



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 Tuesday 27 August 2019 at 11:00am in Indigo Room, Dr Steevens Hospital.

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

HSE Executive Attendance: Dean Sullivan, Stephen Mulvany, Joe Ryan, Stephanie O’Keeffe, Yvonne Geoff, J O’ Sullivan (Secretary)

Apologies: Anne O’Connor

#### 1. Governance, Administration and Chairperson’s Remarks

T Hynes took the Chair and welcomed everyone to the first formal meeting of the Committee. Those present were given the opportunity to introduce themselves. This was followed by opening remarks from the Chairperson who gave an overview of preliminary engagement that he has had with HSE Executives in preparation for this Committee meeting.

He also provided a summary of the proceedings at a meeting with the Deputy Secretary of the Department of Health on 15 August 2019 where he and the Department took the opportunity to discuss the approach to governance and accountability in light of the establishment of the HSE Board and the commitment to work together to develop a framework that provides the necessary assurance to the Board and to the Minister in terms of performance and accountability based on a dashboard of key performance indicators.

The committee considered the Draft Terms of Reference and a small number of amendments were agreed. These will be presented to the Board at its September 2019 meeting for formal ratification. It was agreed that the terms of reference were designed to be enabling and would be reviewed after a number of months to ensure that they are appropriate.

The potential overlap of the remit of the Performance & Delivery Committee with that of the Audit & Risk Committee was discussed and it was agreed that the Audit & Risk Committee would have a strong focus on budgeting, financial planning and performance, governance and probity issues while the Performance & Delivery Committee would have a focus on the generality of performance across a number of domains including finance. S Mulvany expressed the importance of not arriving at a situation where financial performance is separated and detached from overall performance. The need to minimise any duplication of effort and to work out the operational logistics for the committees was agreed.

The Committee also discussed the desire to augment the skillset and knowledge of the group through the appointment of up to three additional members with appropriate expertise and

competencies. The Chairperson will pursue this in conjunction with the Secretary and will keep Committee members advised.

The importance of papers being submitted in time for circulation a week in advance of each Committee meeting was agreed. The Chair will liaise with the Secretary in relation to the development of a workplan for the committee for the remainder of 2019 and into 2020.

No conflict of interest was declared.

## **2. Performance and Accountability**

T. Hynes provided context in relation to the discussions that he has had with Executives. He advised that the conceptual framework envisaged by him would involve a different approach from the current approach in the HSE. The desired state would not be arrived at in a single operation and would require two or three iterations prior to having a settled view to operate during 2020.

D. Sullivan provided an overview of the *Framework for Planning and Performance* Discussion Paper circulated in advance of the meeting which was based on discussions with the Chair and other Executives and is currently being given detailed consideration. He advised that he and his team were not wedded to any particular approach at the outset and they are challenging previous perceptions in relation to what good performance should look like. It was agreed that further work will continue on the conceptual framework for consideration at the next meeting including exploration of options in relation to potential domains for a new Scorecard and translating these into KPIs.

There should also be a focus on the Trust & Confidence and Learning & Growth elements of a framework. The requirement to align the framework to the Board's Objects and Priorities was also agreed.

The Committee discussed performance indicators and the fact that there is a current focus on too many KPIs. It was agreed that the development of the scorecard should, for the time being, be based on existing indicators which have most relevance and meaning. There was agreement on the need to move as quickly as possible to predictive indicators as opposed to lagging indicators. There was also agreement on the need for an on-going review of the things that we measure to ensure that they are appropriate and relevant and will ultimately lead to managing and improving performance. It was agreed that a workshop session should be arranged as soon as possible to consider this aspect of the work of the Committee.

J. Ryan provided an update in relation to work that has been on-going with the Department of Health in relation to streamlining reporting requirements and relationships as well as looking at the development of performance and assurance mechanisms in the context of the establishment of the Board.

Having given it due consideration, it was agreed that the HSE should respond to the Department's position paper setting out its position in relation to governance requirements.

### 3. Corporate Planning

S. O'Keeffe advised the Committee of progress that has been made in relation to the Project Plan for the development of the Corporate Plan 2020-2022 since the Board approved the approach at its July meeting. While progress is marginally behind plans, the overall timeline remains the same in order to satisfy statutory requirements and have a plan concluded by March 2020. She also advised of the establishment of an internal project team and the selection of consultancy to support the development of the plan and the requirement for the Committee and the full Board to set time aside to support the development of the Plan.

There was a discussion in relation to the level and format of public consultation. The Committee agreed that there is a requirement to consult in an appropriate manner with a focus on evidenced-based input more than on opinion-led views. It was agreed that Strategic Planning would consider this and revert to the next meeting with a proposed approach to consultation including consideration of patient and service user organisations that would be broadly representative. It was agreed that S. O'Keeffe and her team will continue to liaise with the Secretary to ensure alignment with Board and Committee dates and the overall corporate calendar.

The Committee noted the contents of recent correspondence from the Minister for Health attaching a Strategic Direction Statement which will be further considered by the Board at its Workshop on 30 August 2019.

### 4. Any Other Business

No matters were raised under this item.

Date of Next Meeting: 17 September, 1:00 pm, Indigo Room, Dr Steevens.

Meeting concluded 12:45 pm

Signed:

  
Tim Hynes  
Chairperson

  
17<sup>th</sup> Oct 2019

Date