



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Minutes of HSE Board Meeting

A meeting of the Board of the Health Service Executive was held on Friday 13 December 2019, at 10:00am in Dr Steevens Hospital, Dublin 8.

Present: Ciarán Devane (Chairperson), Deirdre Madden (Deputy Chairperson), Aogan Ó Fearghail, Brendan Lenihan, Fergus Finlay, Sarah Mc Loughlin, Yvonne Traynor, Fergus O' Kelly (Until Item 8), Fiona Ross (Until Item 6).

Apologies: Tim Hynes, Mark Molloy.

In attendance for Board Development Programme (Item 1): Bob Semple (Facilitator), Jim O'Sullivan (Secretary).

In Attendance for Board Meeting:

Paul Reid, Anne O'Connor, Dean Sullivan, Stephen Mulvany, Anne Marie Hoey, Dr Colm Henry (Until Item 4), Jim O'Sullivan (Secretary), Niamh Drew, Rebecca Kennedy.

Joined Meeting: Dr Stephanie O'Keeffe, Brian Murphy and EY personnel (Item 6), John Swords (Item 8), Paul Connors (Item 4).

Please note minutes are recorded in the order in which agenda items were discussed.

1.0 Board Development Programme

A members-only workshop session for the Board facilitated by Bob Semple was conducted. This was the second session following on from consideration at the previous meeting where the Board discussed a series of approaches designed to help improve Board effectiveness. The workshop considered a number of items contained in the supporting notes and mind map.

It was agreed that the approach at the meetings should be based on "smart conversation" supported by quality papers and including a consent agenda. It was also agreed that an enhanced standard cover-sheet for papers will be developed and brought into operation in January. In this regard, Bob Semple will facilitate a workshop for members of the Executive Management Team (EMT). Consideration was also given to a draft workplan for the Board for 2020.

It was agreed that there should be two separate draft documents developed for approval by the Board in January 2020 comprising, a Code of Governance drafted by John Kelly and a Member's Handbook drafted by Jim O'Sullivan.

2.0 & 3.0 Welcome, Agenda and Chairperson's Remarks

The Chairperson, Ciarán Devane welcomed a quorum of members and the meeting proceeded to business noting apologies. The Board was reminded of its role and responsibilities in line with legislation and the principles of the Code of Practice for the Governance of State Bodies. The minutes of the Board Meeting of the 29 November 2019 and a Special Meeting held via teleconference on 9 December 2019 in relation to the National Service Plan 2020 were approved for signing.

The Agenda for the meeting was agreed, noting a slight change in the order of discussion of items to facilitate the early departure of two Board members. The Chairperson advised that the reviewed Action Log for the Board could be noted and no conflicts of interest were declared. The Secretary advised members of their requirements under the Ethics Acts. Specific correspondence will issue individually to members in relation to their required annual declaration.

Dean Sullivan provided members with a verbal update in relation to on-going discussions pertaining to revision of the governance arrangements for the new Children's Hospital which had been discussed at the December 2019 meeting of the Audit and Risk Committee. The Board welcomed the engagement and noted that this item will require further consideration by the Board in early 2020.

4.0 Report of Chief Executive Officer

In presenting his Chief Executive's Report, Paul Reid provided reflections on 2019 and a look ahead to 2020. As well as an overview of the health system and health status he reflected on a number of key issues and strategic considerations highlighted under the headings of: key reflections progress against stated objectives; looking ahead and on-going work. He also provided updates on significant areas of focus including: Sláintecare; Winter Planning; Corporate Plan; Cervical Check; Interval Cancers; Code of Governance; Large-scale Change Programmes.

The CEO addressed questions and issues raised by Board members during a wide-ranging discussion. In addition, relevant members of the Executive Management Team provided updates on a number of key topics.

Anne O' Connor briefed the Board on the status of Winter Planning initiatives developed by the nine Action Teams to deal with unscheduled care challenges. It was noted that significant early forward planning had taken place this period and acknowledging the additional one-off investment of €26.0m. Accident and Emergency Departments throughout the country are under considerable strain, most evident by increased numbers of children and older persons attending. It was acknowledged that additional home care packages are being made available and greater support to primary care and community services is being provided. Waiting times for Fair Deal nursing home places is also receiving a strong focus. The Board sought clarifications on specific pressure points and it was confirmed that paediatric hospitals are currently feeling substantial impact. It was noted that the NTPF will fund additional beds across the system to seek to alleviate this pressure.

Paul Reid provided an introduction and context to the on-going finalisation of the National Service Plan 2020. This was followed by Dean Sullivan and Stephen Mulvany giving an update on the engagements with the Department of Health since the NSP 2020 was endorsed by the Board on 29 November 2019 and the Board teleconference on 9 December 2019 and highlighted key points from the briefing material supplied which included a revised draft of the complete plan.

The Board welcomed correspondence from the Minister dated 13 December 2019 outlining a commitment to additional €50m funding being made available to the HSE in the Revised Estimates Volume (REV) for areas including: NHSS waiting period; Disability Services; Winter Capacity, Homelessness and Assisted Human Reproduction Services. This correspondence also sought the submission of an amended service plan to reflect this additional funding. The Board also noted correspondence from the Secretary General of 12 December 2019 in relation to funding for new drugs in 2020.

The Board reviewed this additional proposed funding and there was a challenging discussion with specific focus on a number of points including additional funding for assisted human reproduction. It was as agreed that the CEO would seek clarification from the Department of Health in regard to this matter.

Following these discussions, the Board, on the recommendation of the EMT, approved the amended National Service Plan 2020 for submission to the Minister for Health for approval (**Decision Number: 131219/49**).

8.0 Approvals - Property Transactions

John Swords, National Director HBS joined the meeting for consideration of approvals by the Board under its reserved functions based on the comprehensive briefing papers provided in the pack circulated prior to the meeting with members being given an opportunity to ask questions and seek further clarification in relation to the particular transactions.

The Board considered and approved the following property for disposal at under market value for reasons outlined in the briefing papers. Additional clarification was provided to questions from members in relation to the specifics of the transaction with the Board noting that the sale price is the best offer available outlining the poor state of the building.

- Reference No. 2292: Disposal of property at (address supplied), Co Waterford (**Decision No: 131219/50**).

The Board considered and approved the following property transaction as it was above the agreed threshold value for disposal following a detailed discussion in relation to the specifics of the transaction and noting the complexity surrounding shared ownership of the particular site, risks associated with it and the legal and surveyor's advice received.

- Reference No. 841: Disposal of property at (address supplied), Blackrock, Co Dublin (**Decision No: 131219/51**).

5.0 Engagement Model with Department of Health

Anne O'Connor and Dean Sullivan provided an overview of the proposed nature, frequency and purpose of the *Model of Engagement on Performance* outlining levels of engagement and the process undertaken to agree it. The Board welcomed the development of this positive relationship and enhanced dialogue between the HSE and the Department of Health in relation to performance and accountability systems and, in approving the proposal, noted the importance of the engagement model and the work on developing clear points of contact between the HSE and the Department in line with good governance practice and the fact that the model will evolve and be refined based on experience of its operation. The important role of the Performance and Delivery Committee was stressed.

While not part of this model, the view of the Board is that there is scope for improvement in relation to the interaction and communication with the Department of Health during the process of drafting of legislation to ensure that the system is fully prepared for implementation of legislation. The EMT will raise this with the Department.

6.0 Corporate Plan

Following an introduction by Dean Sullivan an update was provided by Stephanie O' Keeffe, supported by EY personnel, on progress and to seek further guidance and support from the Board building on the sessions on 29 November 2019 by the Board and 2 December 2019 by the Performance and Delivery Committee. The discussion focussed primarily on three specific areas to: Improve Health System Performance for Better Patient Care; Improve Population Health & Wellbeing of People Living in Ireland; Improve Our Enablers for Transformation.

The Board acknowledged the work to date and a detailed discussion identified several challenges that warranted further investigation. In particular, it was agreed that the language used should be more precise and unambiguous. The Board asked that Patient Safety be strongly reflected throughout with clear demonstration of how value will be added to the system, particularly in the area of avoidable harm. They cautioned against committing to change which is out of the HSE's control. A discussion took place in relation to a thorough cost benefit analysis being conducted with regard to developing data and systems for improved decision making. The Board also stressed the importance of incorporating the goal of building trust and confidence in the health service underpinned by openness and transparency. The EMT undertook to factor these deliberations into the drafting process. The Board also noted a status update on the project plan which is focused on a March 2020 completion date and noted the Risk Log included in the presentation.

7.0 Reserved Functions of the Board - Committees of the Board

The Chairs of the Committees each provide an update on the on-going activities by each Committee.

Audit and Risk Committee

- Minutes of Committee meeting 4 November 2019 were noted.
- The Board was advised that Mr Tom O'Higgins, Chair of Audit and Risk Committee has signalled his resignation from the Committee. The Board expressed gratitude to Mr O' Higgins for his outstanding work with the Committee and the previous Audit Committee.

- The Vice Chair provided an update in relation to key elements of the Committee meeting held on 9 December 2019 referencing a number of key agenda items considered including: Internal Audit Report; ICT Capital Plan; Risk Management; Funded Agencies and Capital Plan. He advised that the Committee had sought and received additional papers following matters that arose at the meeting in relation to the HSE's Property Database and also to completed buildings not yet brought into use.

Safety and Quality Committee

- Minutes of Committee meeting 21 November 2019 were noted.
- The Chair provided an update in relation to key elements of the Committee meeting held on 12 December 2019 including: Interval Cancers; Patient Stories; Medical Council Register; Healthcare Audit 2018 and the Committee Workplan 2020.

People and Culture Committee

- Minutes of Committee meeting 4 October 2019 were noted. The Committee hadn't met since the update at the November Board meeting.

Performance and Delivery Committee

- An update was provided by a Committee member in relation to the special meeting of the Committee on 2 December 2019 conducted as a facilitated workshop to support the development of the HSE's Corporate Plan. It was structured around three strategic priorities of: System Performance; Population Health and Wellbeing and Enablers for Transformation. The output of the session informed the earlier discussion by the Board.
- It was noted that the committee meeting scheduled for 9 December 2019 was deferred.

9.0 Any other Business

The next meeting of the Board is scheduled for 31 January 2020 in Dr Steevens at 10:00am.

The Chairperson thanked the Board Members, CEO, Secretariat and members of the EMT for their contributions over the last six months and wished them and their families a very Happy Christmas.

The meeting concluded at 4:00 pm after which the Board met in the absence of HSE Executives.

Signed: Ciarán Devane

Ciarán Devane

Chairperson

Date: 31-1-20