the dedication and commitment of all the staff in the hospital group, our colleagues from the RCSI, (our Academic Partners) and team within the Health and Wellbeing Division who have developed this plan and share the vision to achieve all the objectives set out which, when implemented will benefit all patients and staff across the RCSI Hospitals Group.

A handwritten signature in black ink that reads "Sheila McGuinness".

**Sheila McGuinness**

Chief Operations Officer RCSI Hospitals Group



SECTION 1

# The RCSI Hospitals Group



# RCSI Hospitals Group

## Introduction

The RCSI Hospitals Group was established in 2015 following the publication of the Higgins Report in 2013.

This report set out the formation of Irish acute hospitals into a small number of groups, each with its own governance and management, with the aim of providing an optimum configuration for hospital services to deliver high quality safe patient care in a cost effective manner.

The objective of grouping hospitals was to allow appropriate integration and improve patient flow across the continuum of care.

Each grouping includes a primary academic partner which stimulates a culture of learning and openness to change within the hospital group. Our Academic Partner is the Royal College of Surgeons in Ireland (RCSI).

## The Group comprises of:

- + **Beaumont Hospital**
- + **St Joseph's Hospital Raheny**
- + **Connolly Hospital**
- + **Cavan and Monaghan Hospital**
- + **Our Lady of Lourdes Hospital**
- + **Louth County Hospital**
- + **Rotunda Hospital**



Beaumont Hospital



St Joseph's Hospital Raheny



Rotunda Hospital



Our Lady of Lourdes Hospital - Drogheda



Louth County Hospital - Dundalk



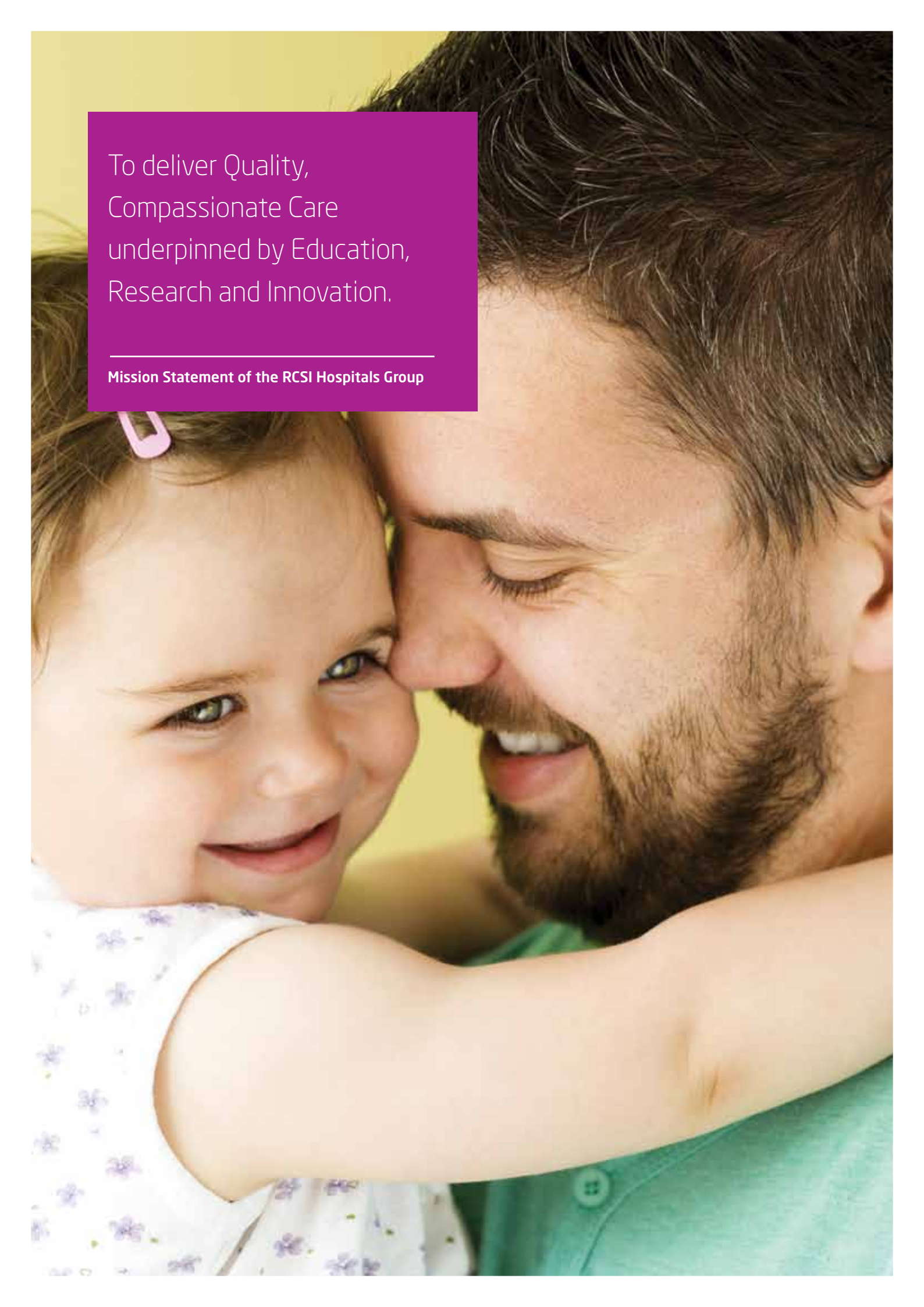
Connolly Hospital



Cavan General Hospital



Monaghan Hospital



To deliver Quality,  
Compassionate Care  
underpinned by Education,  
Research and Innovation.

---

Mission Statement of the RCSI Hospitals Group

## RCSI Hospitals Group Values



## Population served by the RCSI Hospitals Group

The RCSI Hospitals Group serves an immediate population in five counties – North Dublin, Meath, Louth, Cavan and Monaghan. It also serves a wider population as the provider of regional and national services e.g. Neurosurgery, Renal Transplant & ENT.

## RCSI Hospitals Group patient activity

In the RCSI Hospitals Group there is a staff of over 8,130 providing frontline services including maternity and paediatric care in three of the hospital sites. The activity levels in the Hospitals Group continue to increase each year:

Patient Category	Patient Activity In The RCSI Hospitals Group in 2015
Births	13,544
Emergency Department Presentations	175,122
In Patients	96,938
Outpatients	354,355
Day Cases	115,672

## Vision for Healthy Ireland in the RCSI Hospitals Group

The RCSI Hospitals Group provides comprehensive acute hospital services to our population. The implementation of this Healthy Ireland Plan will be pivotal in improving access to our acute services by empowering our patients and staff to take greater control of their own health and wellbeing. It will ultimately assist them in addressing lifestyle factors that are negatively influencing their health and contributing to the increasing pressure on our hospital services.

The RCSI Hospitals Group will focus on the following key priority areas, in alignment with the Health Services National Implementation Plan (2015). These areas have been prioritised following the stock take survey of our current Healthy Ireland work, resources and arising from our patient activity and population demographic:

- + Reducing the burden of chronic disease
- + Improving breast feeding rates in our 3 Maternity services
- + Improving staff health and wellbeing

The Healthy Ireland Plan offers an exciting opportunity to positively affect the lives of patients, staff and communities.

### **Moving from a curative to a preventative model of care**

Each of the RCSI Hospitals is experiencing rising patient presentations and significant challenges in providing optimal care due to the rising burden of chronic disease associated with lifestyle factors across current Irish society. We have recognised the need to change the way we focus our resources and interact with our patients from what has been a curative model of care to become a preventative care model. People with long term conditions spend a small amount of hours/days a year interacting with clinicians and healthcare services and more than 99% of their time managing their conditions themselves. Two major national programmes: Making Every Contact Count and Self Management Support for Chronic conditions (COPD Asthma Diabetes & Cardiovascular disease) are being developed to support our staff to be able to work with patients to change some of their lifestyle choices and behaviours to prevent and better manage chronic conditions.

### **Healthy Ireland within the RCSI Hospitals Group Governance Framework**

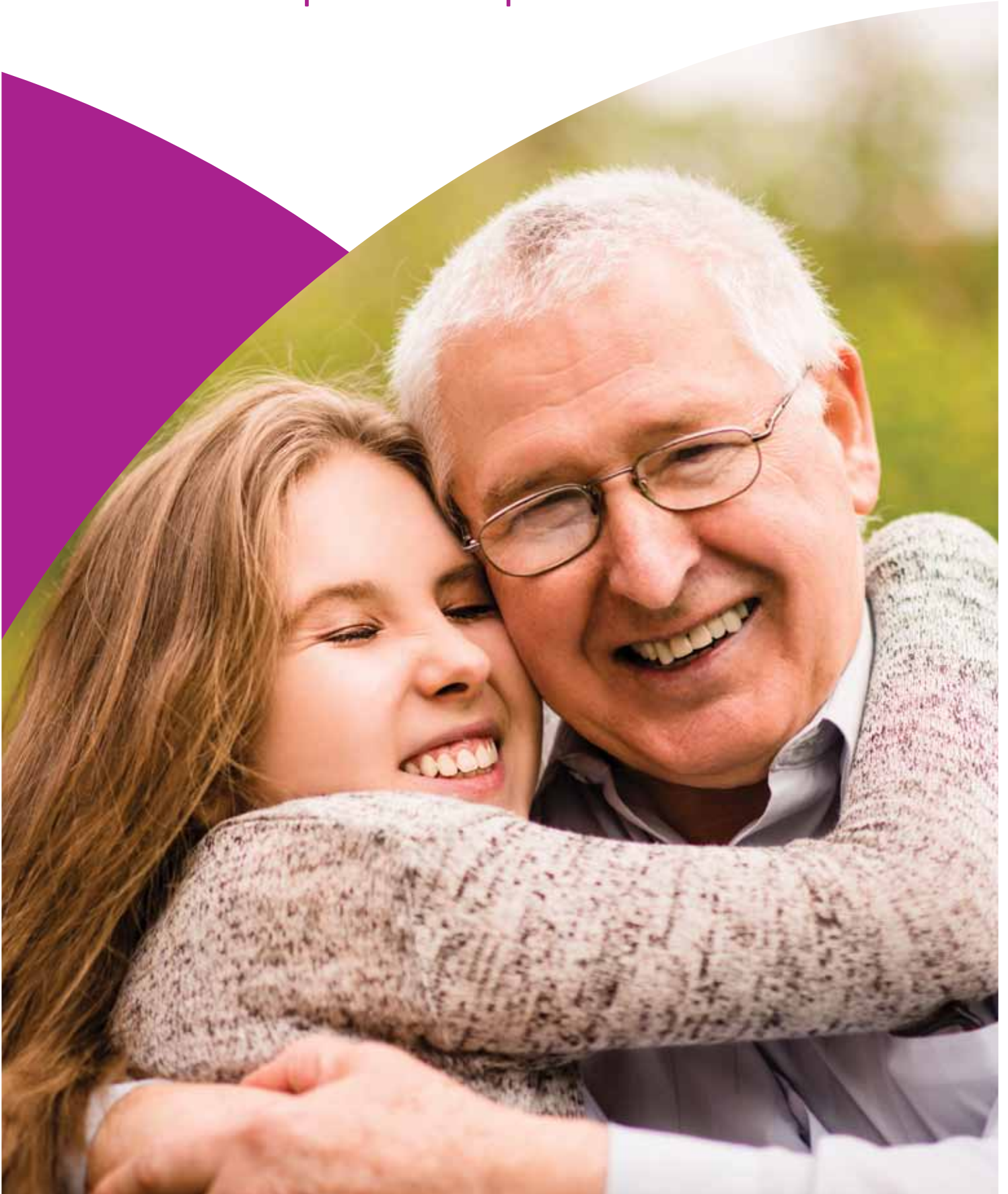
A Healthy Ireland Steering Group was established in October, 2015, chaired by the RCSI Chief Operations Officer and supported by RCSI Hospitals Group Healthy Ireland Project Manager. Healthy Ireland Management Leads are identified in each hospital together with a Hospital Healthy Ireland Implementation team. The Healthy Ireland Hospital Leads and the implementation teams have played a key role in the development of this plan and will also steer its implementation for their hospital.



RCSI Hospitals Healthy Ireland Steering Group (See Appendix 2 for list of members)

SECTION 2

Population Profile of  
RCSI Hospitals Group



# Population Profile of RCSI Hospitals Group

## Our Population

The RCSI catchment area stretches from outer North Dublin City, north through Louth and Monaghan to the border with Northern Ireland, and west through Meath and Cavan to the borders with county Donegal. Other neighbouring counties include Kildare, Westmeath, Longford & Leitrim. The area covers approximately 6,817 square kilometres in total, and includes rural and commuter communities, each presenting different challenges for acute Hospital service delivery. The RCSI Hospitals Group serves populations in Community Health Organisation (CHO) 1 (including Cavan & Monaghan), CHO 8 (Louth & Meath) and CHO 9 (Dublin North, Dublin Central).



**Figure 1: Map of the RCSI Hospital Group**



According to Census 2016 (provisional results), a total of 864,864 people live in the RCSI catchment area; 18% of the total population of Ireland. There has been a 52% increase in the population of the RCSI catchment area since 1996, and the population is projected to increase to approximately 875,000 by 2021. This is shown in Table 1.

**Table 1: Population of the RCSI catchment area and population change 1996-2016**

Name	Population 1996	Population 2016*	Actual change 1996-2016*	% change 1996-2016*
Cavan	52,944	76,092	+ 23,148	43.7%
Louth	92,166	128,375	+ 36,209	39.3%
Meath	109,732	194,942	+ 85,210	77.7%
Monaghan	51,313	61,273	+ 9,960	19.4%
Outer North Dublin City (part)	93,915	107,968	+ 14,053	15.0%
Fingal	167,683	296,214	+ 128,531	76.7%
RCSI Area	567,753	864,864	+ 297,111	52.3%
Ireland	3,626,087	4,757,976	+ 1,131,889	31.2%

Source: CSO \*Census 2016 (provisional results)



## **The Challenge for the RCSI Hospitals Group & why Healthy Ireland Implementation is required**

The demographic changes outlined are creating increased demand on our hospital services. The dynamic changing nature of the population poses a particular challenge. The characteristics of the change such as the relative ageing of the population and changing lifestyle behaviours influence the nature of the pressure exerted. In order to counter the effects of the demographic pressure, it is necessary to understand the diverse demographic profile of the people who live in the geographic catchment of the RCSI Hospitals Group.

As each area within the RCSI catchment is quite diverse in the characteristics and needs of its population, the RCSI Hospitals Group will ensure that each hospital looks at their individual population health profile and plan services and health and wellbeing interventions to address the illness trends emerging, particularly the 4% annual increase predicted in chronic diseases.

There are a number of key risk factors that overlap to give a high prevalence of chronic disease:

- + **One in five children is overweight.**
- + **Almost one in five of the population smoke.**
- + **Alcohol consumption in Ireland is the fifth highest in Europe.**

As a result

- + **Half of all people over 50 have at least one chronic disease.**
- + **One in ten people over 50 years has diabetes.**
- + **There are 36,000 new cases of cancer diagnosed each year in Ireland.**
- + **One in five of all of us will experience mental health problems in our lifetime.**

In Ireland, as elsewhere, the prevalence of these chronic diseases is not evenly distributed:

- + **For all chronic conditions there is a two to three fold difference in prevalence of disease between those in lower socio economic groups compared to those in high socio economic groups.**
- + **Poorer people are more likely to smoke, to be overweight or obese and to take less exercise.**
- + **Smoking rates are highest (56%) among women age 18 to 29 years from poor communities compared to 28% among those from higher social classes.**
- + **Body mass index, cholesterol and blood pressure are persistently higher among lower socio economic groups.**

In the RCSI hospitals in 2015:

- + **The four chronic diseases; cardiovascular, diabetes, respiratory and cancer were the principal reason for admission in the case of 16.9% of adult discharges and they used 41.4% of all inpatient bed days.**
- + **Three out of four (78.2%) inpatient beds were occupied by patients who had a chronic disease.**
- + **Almost one in twenty (4.6%) inpatient beds were occupied by patients whose principal reason for admission was Chronic Obstructive Pulmonary Disease.**
- + **About one in six (17.8%) inpatients beds were occupied by patients who had diabetes and almost one in ten (9.1%) inpatient beds were occupied by patients who had complications from diabetes.**
- + **Patients with chronic disease have longer lengths of stay compared with all hospitalised patients.**

## Making Every Contact Count (MECC)

Making Every Contact Count (MECC) is about health professionals using their routine consultation to empower and support people to make healthier choices to achieve positive long-term behaviour change. This approach will allow us to move to a position where discussion of lifestyle behaviour is routine, non-judgemental and central to everyone's role. To implement MECC within all sectors of the health service actions need to happen in four key areas:

### 1. Organisational level

**This will involve a culture and environment that supports continuous health improvement and has systems in place to embed MECC into all services and divisions.**

### 2. Staff level

**Staff engagement, learning, training and skills development is crucial to the integration of MECC within the health service.**

### 3. Patient level

**Patient empowerment is essential if they are to engage with their health professional about making a behaviour change.**

### 4. Partnership

**Working with key external affiliates such as Higher Educational Institutes; Professional Associations and Health Professionals not employed within the HSE is central to the success of MECC.**

The RCSI Hospitals Group will work to implement MECC across all our hospital sites. This will be on a phased basis over the life of our plan, in alignment with the national roll out.

## Self Management Support

A National Self Management Support Framework is being developed for asthma, chronic obstructive pulmonary disease, diabetes and cardiovascular disease. The increasing numbers of people living with chronic conditions in Ireland has prompted the need to develop a framework which supports our patients to self manage their conditions to the extent that they are able to live with the best possible quality of life. This approach is crucial to both patient centred care and sustainability of health services.

The RCSI Hospitals Group will fully support the implementation of these programmes delivered by our staff. It will help combat the challenges with access into our emergency departments and outpatient services and the rising inpatient activity. As outlined above, a chronic disease condition is the main reason for admission for about one in six adult patients and three out of four adult inpatient beds are occupied by patients who have a chronic disease. The implementation of the self management chronic illness model will help to reduce hospital admissions and shorten the length of stay for patients with chronic conditions.

These programmes will include referral pathways to our community based colleagues in the CHOs that also serve the RCSI Hospitals Group population. By working in partnership with other stakeholders in the CHOs and Mental Health services we can improve the quality of life of patients with chronic disease through access to integrated care and support.



Cardiac Rehab class in Louth Hospitals

SECTION 3

Implementing Healthy Ireland  
in the RCSI Hospitals Group



## Building on the good work and Healthy Ireland initiatives already in progress in the RCSI Hospitals

From the outset of commencing Healthy Ireland in the RCSI Hospitals group, it became apparent that each hospital site was already engaged in patient activity and initiatives that pre-dated the Health Services Healthy Ireland Implementation Plan. Whilst each Hospital site was at different stages and prioritising differently, numerous Healthy Ireland initiatives and actions were demonstrable. Building on this firm foundation of expertise in delivering health prevention and promotion we are confident that our staff have the competence and skills to deliver our 3 year Healthy Ireland Plan.

Cognisant of this, a survey was developed in conjunction with Health and Wellbeing staff to establish a baseline stock take of each hospital. This established current Healthy Ireland related initiatives and resources.

Each RCSI Hospital has established a Healthy Ireland Committee/Implementation Team led by a Healthy Ireland Lead. This team worked alongside the Healthy Ireland Project Manager for the Group to establish a Hospital specific Action Plan to implement Healthy Ireland initiatives for patients and staff. The actions contained in the plans reflect the population needs of the patients accessing care in each of the RCSI Hospitals.



## Current RCSI Hospitals Group Healthy Ireland Activities

The following actions are already underway to govern and implement the Healthy Ireland objectives across the seven Hospital sites in the Group:

- + **Steering Group meetings chaired by Executive Lead (COO) commenced October 2015 & ongoing**
- + **HI Project Manager appointed for Group, Sept 2015**
- + **Healthy Ireland Lead established in each hospital (sits on Steering Committee and chair's hospital HI committee)**
- + **Specialist Public Health Medicine completed population profiles for each hospital**
- + **Healthy Ireland Staff briefing sessions held across all hospital sites - over 450 staff have attended**
- + **Sessions included individual Hospital population health data presented in each session across all hospitals**
- + **Baseline Stock Take survey completed in each hospital**
- + **Healthy Ireland Committees/ Implementation Teams established at each hospital site**
- + **Action Plans underway in each Hospital for patients and staff**

Images:

1. Children learning CPR in Cavan & Monaghan Hospital
2. Children's obstacle course in the Physio Dept in Cavan and Monaghan Hospital - Exercise is such fun!!
3. Children at Alcohol awareness - 'walking the line' with Alcohol goggles on to know what too much does to your ability to walk!

### Examples of Patient Healthy Ireland Sub Groups established across RCSI Hospitals Group

Within each RCSI Hospital, Healthy Ireland Sub Groups are in place to address the priority needs of their patients and staff

- + **Alcohol Management Sub Group**
- + **Breast Feeding improvement Sub Groups**
- + **Chronic Disease Self Management Programmes**
- + **Stop before your Procedure (Smoking Cessation Programme - at Pre assessment clinics)**
- + **Obesity Sub Groups (Adults and Children)**
- + **Diabetes Sub Group**
- + **Mental Health Integrated Pathway Sub Group**
- + **Improving and implementing Healthy Living information in Reception Areas, OPD and ED areas**



### Staff Health & Wellbeing in the RCSI Hospitals Group

Staff are the cornerstone of the RCSI Hospitals Group. Evidence has shown that organisations that are attentive to the health and wellbeing of their staff will ensure that they are in a better position to provide the best care to their patients and less likely to need health services themselves in the future. The RCSI Healthy Ireland implementation plan will adhere to HIQA National Standards for Safer and Better Healthcare (2012) when putting in place Health and Wellbeing plans for staff and patients.

The Healthy Ireland Leads in the seven hospital sites are best placed to engage with staff to identify hospital wide health and wellbeing programmes. Staff health and wellbeing has been prioritised by the HSE in response to the feedback from the HSE national staff survey "Have Your Say, 2014", of its workforce. This focus on staff health and wellbeing is welcomed by the RCSI Hospitals Group and through the Healthy Ireland sub groups, key staff have already identified themselves as champions through a variety of workplace initiatives including Operation Transformation, Active@Work, Calorie Posting, Sli na Slainte, Mindfulness and Choirs. It is envisaged this plan will further support the cultural shift needed for staff to feel valued and their health needs supported.

### Healthy Ireland initiatives supporting Staff Health & Wellbeing across all RCSI Hospitals

- + **Healthier Eating, Calorie Posting and HSE Healthy Vending in development across RCSI Hospitals**
- + **Physical Activity & Active at work sub groups/action plans in all RCSI Hospitals**
- + **Wellbeing, staff mental health and wellbeing sub groups**
- + **Smarter Travel initiatives**
- + **Smoking cessation supports for staff**
- + **Staff Choirs**

# Staff Healthy Ireland Initiatives Established in 2015 – 2016 in all RCSI Hospital Sites

*Healthy eating  
at the Rotunda*



*Yoga before/after  
work at the Rotunda*



**hi**  
Healthy Ireland

IT'S ALL  
ABOUT CHOICE –  
MAKE YOURS  
THE HEALTHY ONE

OUR CARTEN  
IS NOW  
CALCULATING



*Calorie Posting  
in Cavan General  
Hospital*



*Lunchtime walking  
groups established  
at work in all RCSI  
Hospital sites*



Connolly Staff participating in Cycling Charity events



Operation Transformation in Louth Hospitals



And completing the race!!



Cycling to work in Connolly Hospital



Beaumont Hospital Staff Choir

## Collaborative working with Health and Wellbeing

The RCSI Hospital Group is working in close collaboration with local Health Promotion and Improvement staff, Specialists in Public Health Medicine, Environment Health, National Policy Priority Programme Leads and National Health and Wellbeing staff, to implement Healthy Ireland throughout the RCSI Hospitals Group. Their expertise and input has been essential in developing this plan and in devising and implementing the baseline stock take, undertaken in each RCSI Hospital.

Through this collaborative working we are recognising the opportunity and efficiencies in implementing the Healthy Ireland plan by availing of the expertise of our collective staff.

## Monitoring and measuring Healthy Ireland successes across the RCSI Hospitals

Current service delivery across the health service is measured against the targets set in the National Service Plan. Recognising this, the RCSI Hospitals Group has developed this Healthy Ireland Plan with clear key performance indicators to coincide with each action.

The Health & Wellbeing Division will monitor the impact of this plan in the RCSI Hospitals Group. The implementation of the Healthy Ireland actions will be monitored as part of the established performance assurance process to measure the individual hospitals performance on their progress of implementing the plan. The frequency of monitoring will be aligned to established performance assurance meetings with the CEO of the RCSI Hospitals Group.



## Role of RCSI Academic Partner in Measuring Outcomes following implementation of the RCSI Hospitals Group Healthy Ireland Plan

The RCSI Hospitals Group will seek to work collaboratively in evaluating the impact/outcome of actions and initiatives identified in this plan. This will build on previous collaborations and research between the RCSI and our hospital sites relating to tobacco, chronic illness management, health equity audit tools and evidence based care pathways. Research potential is envisaged specifically around actions relating to alcohol, breastfeeding and the effectiveness of implementing 'Making Every Contact Count'.

## Role of RCSI Academic Partner in supporting the implementation of RCSI Hospitals Group Healthy Ireland Plan

RCSI as the academic partner have recently developed and rolled out their own Health and Wellbeing Strategy for Staff. This strategy is known as 'RCSI Inspire'. Inspire focuses on 4 Pillars i.e. Physical, Nutritional, Occupational and Mental Health. There is a focus on each pillar quarterly ensuring that all pillars are promoted consistently throughout the year. Inspire have run events such as the Lunchtime Mile during National Workplace Wellbeing day, Mindfulness Based Stress Reduction course, Operation Transformation's One Million Pound Challenge as well as seminars and poster campaigns on mental health awareness and managing workplace stress.

The RCSI wholeheartedly support the RCSI Hospitals Group Healthy Ireland Plan. This collaboration will benefit both staff within the College and staff within the Hospital Groups. The Inspire strategy aligns well and complements the Healthy Ireland Plan objectives.



Breast feeding mothers attending their local breast-feeding support group following their babies being born in the Rotunda Hospital & RCSI Hospitals Maternity Units



### Key Performance Indicators

Contained in this plan there are numerous actions for which there are key performance indicators to ensure we succeed in achieving the targets we have set. These KPIs measure our activity against the targets we have set which include compliance with the HIQA Standards. The success and outcome will be measured by:

- + **A reduction in chronic illness admissions to our hospitals**
- + **Reduced length of stay for patients suffering from chronic conditions**
- + **Improved access and patient experience times in our Emergency Departments**
- + **Improvement in our outpatient waiting times**
- + **Increase in breastfeeding initiation rates in our 3 maternity units**
- + **Improved compliance with Audits of our Tobacco Free Campus and European Network of Smoke Free Hospitals self audit**
- + **Improved assessment and management of patients presenting with alcohol dependency**
- + **Sharing of best practice and access to services across the Hospital sites in the Group**
- + **Improved engagement with staff and provision of programmes that support staff to manage their own health in a supportive work environment**

### HIQA National Standards for Safer and Better Healthcare (2012)

HIQA National Standards for Safer and Better Healthcare (2012) Standard 1.9 and 4.1 identify the requirement for each hospital to put in place Health and Wellbeing plans for patients and staff. The RCSI Hospitals Group Healthy Ireland plan clearly demonstrates the range of actions to be undertaken in each Hospital to meet Standard 1.9 and 4.1 for both patients and staff.

The RCSI Hospitals Group will continue to support each Hospitals Health Care Associated Infection Committees (HCAI) to ensure there are reductions in the rates of HCAI and antimicrobial resistance across all hospital sites.

The Hospital Group is assured that once the actions are implemented all hospitals in the Group will meet these standards thus improving patient safety and quality of care and ensuring staff health and wellbeing are prioritised in each Hospital.

### HIQA Themes for Quality and Safety (2012)



SECTION 4

RCSI Hospitals Group Healthy  
Ireland Implementation Plan  
2016 - 2019



## Introduction

This is the action plan for the RCSI Hospitals Group, building on the actions contained in the Healthy Ireland in the Health Services national Implementation Plan (2015) relevant to the hospital setting and the specific needs of the RCSI Hospitals Group patient and staff population. The plan is set out in eleven sections aligned to the national plan:

- + **4.1 Reducing the Burden of Chronic Disease**
- + **4.2 Tobacco Free Ireland**
- + **4.3 Healthy Eating**
- + **4.4 Physical Activity**
- + **4.5 Alcohol**
- + **4.6 Wellbeing and Mental health**
- + **4.7 Healthy Childhood**
- + **4.8 Positive Ageing**
- + **4.9 Improving Staff Health and Wellbeing**
- + **4.10 Governance**
- + **4.11 Health Service Reform**



The actions from the Healthy Ireland in the Health Services National Implementation Plan (2015) as they pertain to the Acute Hospitals are referenced in Appendix 1.

The RCSI Hospitals Group will continue to work in collaboration with the team in the Health and Wellbeing Division, the newly appointed Heads of Health & Wellbeing in the CHOs and other relevant stakeholders and partners to ensure Healthy Ireland becomes a cornerstone of the culture in the RCSI Hospitals Group.

## 4.1 Reducing the Burden of Chronic Disease



Self care is best care! Patient in Connolly Hospital taking his own blood sugar reading

This section sets out how the RCSI Hospitals will maximise their potential to influence the modifiable risk factors for chronic disease and assist patients in managing their own condition. The forthcoming national models that will support our staff to promote lifestyle behaviour changes for patients are Making Every Contact Count (MECC) and Self-Care Management Support.

### **Making Every Contact Count (MECC):**

Making Every Contact Count (MECC) is the evidence based model where health professionals use their routine consultation to empower and support people to make healthier choices to achieve positive long-term behaviour change. It is envisaged that the national implementation of MECC will

happen on a phased basis with initial phase in Maternity Hospitals. There are three maternity units in the RCSI Hospitals Group and we will take a lead role in phasing in MECC.

**Self Care Management Support:** is based on empowering patients to take greater control of their own health and address their individual modifiable risk factors to be able to reduce the burden of their condition and increase their quality of life.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Reducing the Burden of Chronic Disease	4.1.1	The RCSI Hospitals Group will continue and build on programmes underway which seek to enhance the experience of patients through forefront customer service, self-care management, respecting each other and brief interventions.	Hospital GM/CEO& Group COO	2017/2018
	4.1.2	The Group will continue to embed the programmes of care listed in 4.1.1 by fully implementing the MECC and Self-care models commencing in the three Maternity Units. ( Pending National Framework for MECC)	Hospital GM/CEO& Group COO	2017/2018
	4.1.3	The RCSI Hospitals will actively engage in identifying and developing referral pathways (In conjunction with the Policy Priority Programme Leads and CHOs) to include available community supports; to specialist services in the area of smoking; alcohol, healthy eating, weight management and physical activity and in line with our specific population requirements.	HI RCSI Group Project Manager & HI Lead in each Hospital	2017/2018
	4.1.4	Review the minimum dataset IT System supporting MECC and determine requirement for implementation at RCSI Hospitals Group level. (This IT System will enable the recording of lifestyle risk factors and MECC interventions)	COO & HI Lead in each Hospital	2017/2018

Priority Area	Action Number	Priority Action	Lead	Completion Date
<b>Chronic Disease - Respiratory, Diabetes and Cardiovascular Disease Actions</b>				
<b>Reducing the Burden of Chronic Disease</b>		<b>Respiratory</b>		
	4.1.5	<b>Asthma</b> <ul style="list-style-type: none"> <li>Continue to provide and build on education programmes, group and individual for patients with asthma.</li> <li>Continue to ensure all patients with asthma received education supported by a written asthma action plan and skills training including the use of inhalers and peak flow meters</li> </ul>	Hospital GM/CEO & Clinical Director	Ongoing
	4.1.6			
	4.1.7	<ul style="list-style-type: none"> <li>Evaluate the potential for Nurse Led telephone review services for patients with high risk asthma</li> </ul>		2017
	4.1.8	<b>COPD</b> <ul style="list-style-type: none"> <li>Ensure provision of pulmonary rehabilitation which includes exercise training which is standardised according to the pulmonary rehabilitation model of care (exercise and disease specific education together with general self management education)</li> <li>Build on COPD Outreach Programme and work with CHO's to ensure Integration when Clinical Care programme rolled out in CHO areas.</li> </ul>	Clinical Director	2017
	4.1.9			
	4.1.10	<b>Diabetes</b> <ul style="list-style-type: none"> <li>Increase the provision of patient structured education programmes for diabetes across the group. (Daphne Type I and Xpert Type II)</li> </ul>	Hospital GM/CEO & Clinical Director	Ongoing 2017
	4.1.11	<ul style="list-style-type: none"> <li>Continue to implement the Diabetes Clinical Programme with a focus on the full multi-disciplinary team input into diabetes patient care to ensure best patient supports and outcomes.</li> </ul>		
		<b>Cardiovascular</b>		
	4.1.12	<b>Hypertension</b> <ul style="list-style-type: none"> <li>Continue to support and develop Self-management in particular self monitoring of blood pressure for patients with hypertension</li> </ul>	Hospital GM & Clinical Director	2017
	4.1.13	<b>Heart Failure</b> <ul style="list-style-type: none"> <li>Standardise exercise based Heart Failure cardiac rehabilitation and provision and increase action to meet the need for patients with heart failure across the group.</li> </ul>	/RCSI COO, &Hospital GM/CEO & Clinical Director	2017
	4.1.14	<b>Stroke</b> <ul style="list-style-type: none"> <li>Ensure that lifestyle education and support for patients who have suffered stroke, and their carers, is optimised supported by Stroke Nurse specialists ,</li> </ul>	RCSI COO & Hospital GM/CEO & Clinical Director	2018
	4.1.15	<ul style="list-style-type: none"> <li>Work with national programmes to explore the provision of peer and social support stroke groups when available and determine potential for implementation within the Group.</li> </ul>		
	4.1.16	<ul style="list-style-type: none"> <li>Establish the extent to which Structured education programmes for stroke are available to patients in RCSI Hospitals Group.</li> </ul>	Hospital GM, Clinical Director	2018
4.1.17	<ul style="list-style-type: none"> <li>Using this baseline data, establish collaborative working groups across the RCSI Hospitals and relevant CHOs to develop referral pathways, referral criteria and processes ensuring access to self management programmes is maximised.</li> </ul>	Hospital GM, Clinical Director and H&WB Lead for relevant CHO		

## 4.2 Tobacco Free Ireland



Smoking Cessation Workshop in Cavan & Monaghan Hospital

This section outlines the current and future priority actions underway to support Tobacco Free environment in all the RCSI Hospitals. In summary, our actions are focussed on three main elements of work – Tobacco Free Campus, Training of Staff in Brief Intervention and MECC, Provision of specialist smoking cessation services for patients and staff

Priority Area	Action Number	Priority Action	Lead	Completion Date
Tobacco Free Ireland	4.2.1	Each Hospital to train the annually agreed target number of front line staff in Brief Intervention for Smoking Cessation/ Generic BI (MECC)	Hospital GM/CEO	Ongoing
	4.2.2	Each hospital will develop an annual action plan to progress the implementation and on-going monitoring of the HSE Tobacco Free Campus Policy	Hospital GM/CEO	Ongoing
	4.2.3	All hospitals in the group will actively participate in the ENSH-Global process – complete annual on-line self-audit and commence a process to validate implementation of ENSH-Global Standards	Hospital GM/CEO	2017
	4.2.4	Each hospital to routinely record prevalence, develop a comprehensive referral pathway and have a dedicated specialist smoking cessation service to provide support for staff and service users	Hospital GM/CEO	2017
	4.2.5	Initiate the 'Stop before Your Procedure' Initiative in two RCSI Hospital Note – Stop before your Procedure is a smoking cessation programme targeting patients who smoke to quit before surgery	HI Project Manager & HI Leads in two Hospitals in RCSI Group	2017
	4.2.6	Each maternity service will initiate carbon monoxide monitoring at booking visit to identify pregnant smokers and implement an opt-out referral system to specialist smoking cessation services	Hospital GM/CEO	2018
	4.2.7	Ensure that all sites have QUIT campaign and Tobacco Free Campus communications and resources prominently displayed and easily accessible	Hospital GM/CEO	2017

## 4.3 Healthy Eating

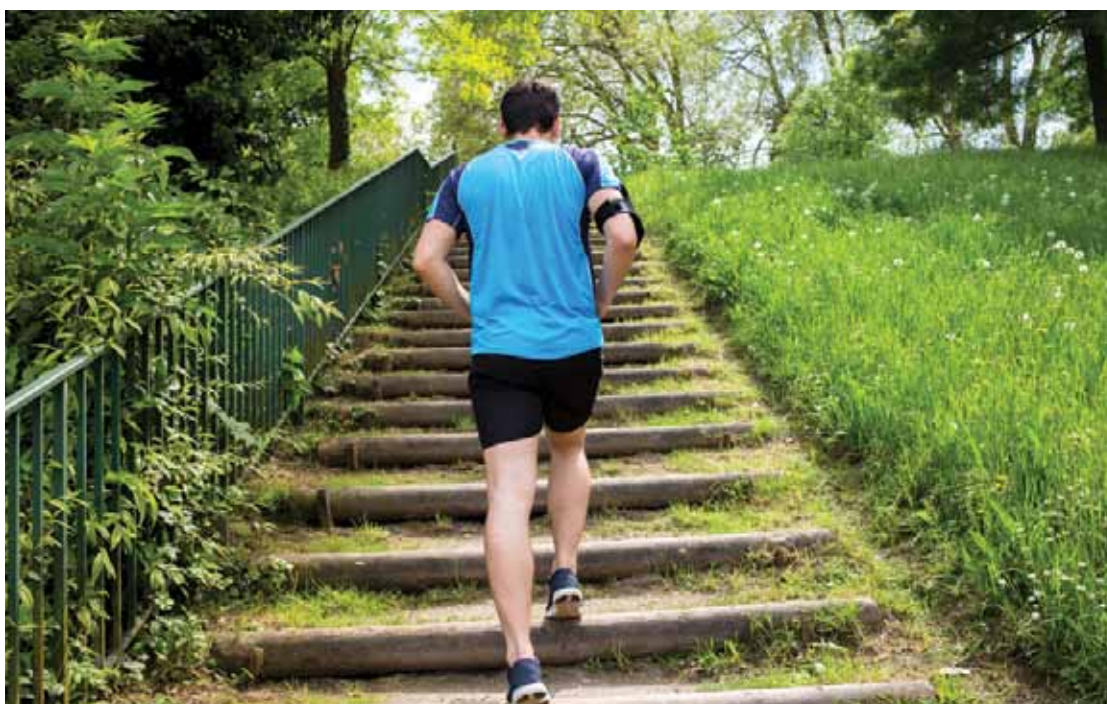
The HSE have established the Healthy Eating and Active Living Programme which will provide strategic direction and ensure implementation of actions to address overweight and obesity throughout the health services. Within this plan, the RCSI Hospitals Group is committed to implementing the relevant actions for patients and staff to address this priority modifiable lifestyle issue. The work already underway across our hospitals to improve the management of patients' specific nutritional needs is fully acknowledged. Deficits identified through audit processes and HIQA reports related to Nutrition and Hydration Standard (May 2016) are being tackled through hospital quality improvement plans

Priority Area	Action Number	Priority Action	Lead	Completion Date
Healthy Eating	4.3.1	Review the forthcoming Healthy Food and Nutrition Policy (when published nationally) and determine the requirements for compliance in the RCSI Hospitals.	Hospital GM	2017
	4.3.2	Continue and enhance the actions of the Nutrition and Hydration Committees in each site to comply with the HIQA Standards.	Hospital GM	Ongoing
	4.3.3	Review the National "A Healthy Weight for Ireland - Obesity Policy and Action Plan 2016" and the HSE *HEAL (Healthy Eating Active Living) Implementation Plan and determine the requirements to implement at RCSI Hospitals Group level. * HEAL is the National Policy Priority Programme for Healthy Eating and Active Living	Hospital Group COO	2017/2018
	4.3.4	Standardise systems for BMI measurement and recording in health care records across all RCSI Hospitals. *Dependent upon national systems	Hospital Group COO	2017/2018
	4.3.5	Full Calorie Posting achieved in all hospital canteens, visitor restaurants, coffee shops and hospital trolley shops	Hospital GM	2016/2017
	4.3.6	Each hospital to complete implementation of the HSE Healthier Vending policy.	Hospital GM	2016/2017

## 4.4 Physical Activity

This section outlines the actions to support the Hospital services to address physical inactivity. Lack of activity is now the fourth leading risk factor for global mortality. It is proven that physical activity promotes wellbeing, physical and mental health, prevents disease and improves quality of life. The physical activity actions within this plan will be aimed at patients and staff and supported by the behaviour change model (MECC).

Priority Area	Action Number	Priority Action	Lead	Completion Date
Physical Activity	4.4.1	The RCSI Hospitals will determine the requirements to implement the assessment of each patient's physical activity status.	Hospital GM CHO H&WB Leads Clinical Directors	2017
	4.4.2	Using the MECC framework, document physical activity patient status and plans as part of each patient's care plan.	Hospital GM CHO H&WB Leads Clinical Directors	2017
	4.4.3	Each hospital site will work collaboratively with the CHO and relevant other stakeholders to identify and agree physical activity opportunities are maximised for patients and staff.  (Please see Staff Health and Wellbeing Section for Staff Physical Activity actions)	Hospital GM CHO H&WB Leads Clinical Directors	2017





## 4.5 Alcohol

The burden of alcohol harm on the Hospital services is well recognised and population surveys suggest one and half million adults in Ireland drink in a harmful manner. The HSE have established a National Alcohol Programme with responsibility for developing, planning and overseeing an Action Plan in line with the Report of the National Substance Misuse Steering Group (2012). The key priorities are to raise awareness of the harm caused by alcohol and build the capacity within the health services to address excessive consumption. Through this plan the RCSI Hospitals Group will identify key actions to support the work of the Alcohol Programme within the hospital setting.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Alcohol	4.5.1	Through the MECC Framework, the RCSI Hospitals Group will build on and develop Alcohol screening and interventions currently underway across the sites to improve the assessment and treatment of alcohol misuse.	Hospital GM/ CEO Clinical Director	2017/2018
	4.5.2	Through collaborative work with CHO Heads of Health & Wellbeing and the National Alcohol Programme strengthen current integrated care pathways to specialist support services.	Hospital GM/ CEO Clinical Director	2016-2017
	4.5.3	Provide structured patient information on prevention and management of hazardous and harmful use of alcohol including self care tips, resources & referral pathways for harmful and dependent use. This will include display of campaign materials relating to alcohol at local sites. To be available in Autumn 2016.	Hospital GM/ CEO Clinical Director	2016-2017
	4.5.4	Undertake a pilot research project in one RCSI Hospital to establish the current screening, intervention and referral patient services in conjunction with the national Policy Priority Programme Lead for Alcohol.	Hospital GM/ CEO Policy Lead for Alcohol	2017
	4.5.5	Continue to utilise the opportunities for health promotion and risk protection through the Genito Urinary Medicine (GUM) Services in relation to the links between sexual health and risky drinking behaviour.	Hospital GM/ CEO Clinical Director	2016-2017

## 4.6 Wellbeing and Mental Health



Patients participating in the Beaumont Hospital Wellbeing & Stress Management Out Patient programme

The vision for Mental Health Services is to support the population to achieve their optimal Mental Health. Within this section of the plan, the RCSI Hospitals connect our actions with those of Mental Health services to integrate the care pathway for patients presenting to our hospitals with mental health issues of concern. The vision is recovery focussed, service user centred, flexible and community based. The challenge to date for our hospitals has been in providing appropriate and timely access to specialist supports particularly for patients with mental health issues presenting to our emergency departments. This section will detail actions to address this through collaborative working with the Mental Health Division.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Wellbeing and Mental Health	4.6.1	Review current practices and strengthen integrated care pathway between emergency department staff and mental health staff in the management of patients who attempt suicide and present to Emergency Departments (ED)	Hospital GM/ CEO Mental Health Staff in the Acute mental health Service (on-site) Mental Health Division	2017 - 2018
	4.6.2	ED staff to receive Suicide Awareness and Intervention Training, Deliberate Self Harm Training and other suicide prevention and intervention training programmes.	Hospital GM/ CEO	2017 - 2018
	4.6.3	Hospitals will review and implement the actions and protocols pertaining to Acute Hospitals, and their implementation as identified in 'Connecting for Life',(CFL) as led by Mental Health when they are developed. Connecting for Life is the Government launched new national strategy to reduce suicide in Ireland, 2015-2020.	Hospital GM/CEO in partnership with Mental Health division	In line with CFL Actions

## 4.7 Healthy Childhood

This section outlines the actions for the RCSI Hospitals Group to address the lifestyle factors affecting child health and wellbeing from pregnancy.

Guided by the HSE Healthy Childhood Programme and the Nurture Infant Health and Wellbeing Programme the hospital sites will support the adoption of healthy lifestyle choices particularly in relation to healthy pregnancy and the first 1000 days of a child's life.

Particular focus will be placed on improving breastfeeding rates in our three maternity units due to the significant health benefits to the baby and mother when breastfeeding is commenced and continued.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Healthy Childhood	4.7.1	Pregnant women, mothers and their partners will continue to be prioritised for smoking cessation intervention at the earliest point of presentation to hospital services.	Hospital GM/CEO Clinical Director	Ongoing
	4.7.2	Continue to up-skill staff in relation to the harmful effects of alcohol in pregnancy and in line with alcohol pregnancy guidelines, promote an alcohol free pregnancy to all pregnant mothers.	Hospital GM/CEO Clinical Director	Ongoing
	4.7.3	Continue to provide specific patient centred breastfeeding supports to pregnant women in our three maternity units.	Hospital GM/CEO Clinical Director	Ongoing
	4.7.4	This includes reaching targets as follows:  Baby Friendly Hospital targets for Breastfeeding to be reached in all 3 Maternity Units in RCSI Hospitals Group to include 2% annual increase in initiation rates.		
	4.7.5	Review MECC and Minimum Data Set IT System and determine requirements to record BMI and physical activity lifestyle in health care records for all pregnant women and children.	Hospital COO	2017

## 4.8 Positive Ageing



This section outlines the actions required by the RCSI Hospitals to promote positive ageing for the patients in our care. Guided by the National Positive Ageing Strategy (DOH 2013), the actions focus on promoting the welfare and safeguarding of elderly patients to included falls risk, which is a leading cause of injury and harm to elderly patients at home and in Hospital. The plan recognises the difficulties encountered by elderly patients in acute hospital care particularly patients who have dementia and the challenges for their carers.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Positive Ageing	4.8.1	Ensure information and communications materials on dementia that are relevant are available and displayed across the Hospital sites. (Pending Dementia Strategy Availability)	Hospital GM/CEO	2017
	4.8.2	Implement care pathway for dementia in all RCSI Hospitals	Hospital GM/CEO	2017 – ongoing
	4.8.3	Support staff attendance at training on the National Acute Dementia Awareness Programme	Hospital GM/CEO	2017 – ongoing
	4.8.4	Review and map existing protocols/ policies on falls.	Hospital GM/CEO	Ongoing
	4.8.5	Review available falls data and formulate quality improvement plans on all sites.	Hospital GM/CEO	Ongoing
	4.8.6	Ensure that key frontline staff are informed and appropriately trained in elder abuse training. This will support Hospital staff to report any incidents of elder Abuse.	Hospital GM/CEO	Ongoing
	4.8.7	Continue implementation of Malnutrition Universal Screening Tool (MUST) across all Hospital sites. Develop audit programme for same.	Nutrition & Hydration committees/CDONM	Ongoing

## 4.9 Improving Staff Health & Wellbeing

There is strong evidence that a healthy workplace creates a supportive environment that protects and promotes the physical, mental and social wellbeing of staff. This section outlines how the RCSI Hospitals Group will demonstrate its commitment to our 8,130 staff by actions to improve their health and wellbeing. This work will be supported by the forthcoming Staff Health and Wellbeing Framework (DOH), HSE Healthy Workplace Policy, HSE People Strategy and the HIQA Standards 1.9 and 4.1.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Staff Health & Wellbeing	4.9.1	The RCSI Hospitals will in consultation with Corporate HR and H&W Division, implement local actions in alignment with the forthcoming National Healthy Workplace Policy through the development of local hospital Quality Improvement Plans.	RCSI COO & Hospital GM/ CEO	2017
	4.9.2	Continue Staff Engagement sessions and develop approaches and solutions to the issues raised, where feasible.	Hospital GM/ CEO	Ongoing
	4.9.3	Ensure Senior Managers support and champion Staff Health and Wellbeing Initiatives through the Healthy Ireland Implementation Teams established in each hospital.	Hospital HI Leads	Ongoing
	4.9.4	Opportunities will be maximised for Staff to engage with initiatives and campaigns to improve their own health and wellbeing particularly in the hospital workplace.	Hospital GM/ CEO	Ongoing
	4.9.5	Support the improvement of Staff Health and Wellbeing through local hospital management leads.	COO Hospital Group Hospital GM/ CEO	2017
	4.9.6	Each hospital to build on annual vaccination programme to increase staff uptake of influenza vaccine, to exceed the national target of (40%) of all staff.	COO Hospital Group	Ongoing
	4.9.7	Continue to exceed 40% influenza vaccination uptake in RCSI Hospitals reaching this national target	COO Hospital Group	Ongoing
	4.9.8	Develop an accurate system to record vaccination to maximise staff uptake in each RCSI Hospital site.	Hospital GM	Ongoing
	4.9.9	Promote peer vaccination across all sites to assist in making vaccination accessible to all staff across all sites.	Hospital GM	Ongoing
	4.9.10	All hospitals in the group to assess smoking prevalence of staff in routine HI surveys, offer reduced cost cessation pharmacotherapy and referral to intensive cessation services.	Hospital GM/ CEO	2017 – ongoing

## 4.10 Governance and Leadership

This section of the Plan sets out how the RCSI Hospitals Group provides governance and leadership for the implementation of Healthy Ireland.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Governance and Leadership	4.10.1	Ensure that the RCSI Hospitals Group Plans reflect the actions of Healthy Ireland in the Health Services Implementation Plan 2015 – 2017	Hospital Group CEO and Hospital GM/CEO	Ongoing monitoring of progress 2017
	4.10.2	Each hospital in the Group to develop a quality improvement plan (QIP) to support progression of the actions of the RCSI Hospitals Group Healthy Ireland Implementation Plan.	Hospital Group CEO and Hospital GM/CEO	Ongoing monitoring of progress 2017
	4.10.3	Build on the work underway by the RCSI Hospitals Group Healthy Ireland Steering Committee to drive implementation of this plan.	Hospital Group COO	Ongoing monitoring of progress
	4.10.4	Quarterly reporting of progress of implementation by RCSI Healthy Ireland Executive Lead to the CEO, The Executive Council and the RCSI Hospitals Group Board.	Hospital Group COO	2016
	4.10.5	Ensure each of the hospitals has an active Healthy Ireland Hospital Implementation Team and named Healthy Ireland Lead to implement and report progress on this plan.	Hospital Group COO	Ongoing
	4.10.6	Monitor and report progress through the development of relevant QIPs at each Hospital site. This includes the QIPs of the HCAI committees in each Hospital in the RCSI Group.	Hospital Group COO	Ongoing
	4.10.7	Ensure the RCSI Hospitals Group has a current named Healthy Ireland Project Manager to oversee implementation of this plan.	Hospital Group CEO/COO HI	2015 - 2019
	4.10.8	The Healthy Ireland Project Manager will enable and support staff across all hospitals in the RCSI Group to develop their Healthy Ireland Quality Improvement Plans to ensure delivery of this plan	Exec Lead HI Project Manager	2017 - 2019

## 4.11 Health Service Reform



This section sets out how the RCSI Hospitals Group will continue to build on current effective practices which support the delivery of Healthy Ireland. The focus will be on building the capacity of each Hospital Site to prioritise health promotion and preventative activity as the norm. We recognise that in order to achieve Healthy Ireland in each hospital site we need to enhance the culture, practices, systems and environment of each hospital through the implementation of this plan.

Priority Area	Action Number	Priority Action	Lead	Completion Date
Health Service Reform	4.11.1	The RCSI Hospitals Group will publish its individual group Healthy Ireland Plan 2016 – 2019 to drive the Healthy Ireland agenda through each of its hospital sites.	HI RCSI Group GM & HI Lead in each Hospital	Q4 2016
	4.11.2	The RCSI Hospitals Group will utilise the data of the Activity Based Funding baseline study undertaken to establish the current activities underway related to Healthy Ireland on every site and use this to inform and assist on delivery of this plan.	National ABF team	Dependant on timeframe of ABF model national implementation
	4.11.3	The Hospital Group will explore the potential to link prevention initiatives emanating from the implementation of this plan with the forthcoming Activity Based Funding framework (ABF). *Dependent on the delivery of the National ABF Model for implementation.	National ABF team	Dependant on timeframe of ABF model national implementation

SECTION 4

Implementation Plan  
Appendices 1-3





# Appendix 1

## Actions pertaining to the Acute Hospitals referenced from the Healthy Ireland National Plan (2015)

### 4.1 Reducing The Burden Of Chronic Disease

(Ref HSE HIIP - Actions 34 - 53)

- 41 Champion and leverage strong clinical and professional leadership in the development of a framework and implementation plan for the National Brief Intervention Model.
- 43 Implement a national framework for self-care for the major cardiovascular, respiratory diseases and diabetes.
- 44 Increase the proportion of patients utilising self-care and self-management supports.
- 47 Include health and wellbeing indicators when measuring patients' needs, experiences and outcomes of care.
- 48 Involve patients in the development of programmes and initiatives to improve health and wellbeing.

### 4.2 Tobacco Free Ireland

(Ref HSE HIIP - Actions 67 - 73)

- 67 KPIs for Brief Intervention training and treating tobacco dependence as a care issue are embedded in local operational plans.
- 68 Complete the implementation of the HSE Tobacco Free Campus Policy in all health service sites.
- 69 Staff to "make every contact count" by screening, intervening and referring service users as appropriate to cessation support services as a routine part of the delivery of care across all services. Record smoking status and intervention delivered.
- 70 Establish training targets for key frontline staff requiring training in brief intervention so that staff have the skills and confidence to treat tobacco addiction as a care issue.
- 71 Train staff working in areas of high tobacco dependence (e.g. mental health) on the harm caused by tobacco use and the benefits of quitting so that they have the specialist skills to proactively deliver an on-going programme of support to service users and staff within their service.
- 72 Display QUIT communications materials and resources in all premises to promote and support service users, visitors and staff to quit.
- 73 Ensure compliance with HSE Protection from Second-hand Smoke in Domestic Settings Policy.

### 4.3 Healthy Eating

(Ref HSE HIIP - Actions 74 - 84)

- 74 Staff to "make every contact count" by routinely recording Body Mass Index (BMI), assessing, advising and referring service users as appropriate to specialist services. Record weight and intervention delivered.
- 76 Promote the recording of BMI in medical records including electronic records e.g. HIPE and GP systems.
- 78 Implement the forthcoming HSE Healthy Food and Nutrition Policy including the national clinical guideline for identification and management of under-nutrition.
- 79 Support the implementation of agreed national pathways of care for prevention and management of overweight/obesity and chronic disease including clinical services, structured patient education and prevention and self-care programmes.
- 82 Implement the HSE Healthy Vending Policy and Calorie Posting Policy in all settings.

- 83 Record baselines, interventions and outcomes in HIPE, Primary Care and GP systems to monitor and evaluate effectiveness.
- 84 Implement actions from the forthcoming National Obesity Plan.

#### 4.4 Physical Activity

(Ref HSE HIIP - Actions 85 - 89)

- 85 Facilitate the release of key frontline staff for training in brief intervention so that staff have the skills and confidence to discuss the importance of physical activity for good health and wellbeing with service users.
- 86 Staff to "make every contact count" by routinely assessing levels of physical activity of patients and service users and promoting increased participation in activities available in the local community. Record patients' and service users' activity levels and advice offered.
- 87 Support, promote and implement evidence based programmes to increase physical activity among key risk groups.
- 89 Implement actions from the National Physical Activity Plan (NPAP)

#### 4.5 Alcohol Action Plan

(Ref HSE HIIP - Actions 90 - 95)

- 90 Facilitate the release of key frontline staff for training in brief intervention so that they have the skills and confidence to recognise and address alcohol misuse.
- 91 Staff to "make every contact count" by screening, intervening and referring service users to specialist support as appropriate as a routine part of the delivery of care across all services. Record alcohol consumption patterns and intervention delivered.
- 92 Display communications campaign materials and resources in all HSE settings to reinforce positive health messages.
- 93 Continue the development of linkages with community drugs and alcohol services.
- 94 Record baselines, interventions and outcomes to demonstrate effectiveness of interventions.
- 95 Continue work in the area of sexual health promotion and improvement relating to the role of alcohol and sexual-risk taking.

#### 4.6 Wellbeing & Mental Health

(Ref HSE HIIP - Actions 96 - 105)

- 96 (CHO Mental Health Division) Continue roll out of SCAN (Suicide Crisis Assessment Nurse).
- 101 Provide continuous professional development to all staff.
- 103 Implement Connecting for Life Ireland's National Strategy to Reduce Suicide (2015 - 2020).

#### 4.7 Healthy Childhood

(Ref HSE HIIP - Actions 106 - 119)

- 111 Support pregnant women, mothers and their partners to quit smoking.
  - 112 Promote alcohol-free pregnancy.
  - 113 Promote breastfeeding among all pregnant women and mothers with a focus on groups where rates of breastfeeding are low.
  - 114 Promote good maternal nutrition
  - 116 Provide information and support on infant and child nutrition.
- Promote physical activity to increase the proportion of children taking regular physical activity.

#### 4.8 Positive Ageing

(Ref HSE HIIP - Actions 120 - 126)

- 120 Display information and communications materials on dementia in all health service sites to help build understanding and awareness, and reduce stigma associated with dementia.

- 121** Implement the actions of the National Carers Strategy Implementation Plan.
- 124** Promote the welfare and safeguarding of vulnerable persons at risk of abuse.
- 125** Implement the primary care, acute hospital and public residential aspects of the four early adapters for falls prevention and bone health and subsequent development of the integrated care pathway in designated sites.

#### **4.9 Improving Staff Health & Wellbeing**

(Ref HSE HIIP - Actions 54 - 64)

- 54** Develop and implement a HSE Healthy Workplace Policy.
- 55** Ensure the forthcoming HSE People Strategy contains a commitment to staff engagement and staff health and wellbeing as core principles.
- 57** All delivery organisations will put in place specific consultation mechanisms with their staff to generate bottom-up ideas, and to support and demonstrate commitment to this programme.
- 59** Health education campaigns will include specific information and supports to help staff improve their own health and wellbeing.
- 60** Establish an incentive programme to support improved health and wellbeing amongst staff.
- 61** Build health and wellbeing champions amongst current and retired staff.
- 62** Implement HSE Tobacco Free Campus Policy, Healthy Food and Nutrition Policy, Calorie Posting Policy and Healthy Vending Policy in all settings.
- 63** Make workplaces more supportive of measures to incorporate physical activity into the everyday working lives of staff.
- 64** Promote increased uptake of the flu vaccine in line with targets in annual operational plans.

#### **4.10 Governance & Leadership**

(Ref (HIIP) - Actions 1-8, 65 and 66)

- 1** Ensure new and existing governance arrangements across the Health Services support the delivery of this Plan.
- 2** Ensure annual service, operational and business plans continue to reflect actions to support the delivery of Healthy Ireland in the Health Services.
- 3** Establish National Implementation Oversight Group.
- 4** Establish Steering Groups in CHOs and Hospital Groups to develop, oversee and report on implementation.
- 5** Identify HI Lead at Hospital Group level.
- 6** Undertake staff engagement sessions to communicate the HI vision and build buy-in for the implementation at local level.
- 7** Use Annual Service, Operational and Business plans to monitor actions for the delivery of healthy Ireland in the Health Services.
- 8** Further develop measures and indicators to facilitate a comprehensive view of progress in the implementation of Healthy Ireland in the Health Services.

#### **4.11 Health Service Reform**

(Ref HSE HIIP - Actions 9-33)

- 9** All annual service and business plans will detail how Corporate Plan goals are being achieved.
- 10** National and local services will be required to provide status updates on the Healthy Ireland Implementation Plan as part of the Corporate Plan reporting requirements.
- 13** Each Hospital Group will identify a Healthy Ireland Lead from its senior management team.
- 14** Each Hospital Group will publish an implementation plan and from this will flow individual hospital plans.
- 15** CHOs, Hospital Groups and national services will proactively build their own internal capability to respond to this agenda, drive change in management and clinical practice and report on agreed outcomes.
- 17** Identify mechanisms to incentivise the delivery of preventative activities as part of the Activity Based Funding (ABF) framework.
- 18** Use the model to incentivise hospitals to achieve 90% risk recording on the Hospital In-Patient Enquiry (HIPE) system.

# Appendix 2

## **RCSI Hospitals Group Healthy Ireland Steering Committee Membership**

**This Steering Committee has been established to provide governance and direction to ensure the implementation of the RCSI Healthy Ireland Plan in all the RCSI Hospitals.**

### **Membership:**

Ms Sheila McGuinness, Chief Operations Officer, RCSI Hospitals Group (Chair) & Executive Management Lead for Healthy Ireland

Ms Bridget Clarke, RCSI Hospitals Group Healthy Ireland Project Manager

Mr Barry McGinn, Head of Planning, Performance & Programme Management, Health & Wellbeing Division

Ms Sarah McCormack, Healthy Ireland National Programme Lead, Health & Wellbeing Division

Dr Declan Bedford, Specialist in Public Health Medicine, RCSI

Dr Bernadette O'Keefe, A/Director of Public Health, HSE North East

Mr Eric Brady Director of HR, RCSI Hospitals Group

Ms Fiona Hillary, Beaumont Hospital Healthy Ireland Lead

Ms Sally Ann O'Neill, Connolly Hospital Healthy Ireland Lead

Ms Yvonne Burke, Louth Hospitals Healthy Ireland Lead

Ms Marian Kiernan, Cavan & Monaghan Hospital Healthy Ireland Lead

Ms Catherine Halloran, Rotunda Hospital Healthy Ireland Lead

Ms Emer Smyth, A/Head of Health Promotion and Improvement Manager - DNE

Ms Niamh Lynch, Group Finance Officer – Activity Based Funding

Ms Susan Maloney, Quality and Safety Lead – RCSI Hospital Group

Professor Hannah Magee, RCSI Dean of the Faculty of Medicine and Health Sciences

Mr Derek Bauer, Principal Environment Health Officer

### **Membership of the Healthy Ireland Health & Wellbeing Support Team**

Ms Emer Smyth, A/Head of Health Promotion and Improvement Manager - DNE

Dr Bernadette O'Keefe, A/Director of Public Health, HSE North East

Ms Sarah McCormack, Healthy Ireland National Programme Lead, Health & Wellbeing Division

Mr Derek Bauer, Principal Environment Health

Ms Bridget Clarke, RCSI Hospitals Group HI Project Manager

# Appendix 3

## References

Department of Health HSE Healthy Ireland: A Framework For Improved Health and Wellbeing, 2013 - 2025. Dublin 2015.

Department of Health: Connecting for Life Ireland's - National Strategy to Reduce Suicide 2015-2020. Dublin 2015

Department of Health: Positive Ageing – Starts Now: The National Positive Ageing Strategy. Dublin: 2013.

Health Information and Quality Authority (2012): National Standards for Safer Better Healthcare: 2012.

Health Service Executive: Building a high quality health service for a healthier Ireland: Health Service Executive Corporate Plan 2015-2017. Dublin 2015.

Health Service Executive: Healthy Ireland in the Health Services – National Implementation Plan 2015 – 2017  
Health Service Executive. Tobacco Free Campus Policy. Dublin: 2012.

Health Service Executive. The Irish National Dementia Strategy. Dublin: 2014.

Health Service Executive & Ipsos MRBI. Have Your Say: The Health Services Employee Survey: Report Of Findings. Dublin: Ipsos MRBI; 2014.

Health Service Executive Healthy Vending Policy, for developing healthy vending. Dublin: 2014.

Health Services People Strategy 2015-2018 -Leaders in People Services  
Proof That Positive Work Cultures Are More Productive - Emma Seppala  
Kim Cameron Havard Business Review – Dec 2015

Saolta Healthy Ireland Implementation Plan 2015 – 2017. 2014  
UL Hospitals Group Healthy Ireland Implementation Plan 2016 – 2019.  
2016

Value employees for better hospital performance, engagement  
– March 2012 Fierce Healthcare Newsletter



The strength of the team is each individual member. The strength of each member is the team.

---



Healthy Ireland Implementation Plan 2016 - 2019 RCSI Hospitals Group

