



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 24 January 2020 at 8.15am in Dr Steevens Hospital, Dublin 8

Members Present: Brendan Lenihan, Sarah Mc Loughlin, Fergus Finlay, Louis Flynn, Regina Moran  
Joined by teleconference: Tim Hynes (Chair)

In attendance: Anne O'Connor, Niamh Drew, Joanne Lee

Apologies: Stephen Mulvany, Dean Sullivan

Joined the Meeting: HSE: Stephanie O'Keeffe (Item 2 and 3), Orla Treacy (Item 4,5 and 6)  
Paul Connors (Item 7), Fran Thompson (Item 8) Yvonne Goff (Item 8), Michael Redmond (Item 8),  
Helen Coughlan (Item 8), Gary Comiskey (Item 8)

EY: Dara Glynn (Item 2 and 3)

#### **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 22 November and 2 December 2019.

The Chair took the opportunity to discuss the changing of the format of the meetings going forward to ensure that more emphasis would be placed on strategic oversight of matters relating to planning, developing and monitoring of relevant plans to ensure that they are delivering on the Boards objectives. The Committee noted and agreed that agenda Item 2 Corporate Plan and item 8 ICT that both of these items were discussion and not for decision.

Fergus Finlay and Brendan Lenihan informed the meeting that they had to leave at 10.30 to attend forum in the Department of Health. They noted there will be a recurring clash every 2 months based on the schedule of committee meetings and requested that the Committee meeting schedule be changed to allow them to attend these forum meetings as they are nominated to represent the HSE Board at these meetings.

Committee member L. Flynn briefed the Committee on his attendance at the January meeting of the National Performance Oversight Group (NPOG). While he welcomed the opportunity to attend as an observer there were a number of areas, he sought clarification on. These included an understanding of the engagement process between Hospital Managers and Chief Officers. He also acknowledged that quantity and quality of the data provided at the meeting and the process which is undertaken to create the monthly reports. The Committee welcomed the update and it was suggested that there may be merit for establishment of a small independent group to review processes and procedures that are used to generate the information that's provided in order to produce the NPOG monthly reports. The Chair welcomed this suggestion and agreed to discuss further with the Chief Operations Officer.

No conflict of interest was declared.

## **2. Corporate Plan**

S. O'Keeffe and D. Glynn joined the meeting to provide a progress update on the Corporate Plan.

The Committee welcomed progress to date and noted the work that has been carried out. The Committee while welcoming the direction of travel felt that further consideration needed to be given to the plan, as that in its current format it does not consider or take account of any financial commitments in regards to the delivery of its objectives, and therefore the Committee requested that consideration should be given to the development of a Capital Expenditure Model/ Revenue Model to support the plan. The Committee also discussed the timing of the project work to deliver the Corporate Plan and the risk that the timeline may need to be extended.

The committee agreed to review this at the next meeting.

## **3. Annual Report**

An update was provided to the committee on the preparation of the Annual Report (AR) and the process that is going to be in place for 2019 to take account of the establishment of the new HSE Board.

A copy of the timelines was presented and noted by the committee. It was recommended that lessons learned need to sync with messages from the National Service Corporate Plan.

## **4. Performance Reporting**

O. Treacy joined the meeting for this item.

A O'Connor provided further overview and clarification with regards to the National Performance Oversight Group (NPOG) meetings and the monthly process that occur with the Community Healthcare Organisations and Hospital Groups in relation to monthly performance and accountability prior to the formal NPOG meeting. It was highlighted that there are a number of

issues and challenges in providing the Committee with the most up to date data and activity stats and that a number of the Community Healthcare Organisations still operate off manual systems.

The Committee considered and discussed a more strategic approach in

- Timing of data received
- Overall performance across the areas
- Both positive and negative outcomes
- Assurances around high standard delivery of care
- Measurement to ensure achievement as per National Service Plan
- A more clearly defined accountability framework around individuals

The Committee acknowledged the importance of keeping the Board abreast in a timely manner of overall performance across the system. The Executive provided an overview of a number of the reports that are currently produced, and the Committee felt that it was beneficial for them to see the Escalation Report and the Performance Profile Report that are produced on a monthly basis.

The Committee requested that a report from management be provided to enable the committee review whether and how NSP 2019 was delivered and whether we had delivered on each of the measures and commitments as set out in the plan

It was suggested that the Data Management Report would support this request and it was also noted that the Performance and Delivery Committee would link in with the Audit and Risk Committee for further consideration. This would ensure that there would be a clear line in sight of any concerns that may arise which could then be brought to the Board's attention.

A O'Connor confirmed that reports would be available on implementation of NSP 2019 priorities and actions and these will be for consideration at the next Committee.

The committee noted that similar reporting will be required as a standing item quarterly meetings in 2020 to enable the Committee review periodically implementation of priorities and actions in NSP 2020.

## **5. Balance Score Card**

A O'Connor presented a briefing paper in relation to the ongoing development of the Balance National Score Card (BSC) for 2020. The paper provided an overview of work to date on development of the (BSC) which is a new two- dimensional score card that will assist the Committee and Board to deliver their oversight and governance role. It was agreed that this is a significant piece of work and that there are 5 phases in the current programme to be completed by February 2021. The Committee were advised they are to receive a briefing from the Department of Health (DoH) in relation to the Health Systems Performance Assessment Framework and consideration will be given

in due course to inviting DoH to participate on this matter at a further Performance and Delivery meeting.

The committee agreed that considering other priorities and optimal timing this area would be best revisited once the Corporate Plan goal sets were clearer and this might be a number of months hence.

## 6. Deep Dive Topic

The committee had requested a deep dive into the area of Unscheduled Care setting out key areas of performance achievement, improvement and learnings. A. O'Connor presented a paper in relation covering off and including:

- Demographics
- Current and Improvement in initiatives
- Sláintecare
- Current issues and Communications

The paper provided detail on current activity data and trends, 3 main areas of concern were highlighted as been, Communication, Flu vaccinations and Capacity. While the Committee welcomed the paper, it was felt that it did not adequately set out clearly the measurement of KPI's. The Committee felt strongly that communications were often lost in translation and that stronger messages are needed to be sent. Other areas discussed included Social Inclusion and fundamental policy around bed capacity and costs associated with assuring that more people received the flu vaccination.

A O'Connor mentioned that work is under way on the Performance Accountability Framework which looks at overall accountability of the service and that this will be brought to the Emergency Management Team (EMT) and then to the Performance and Delivery Committee shortly after.

It was agreed that a deep dive into Social Inclusion would form part of a deep dive into Public Health and should be an agenda item for a further Committee meeting.

## 7. Organisation Map

P. Connors joined the meeting for this item.

An overview of the Organisation structure of the HSE was provided to the Committee. The Committee reviewed the paper and provided feedback on additional areas that they would like to be added to the document.

The committee proposed that adding the map to the HSE Website would be beneficial and would enhance the demonstration of openness and transparency throughout the organisation. P Connors agreed to follow this up.

Committee members Fergus Finlay and Brendan Lenihan left the meeting.

## 8. ICT

The Chair welcomed the Chief Information Officer (CIO) and members of his team to the meeting. It was noted that the purpose to this agenda item was to provide the Committee with insight and information with regards to the development of the ICT Strategy and the ICT Capital Plan. The CIO provided the Committee with a high-level briefing of assignment of ICT Capital budget across ICT Capital programmes. An overview was then provided on each of the following areas:

- Overview of eHealth Strategic Plan 2020-2024
- Cyber Security Strategy
- Data Strategy and Plan
- Applications to support strategy
- ICT Capital Plan 2020

The committee welcomed the 8 strategic goals as set out in the ICT Strategy that are guided by the eHealth vision and the Sláintecare Plan.

Several challenges were discussed with regards to areas such as the Electronic Health Record (EHR) and the 9-year plan for implementation. The appetite that may occur with the risks that arise in relation to the time frame and the impact on patients requires greater consideration and discussion.

The committee requested evidence of assurances to demonstrate the organisations capability to address cyber-attacks and that this is to form part of the agenda for the next Committee meeting.

An overview of the Application support strategy was provided, detailing the work of the support services, the issues around legacy and risks. It was noted some legacy issues can be between 10 to 20 years old and that application development needs to roll out nationally.

The CIO gave an overview of the ICT Capital Plan including the goals and objectives. He highlighted that much of the ICT Capital budget is taken up with modern digital workplace kit for the frontline workforce, this includes data communications, secure data access and storage and collaboration tools. As much of the technology estate of the Health Service and its funder agencies is depreciating, the plan must clearly demonstrate provision to mitigate risk and address security and cyber concerns. The Committee welcomed the high level of proposed investment in infrastructure and digitisation.

The committee welcomed and thanked the team for providing this insight. However, it was agreed that a lot more discussion and considerations would need to be given in order to approve the proposals. The team will be required to attend the next Performance and Delivery Committee meeting and provide a clear focus on demonstrating to the Committee how the integrated ICT service plan will be delivered to the organisation. Also, clearly demonstrate the defence strategy in relation to data control and securities that are in place. The Committee requested a clear line of vision as to what would be achieved and to provide information as to any area that would not be achieving significant change but could propose potential risk. This mater will be discussed in detail at the next meeting.

**9. Any Other Business**

No matters were raised under this item.

Date of Next Meeting: Friday 21 February 2020 at 9am

The meeting concluded at 12:00pm following a short discussion on the meeting by members after those in attendance had departed.

Signed:   
Tim Hynes  
Chairperson

24/11/2020  
Date