



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## HSE Performance and Delivery Committee Meeting

### Minutes

A meeting of the HSE Performance and Delivery Committee was held on Friday 19 June 2020 at 9.00 am via video conference.

Members Present: Tim Hynes (Chair), Sarah McLoughlin, Brendan Lenihan, Fergus Finlay, Regina Moran, Louis Flynn, Sarah Barry.

In attendance: Stephen Mulvany (CFO), Dean Sullivan (CSO, Item 2), Yvonne Goff (Integrated Information Service and Scheduled Care, Item 2), Justine McCarthy (EY, Item 2), Pat Healy (ND Community Strategy and Planning, Item 2), Siobhán Ní Bhriain (Integrated Care, Item 2), Anne O'Connor (COO, Item 3), Orla Treacy (Item 3), Fran Thompson (CIO, Item 4), Dara Purcell (Secretary), Rebecca Kennedy.

#### 1. Governance and Administration

The Chair welcomed members to the meeting and in advance of the arrival of EMT, the Committee discussed and agreed the agenda and approach to the meeting.

The Committee agreed the minutes of the meetings of 21 May and 8 June 2020.

No conflict of interest was declared.

#### 2. Corporate Planning

##### 2.1 Corporate Plan – Proposed Service Priorities for Inclusion in the Plan

The CSO presented an overview of work completed from July 2019 to February 2020 noting work was paused in February 2020 due to the COVID-19 pandemic and that the process was restarted in June 2020. He confirmed that the immediate focus in relation to the Corporate Plan is to develop service-focused Objectives which align with Sláintecare, the new Programme for Government, the recovery planning process, the wider COVID-19 environment, and the macro financial context. In parallel, work is progressing on the development of enablers (e.g. workforce, ehealth) and cross cutting themes (e.g. patient safety, risk, data/evidence).

He noted that the challenge is to agree a small number of impactful items which can be progressed within the COVID-19 environment and within a challenging financial environment, which will deliver demonstrable improvements and impacts for our services, our patients and clients.

The CSO proposed six key service-focused objectives for the Committee's consideration, outlining the details of each objective and how it had been developed by the EMT. The Committee approved in principle three of these objectives and discussed the remaining three in more depth. Concerning Mental Health, the Committee was reassured that this Objective would be based upon the new mental health policy, 'Sharing the Vision - A Mental Health Policy for Everyone' 2020-2030 which was published by Government on 17<sup>th</sup> June 2020. In discussing Disability Services, the Committee advised that this Objective should focus on the reform of the disability sector and de-congregated provision of responsive, person-centred, community-based supports to maximise independence and autonomy; progress the consolidation of the voluntary organisations to improve outcomes for service users and their families while decreasing duplication, increase value for money and deliver significant efficiencies in both governance and service delivery. Lastly, the Committee advised that the proposed Objective of Child Health & Wellbeing the Committee should be amended to become Health & Wellbeing. This would incorporate a focus on obesity and harmful alcohol use along with early years (0-5 years of age) intervention to facilitate disease prevention, health and wellbeing improvement, self-care support and community enablement.

In relation to objective 1 – Clinical Services Continuity, the Committee suggested the objective be expanded to reflect the ongoing challenge of the management of COVID-19, and the role of public health, while restarting clinical services. The Committee also recommended that the planning and delivery of all Corporate Plan objectives should reflect changes that will be necessary as a result of the COVID 19 pandemic.

### **3. Performance Oversight**

#### **3.1 Performance Profile**

The COO provided a high-level overview of the performance profile for Q1 and the monthly April 2020 report. She informed the Committee the Performance Profile is published on a quarterly basis and provides an update on key performance areas for Community Healthcare, Acute Hospitals and National Services in addition to Quality & Patient Safety, Finance and Human Resources.

The results for key performance indicators are provided on a heat map and in table and graph format together with a commentary update on performance. The Committee noted the performance reporting for Q1 will now be published.

### **3.2 National Scorecard**

The COO reviewed with the Committee the work done previously to develop a new two-dimensional National Scorecard (NSC) that would assist the Committee and Board in their oversight and governance role noting that the COVID-19 pandemic response has interrupted work on the development of a new NSC. She confirmed that there are existing data pathways in place to collect and report on all KPIs in the NSC and National Performance Indicator Suite. When new measures are required, they go through a KPI development process to define, test, embed and ensure robust data collection and reporting mechanisms are in place.

The Committee reviewed the existing content of the NSC and National Performance Indicator Suite from National Service Plan as circulated before the meeting. The gaps/deficits in current NSC content and areas for development beyond existing National Performance Indicator Suite were discussed by the Committee noting various metrics which they considered to be important. These included areas not currently captured under workforce, potential for streamlining data collection and the inclusion of external data.

The Committee considered how best the need for a new NSC could be aligned with; the Strategic Framework for Service Continuity in a COVID Environment, nine priority areas identified for Recovery Planning and Transformation, the strategic priorities and goals from Corporate Plan, and the work the Department of Health are doing to develop a Health Systems Performance Assessment Framework (HPSA) for Ireland.

Following the discussion, it was decided that the Office of the COO should engage with all Board and Committee members to gain insight into what should be included in the NSC and guide the development process. The aspects of the NSC to be considered as part of this engagement would include consideration of which aspects of the current NSC are fit for purpose, how the NSC should be revised with regards to Domains and KPI, whether any performance indicators are missing, resumption of service in a COVID environment, and potential alignment of KPI/Scorecards being progressed through other committees of the Board. It was agreed that the output of this engagement would be reported at the next Committee meeting.

#### 4. ICT

##### 4.1 National Electronic Health program- Strategic Investment – European investment bank funding

The CIO advised the Committee that in November 2018 the European Invest Bank (EIB), following a due diligence, offered the Irish State, acting through the National Management Treasury Agency (NTMA), a finance contract to provide a loan of 50% of the cost of the National Electronic Health Programme to the value of €225 million. He noted that the HSE is not a party to the main finance contract, however, is a party to a project completion deed. The deed was finalised in November 2019 and is between the EIB, the Department of Health and the Health Service Executive. The obligations on the HSE if the deed is completed are that the HSE must provide a brief update on the progress of the programme on an annual basis.

The Committee, while appreciating having sight of the Deed for its information, suggested a Board decision is not required. It was agreed that the Secretary would follow up with the CEO and the Chair of the Board to decide whether its inclusion on a Board agenda is required.

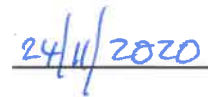
#### 5. AOB

The Committee agreed that it will hold other special meetings outside of its usual monthly meeting to provide the required oversight on corporate planning processes in the coming months.

Date of Next Meeting: 10 July 2020 (TBC).

The meeting concluded at 12:25pm.

Signed:   
Tim Hynes  
Chairperson

  
Date