

HSE Performance and Delivery Committee Meeting

Minutes

A meeting of the HSE Performance and Delivery Committee was held on Friday 22 November 2019 at 11am in Dr Steevens Hospital, Dublin 8

Members Present: Tim Hynes (Chair), Brendan Lenihan, Sarah Mc Loughlin, Fergus Finlay, Louis Flynn

Apologies: Regina Moran

In attendance: Anne O'Connor, Stephen Mulvany, Fran Thompson (Item 3), Dean Sullivan, Niamh Drew, Joanne Lee

Joined the Meeting: HSE: Paul Connors Stephanie O'Keeffe, Yvonne Goff, Frances McNamara, Orla Treacy

EY: Gary Comiskey, Dara Glynn, Tom Morehead (Item 7)

1. Governance, Administration and Chairperson's Remarks

The Chair welcomed members to the meeting.

Prior to the arrival of EMT, the Committee discussed and agreed the agenda and approach to the meeting.

The Committee approved signing of the minutes of the previous meeting held on 4 October and 9 October 2019.

No conflict of interest was declared.

2. Workplan 2020

A O'Connor provided a verbal update on the Workplan for 2020 and consideration was given with regards to the identification of key milestones and deliverables for the next 12 months.

With regards to the organisation of the Performance and Delivery Committee's working agenda it was suggested that each meeting should be of a 4 hour duration on a monthly basis and that 90 minutes would be allocated for a specific deep dive session on relevant issues of performance that require specific deliverables and monitoring from the Committee.

It was agreed that input would be sought from the Chief Strategy Officer, CFO and the Chief Operations Officer on the development of the 2020 workplan. The plan would then be issued to the Committee for further input and discussion at the December Committee meeting.

3. Integrated Financial and Procurement Management System

S Mulvany and F Thompson joined the meeting to brief and update the Committee in relation to the implementation of the workstreams within the new Integrated Financial and Procurement Management System (IFMS). It was agreed that the Committee will receive quarterly updates with regards to progress implementation and the first of these will be due on the 14th February 2020.

It was agreed that the CFO would issue a plan on the IFMS project cycle, so it can be incorporated into the Performance and Delivery workplan for 2020.

An invitation by the CFO was extended to members of the Committee to visit the Offices at Carrickmines to review the setup of the new IFMS offices and to gain further insight.

4. Organisation Map

Paul Connors joined the meeting for this item.

Paul Connors and Louis Flynn provided an updated in relation to the organisation map and how development of a document which would set out in a suitable format, a directory of the HSE organisation and the services provided. It was agreed that such a document would be used as an initial internal document to give the Committee an overall view of the organisation and assist in their understanding of the organisation as a whole. It was agreed that this document would be a first steps approach capturing the centre and the 16 delivery areas.

It was noted that there is also underway a review role of the centre and the work in relation to the design of the Regional Health Authorities (RICOS) and the Committee stressed that it was important that no duplicate work would be carried out.

The Committee requested that a final document be presented to the Committee at the December meeting

5. National Score Card

Orla Treacy joined the meeting for this item.

A O'Connor presented a paper on the redevelopment of the National Score Card (NSC) for 2020. She outlined the current annual process connected with the development of the NSC as part of the planning cycle. It was noted that the NSC underpins the performance process across the organisation

and it, along with the additional KPI's as identified in the National Service Plan, form part of the performance oversight process.

The paper also provided an update on the mapping the 286 KPIs against four options of two-dimensional Balance Score Card (BSC) constructs.

This was followed by a comprehensive discussion led by the Chair where he and members of the Committee sought clarification on aspects and an in-depth discussion was held in relation to the NSC 2020. The Committee also challenged the approach proposed to ensure that it is sufficiently robust. The Committee also stressed and noted that it was important that no duplication should occur between the Sláintecare model of measuring performance and the HSE National Score Card.

It was noted that the other sub committees would have a common approach to the scorecard and that the 4 sub Committee Chairs would discuss in due course in more detail. The Committee also agreed to the establishment of an internal sub group to review and consider relevant metrics.

It was agreed that the Chief Operations Officer and her team will continue to develop the NSC 2020 in line with the approach that was discussed and agreed at the meeting.

6. Performance Reporting

A O'Connor provided an update to the Committee on Performance reporting.

The Committee discussed the quality and quantity of the papers they received prior to the meeting. In order to meet the requirements of the Committee, the Committee discussed the Performance Profile report which provides an update on key performance areas across the four domains of the National Scorecard for Community Healthcare, Acute Hospitals and National Services in addition to Quality & Patient Safety, Finance and Human Resources. The Committee will give further consideration to their requirements in order to ensure satisfactory assurances.

It was suggested that in order to gain a better understanding and learning of the Performance reporting that the Committee members would join a National Performance Oversight Group (NPOG) meeting as an observer and would issue question to Chair of NPOG for follow up.

7. National Service Plan 2020

D Sullivan provided an update on the National Service Plan (NSP) 2020, that was adopted by the Board on 4 November, and subsequently then submitted to the Minister for Health on that date.

The Minister for Health reverted to the Board on the 22 November 2019 seeking further considerations of a small number of areas. The Committee were briefed and brought up to date on the proposals which will be further discussed at the Board meeting of 29th November 2019.

It was noted that a Communications Plan is currently being finalised on the NSP2020. A range of

launch options are being considered by the CEO in conjunction with the Chair of the Board.

8. HSE Corporate Plan – Workshop Session

Stephanie O’Keeffe presented to the committee a presentation on the feedback from the workshop that was held on the 18th October with the HSE Board members and the Executive Management Team in relation to the development of the Corporate Plan. It was suggested that a deep dive session in relation to the feedback and the next steps was required and that was presented to the Committee be arranged.

It was agreed that an additional Performance and Delivery meeting on the 2nd December would be held to address this. The invitation to attend this meeting was extended to HSE Board Member should they wish to attend.

9. Any Other Business

No matters were raised under this item.

Date of Next Meeting: Monday 9 December 2019 at 2pm.

The meeting concluded at 14:00pm following a short discussion on the meeting by members after those in attendance had departed.

Signed:


Tim Hynes
Chairperson


Date