Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE Board Briefing

Subject: Conti Post Incident Review [PIR] implementation update
Submitted for meeting on: Friday 28th January 2022
Name and title of author: Paul Reid, Chief Executive Officer
Why is this being brought to the Board's attention The Conti Cyber attack Post Incident Review was jointly commissioned by the Board and the EMT. Implementation of the PIR recommendations are a priority for both.
Is there an action by the Board required, if so please provide detail? This is an update report for discussion with the Board, following discussion with P&D Committee on 21 January.
Please indicate which of the Board's objectives this relates to; The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; **x**

Background and summary

The final Report of the Conti Post Incident Review [PIR] was accepted by the HSE at the end of November 2021. The Report contains a number of strategic and tactical recommendations relating to:

- Cyber and IT Transformation
- Operational Resilience Transformation
- Oversight and Governance.

This document sets out the establishment actions agreed by the EMT for planning, organising and monitoring an integrated Transformation Programme for implementing the recommendations in the Conti PIR Report.

Briefing

1. Introduction

The changes envisaged as a result of the Post Incident Review require transformational change, not only in our cyber and IT capability but also transformation in our operational and clinical resilience.

These changes will require a number of years to implement and will be dependent on significant organisational effort as well as investment at levels multiples of what we currently invest in IT and Cyber security.

The EMT have taken a number of actions in response to the PIR report and some of the key actions are described below.

Appendix 1 sets out in more detail some of the other establishment actions being taken by the EMT. It is important to note that given the scale of transformation planned, significant detailed planning and investment will be required. This may impact on some of the proposed implementation targets. The EMT's approach to progressing planning and investment case development is set out below.

2. Executive oversight

An EMT Implementation Oversight Group has been established and held its first meeting on the 25th January. Membership includes the CEO [Chair], CSO, COO, CFO, CIO and National Directors of Communications and HR.

The Oversight Group will meet every two weeks to monitor progress being made across the programme.

3. Support for the programme

Designing, organising and structuring this transformation programme requires specialist support in the areas of:

Work stream 1: Programme planning, management, monitoring and reporting.
Work stream 2: IT and cyber transformation
Work stream 3: Operational resilience transformation

The HSE has engaged PWC for a period of four weeks as an extension to the Review process to prepare an initial, high-level plan of time critical actions and to advise on programme structures and reporting processes.

The programme itself also requires more extensive and longer term support. For this work a Request for Tender [RFT] is being finalised for issue in the coming days. A draft scope of the work has been defined and the tender will be progressed through the Office for Government Procurement.

4. Investment case

The IT/Cyber Transformation Programme will require considerable multi-year investment. The Office of the CIO has commenced work on developing the investment case. It is intended that as part of the specialist support to be procured, there will be a validation of this investment case prior to submission to the Department.

In developing the investment case, consideration is also being given to current funding and how this can support the overall objectives of the IT/ Cyber Transformation Programme.

5. Chief Technology & Transformation Officer [CTTO] and Chief Information Security Officer [CISO] roles

The CTTO and CISO roles are central to our IT/ Cyber Transformation Programme. Draft job descriptions have been prepared and it is intended that these will be submitted to the Department for consideration and sanction in February.

The PIR report also recommended the appointment of an interim CISO. Options for this are currently being explored by the CEO and National Director HR.

6. Clinical report on the cyber-attack

In the aftermath the CCO commissioned a comprehensive study, the purpose of which was to understand the clinical impact of the cyber-attack on patient safety, the mitigations staff put in place, and to capture the key learnings from front line staff affected by the attack.
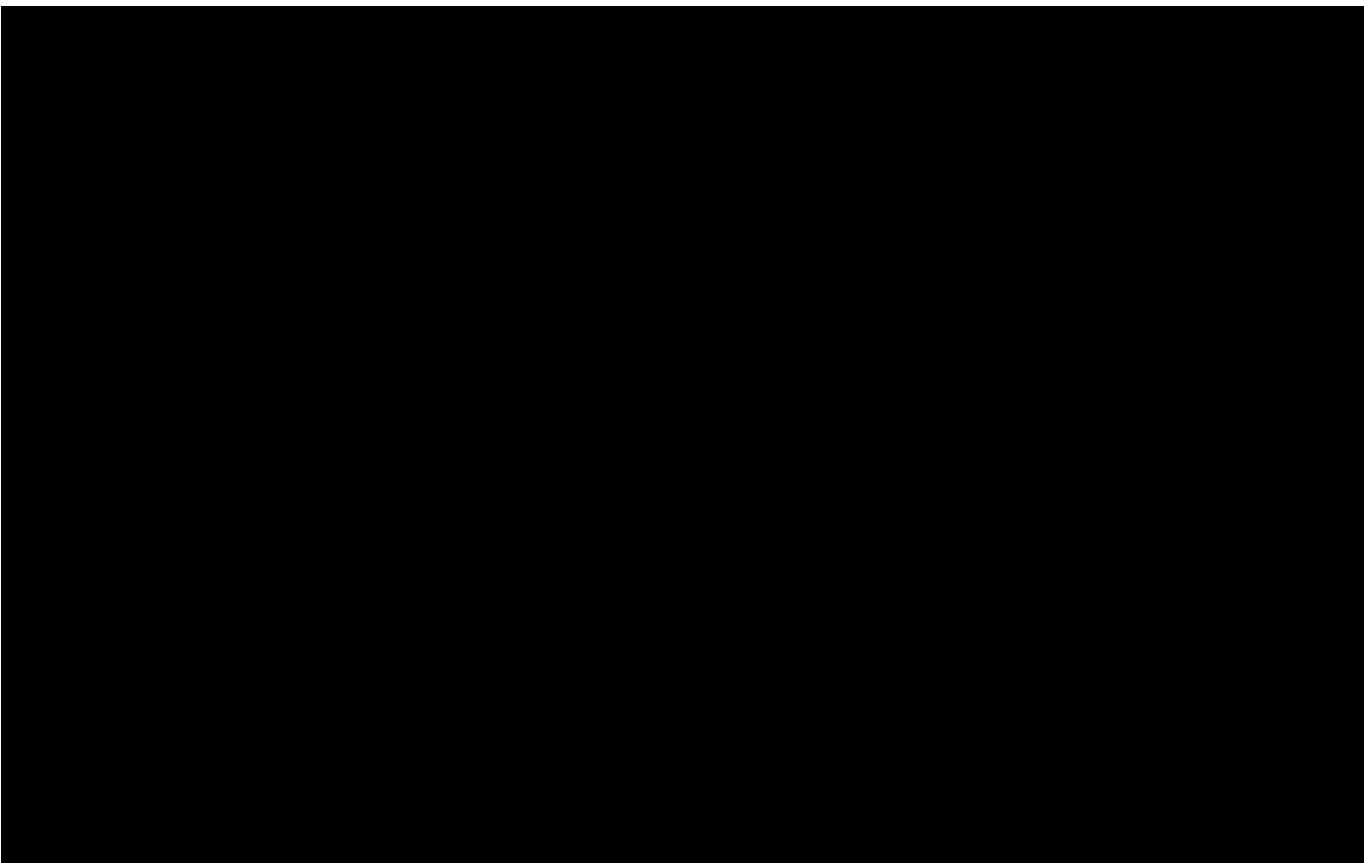
In summary the study findings revealed that the impact of the cyber-attack was abrupt and widespread and healthcare teams lost access to most systems. The teams responded with resilience and adaptability to quickly develop manual workarounds to ensure continuity of services. However, these manual workarounds were prone to risks such as redundancy, missing data, and retrospective data entry and reconciliation. Even though there were no patient safety incidents reported during the study duration, staff were concerned that risks and incidents may emerge in future.

A copy of the Study Report is included in the Board pack for information.

7. Security Enhancements post-attack

A number of cyber security enhancements have been introduced since the cyber-attack and are set out in the table below.

These will be reviewed under a security improvement/rationalisation programme of work and will be subject to formal procurement.

Conclusion

The transformation envisaged in this Programme is one of the most ambitious undertaken by the HSE. Its complexity and the resources required to implement it will be significant. The implementation actions which have been taken by the EMT to date are intended to ensure the success of the implementation process.

Recommendation / Decision Sought

This paper is being brought as an update to the Board.

Appendix 1: Post Incident Review [PIR] Conti Cyber-attack: EMT Immediate implementation actions

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2. PIR Strategic recommendations and actions
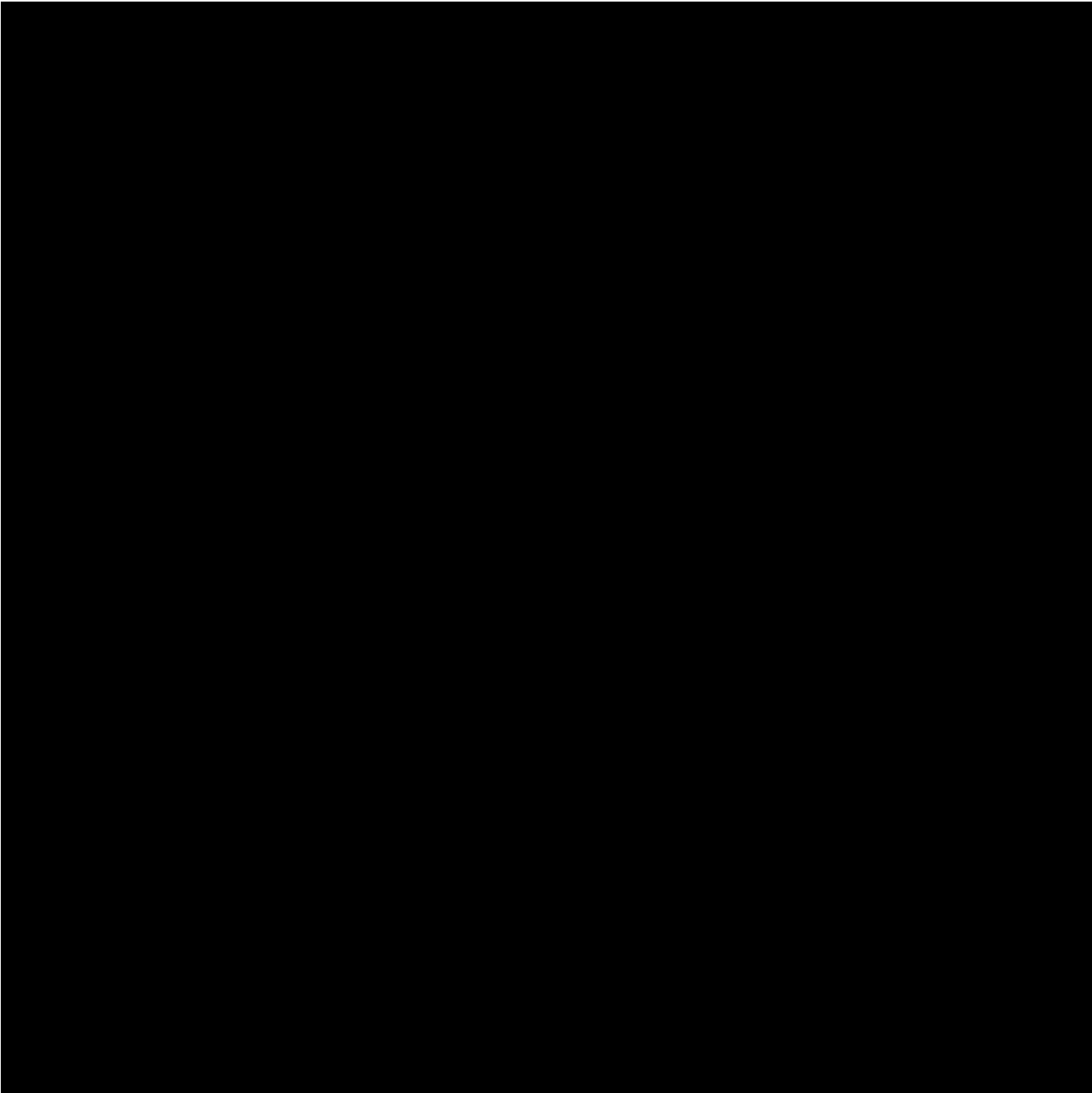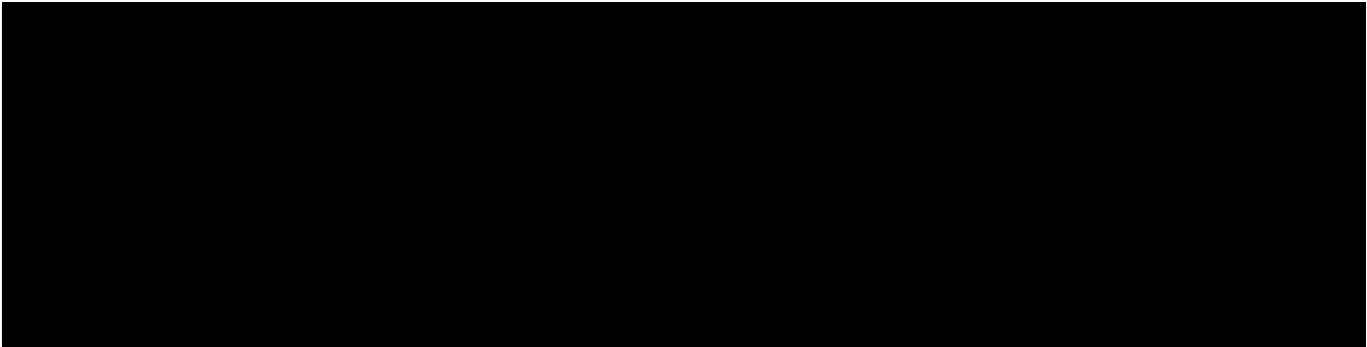
B. Board Oversight

Strategic Recommendation 3: Establish a board subcommittee (or repurpose an existing one) to oversee the transformation of IT and cybersecurity to deliver a future-fit, resilient technology base for provision of digitally-enabled health services, and ensure that IT and cybersecurity risks remain within a defined risk appetite. Consider the inclusion of further specialist non-executive members of the subcommittee in order to provide additional expertise and insight to the subcommittee.

Action	Responsible	Timeframe*
Board oversight: HSE Board to consider options for progressing this recommendation	HSE Chair	TBA

C. Cyber and IT Transformation
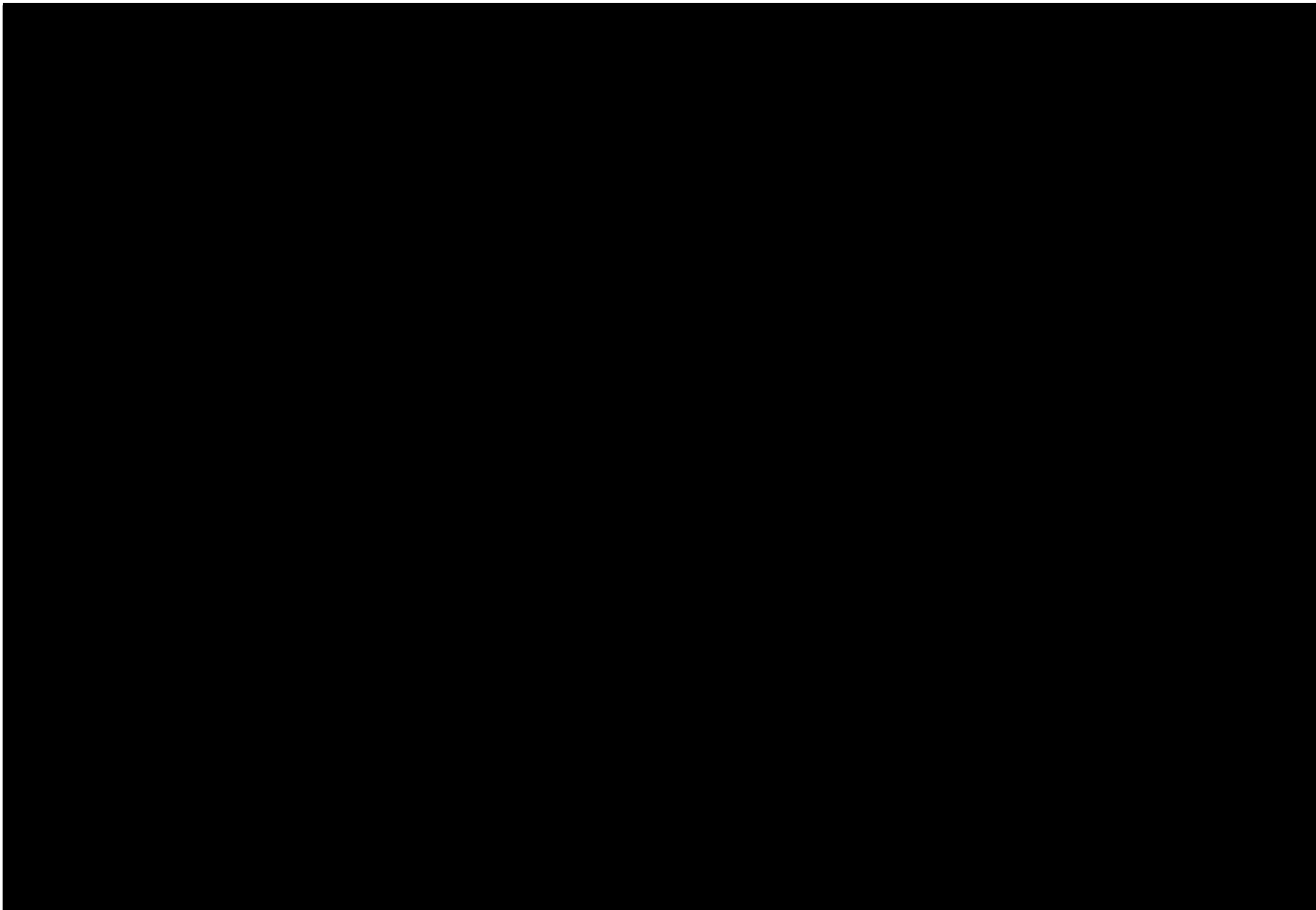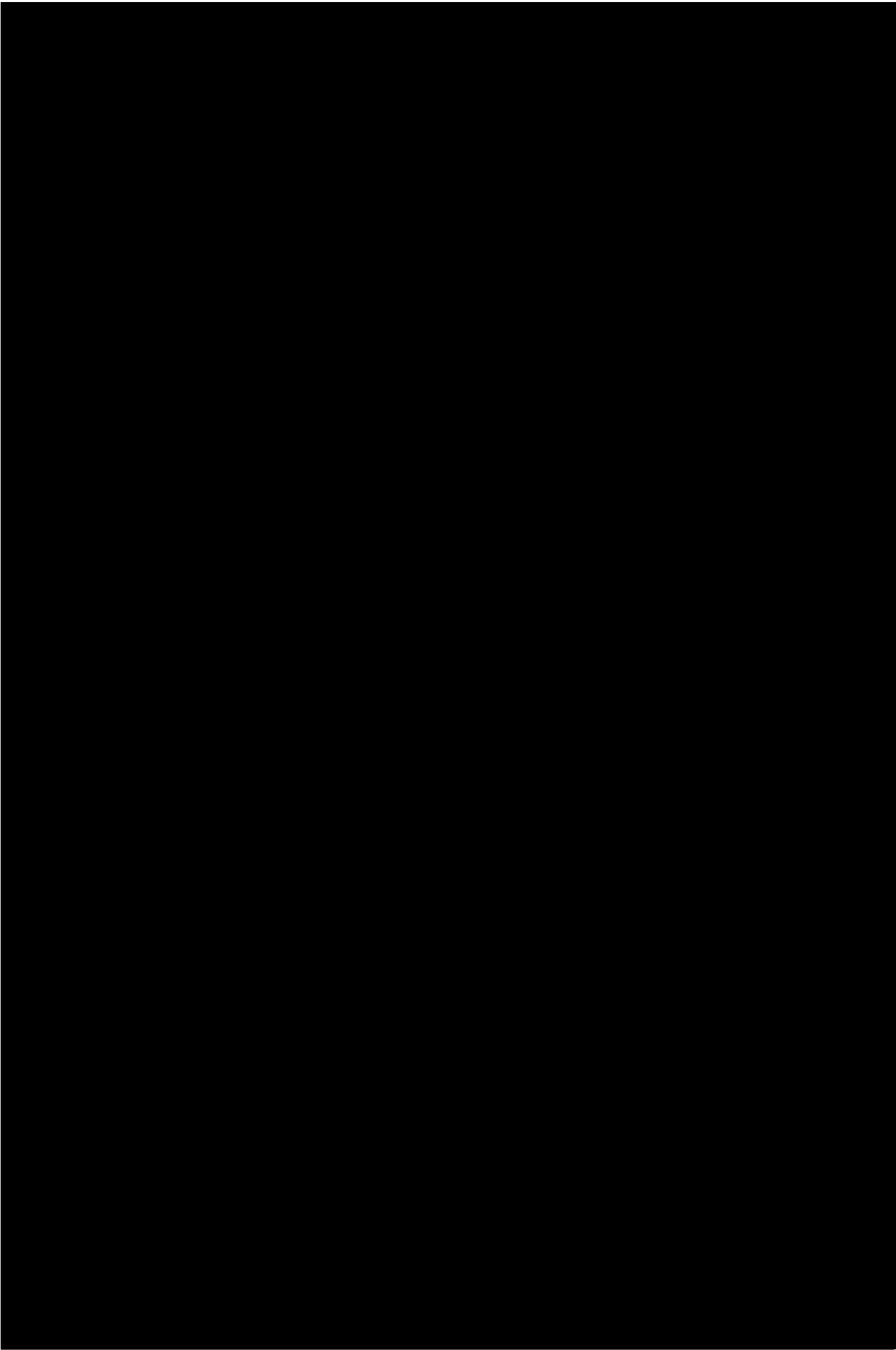
D. Key Cyber and IT posts
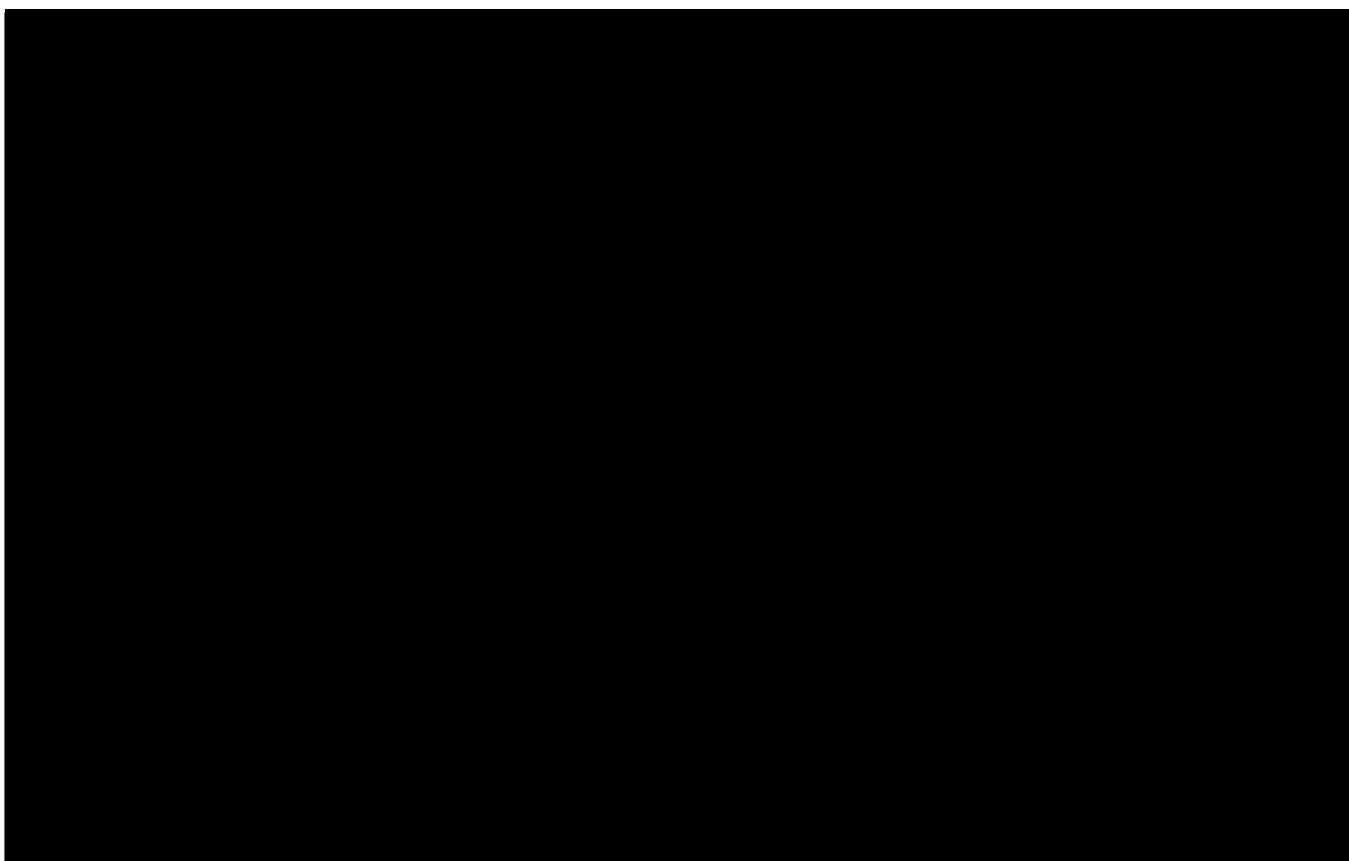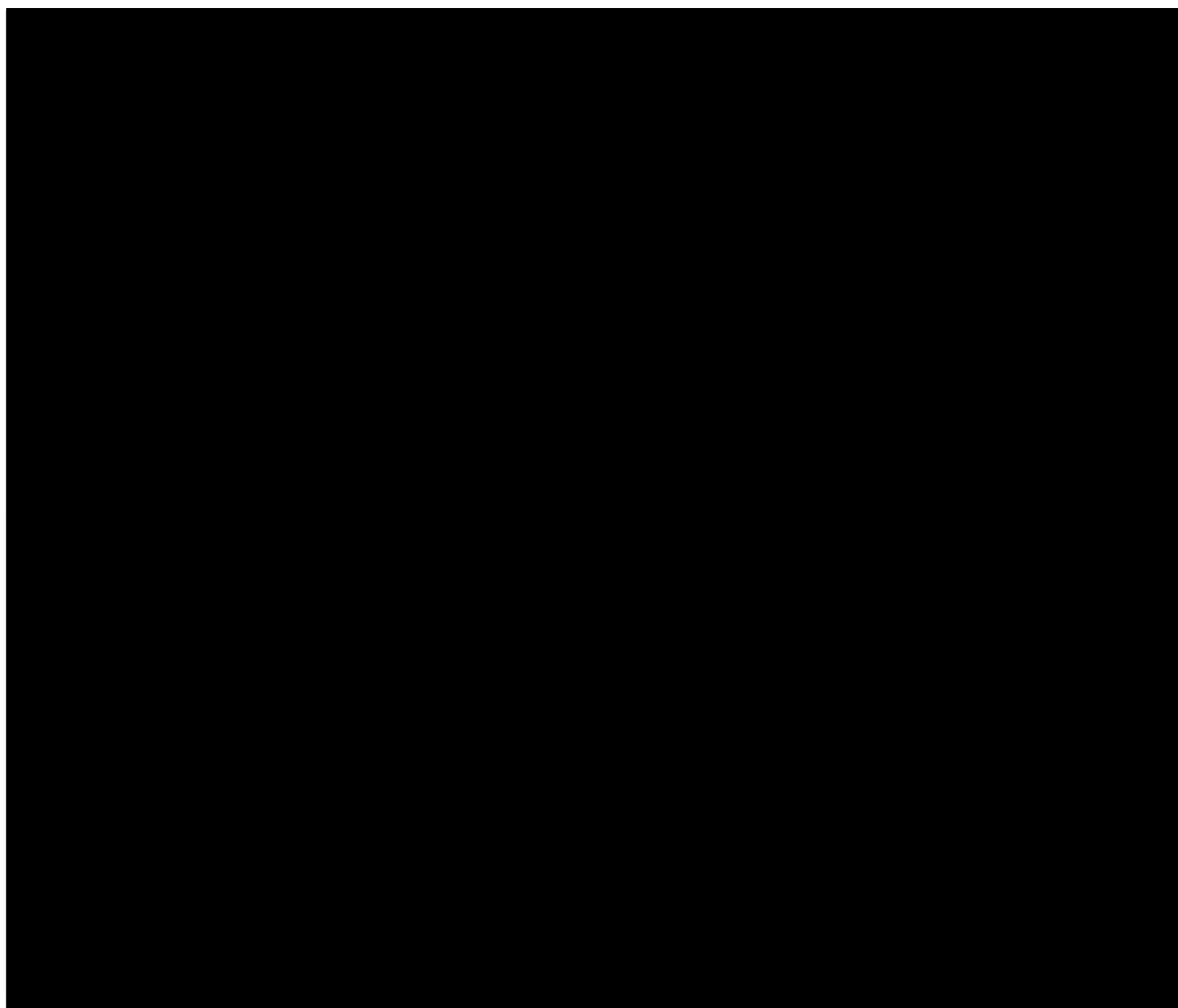
E. Operational Resilience Transformation
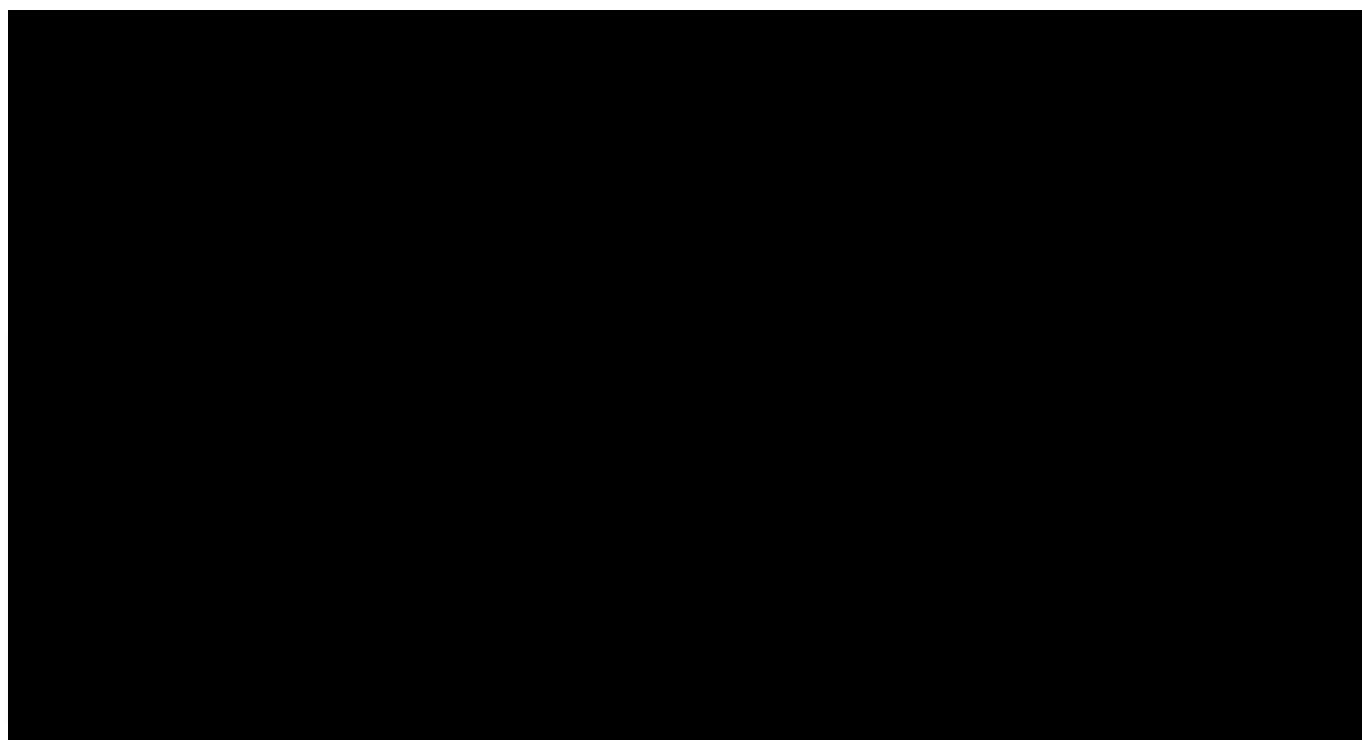
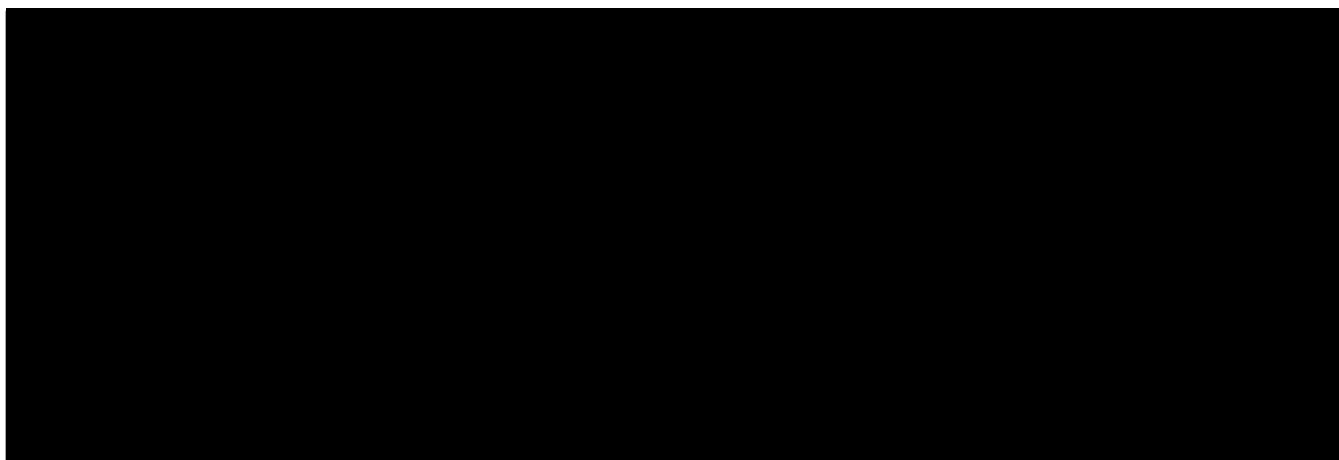## 3. PIR Tactical recommendations

D. Security monitoring, incident and crisis management
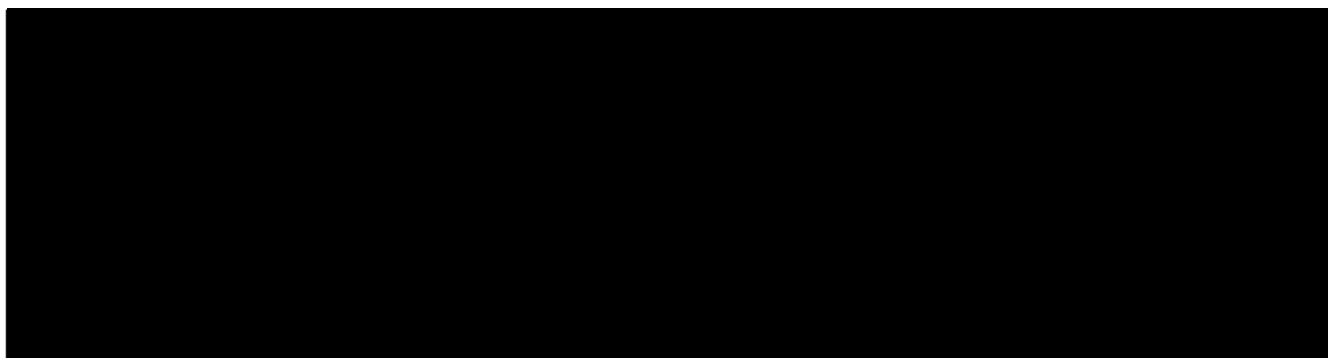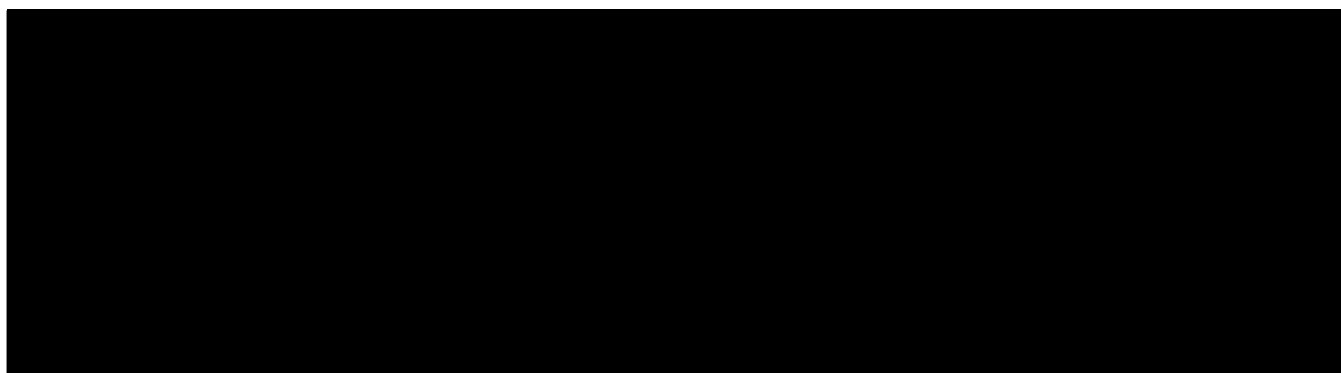
E. National Health Network

F. Crisis communications

G. NIMIS

Note: all timelines in this appendix are subject to review and refinement as part of the implementation planning process.