



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 28 February 2020, at 10:00am in Dr Steevens Hospital, Dublin 8.

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

Apologies: Tim Hynes

In Attendance for Board Meeting:

Paul Reid (CEO), Anne O'Connor (COO), Dean Sullivan (CSO), Stephen Mulvany (CFO), John Kelly, Dara Purcell (Secretary), Niamh Drew.

Joined Meeting: Dr Kevin Kelleher (Item 3), Stephanie O'Keeffe (Item 5), Patrick Lynch (Item 6), Anne Marie Hoey (Item 7), Paul Connors (Item 9).

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

1.0 & 2.0 Governance & Administration and Chairperson's Remarks

The Chairperson, Ciarán Devane welcomed members to the meeting and noted apologies. The Agenda for the meeting was agreed. No conflicts of interest were declared.

The minutes of the Board Meeting of the 31 January 2020 were approved for signing and the Action Log was noted.

The Chair raised and discussed the following matters with the Board members;

- Fergus Finlay to chair the Performance and Delivery Committee for an interim period.
- Members of the Sláintecare Advisory Group will be invited to a future Board meeting

2.4 Board Approval Process

- Paper was noted with any feedback to be given to the Board Secretary. This paper will be included in the Board handbook which is currently being prepared by the Secretary for approval by the Board.

CEO and EMT joined the meeting

3.0 Chief Executive Officer Update

3.1 CEO Report

The Chief Executive Officer reported to the Board on Organisation Strategic matters, Performance, Operations, Strategy and Planning, Clinical, Human Resources, Communications and highlighted upcoming events and activities for the following month. Detailed discussions were held in relation to the following areas;

Finance - CEO provided high level briefing on the 2019 financial year outturn noting a small surplus had been achieved after accounting for supplementary funding. This item was discussed in detailed later in the meeting with the CFO.

Review of the Corporate Centre - The EMT had had further engagement with EY in relation to the review of the Corporate Centre. An "as-is" report has been completed and the design principles have been agreed. These principles will govern the work that EY are now undertaking. It was noted the project is progressing to the agreed timeline.

Strengthening Accountability - Work has been progressing on strengthening the policy framework underpinning accountability in the HSE. A GAP analysis of existing policies, as they relate to accountability prepared by the National Director of Human Resources has now provided the necessary policy and guidance to support the roll out of Performance Achievement/performance management across the HSE

Consultants Type C Contracts - The CEO said he is considering the applications for Type C contracts which have been made, in the context of Sláintecare and the De Bútléir Report.

Preparation for New Government - The CEO informed the Board that, in conjunction with the Department of Health, the HSE is currently drafting a briefing document for a new Minister. The document will address areas such as; Patient Safety, budget and staff, service delivery, reform, community, bed capacity, and strategic recruitment. The Board welcomed this initiative. HSE are implementing solutions to numerous challenges. The Board suggested that the document should challenge but also set out the operational environment we operate within, including budgetary challenges with a reasonable level of detail in relation to costings of capacity issues and capital planning. The CEO agreed to circulate a draft to the Board members in due course.

Winter update / Winter Plan 2019 / 2020 - A O'Connor confirmed that the HSE Winter Oversight Group continues to work through its 9 Local Winter Action Teams to deliver the key actions targeted at mitigating the surge effects of winter demand on the unscheduled care services.

She informed the Board the review of unscheduled care performance across nine hospital sites who were under the greatest pressures during the 2018 / 2019 Winter season is currently under consideration by the CEO and the Executive Management Team, and the intention is to formally bring the report, together with a high-level action plan, to a future Board meeting. The Board welcomed the update and discussed the importance of learnings from hospitals where there were challenges identified and addressed with positive outcomes.

Mental Health Commission (MHC) Discussion Paper - A discussion was held with regards to the paper published on the 19 February by the MHC entitled "Access to Acute Mental Health Beds in Ireland" which analysed mental health bed availability for adults. Following a discussion on the challenges within Mental Health Services, it was noted that the MHC acknowledged the current provision of public acute adult mental health beds in Ireland is in line with recommendations in our national policy: *A Vision for Change* and that the HSE provide a wide range of community health supports across the country and that there are approximately 214 teams (adult community, later life and child / adolescent) that support people to remain in their homes also operating.

Sláintecare - The CEO briefed the Board members on developments on the two Sláintecare Joint Action Programmes which have now been established, one for the Regional Health Area Programme and one for Capacity and Access. Each of the Joint Action Programmes is overseen by a joint HSE and DoH Steering Group consisting of key programme sponsors from the two organisations and the Sláintecare Programme Office. The Steering Groups provide strategic direction, oversight and support to the Programme Teams and are accountable for the delivery of programme objectives. The two Steering Groups sit within the overall Sláintecare governance structures which include a Ministerial Oversight Group and a Programme Board.

Work is ongoing and detailed planning is being taken forward in relation to each Programme involving HSE, Department of Health and the Sláintecare Programme Office.

The Board emphasised the need to accelerate the pace of implementation of the Sláintecare report. The Sláintecare Director will be invited to a future Board meeting to discuss implementation of the report recommendations

Drugs Approval Process – The Board was briefed and noted that capacity to introduce new Medicines in 2020 remains very challenging in the absence of dedicated funding. It was noted this would be a key issue to be addressed with the new Minister and will be included in the submission made to the DOH in relation to preparation for the new Government.

HIQA – Monitoring report on the National Standard for Safer Better Maternity Services

The CEO noted that the HIQA report welcomes the revised governance and reporting arrangement for the National Women and Infants Health Programme and the commitment to implement the National Maternity Strategy. He confirmed complying with the national standards is an intrinsic element of implementing the National Maternity Strategy, but funding constraints has impacted the progress on implementation, and the original implementation plan will be revised to reflect the current position. D Madden informed the meeting that the Safety & Quality Committee will be receiving reports to monitoring implementation.

Novel Coronavirus - Dr Kevin Kelleher, Public Health Specialist, joined the meeting and the CEO provided the Board with an update regarding all HSE activity in relation to preparation for a potential case of Coronavirus in Ireland. The National Crisis Management team had been activated since the 26 January and has formally met on 9 occasions. The media is briefed on a weekly basis on COVID-19 as part of the Winter Initiative briefings. The HSE website is updated on a daily basis and the Communications team has been active across a number of media platforms, including social media.

Guidance notes have been prepared for health professionals working in hospitals and in the community, and for members of the public.

A COVID-19 Clinical Communications subgroup was established (with GP reps, HSE, IMO, ICGP) The aim of this group is to provide advice on the operational response to the virus, with a focus on the communication needs of clinicians and managers, gather questions to submit to the Expert Advisory Group and act as clinical spokespeople on the HSE response to the virus.

Dr Kelleher informed the Board the HSE/Health Protection Surveillance Centre (HPSC) are continuing to oversee outbreak investigations and while there has been no confirmed case in Ireland at this stage, COVID-19 remains an emerging, and rapidly evolving situation. Transmission of the disease is freely occurring particularly in Italy and Iran. As a consequence, there is a concern with people returning from these areas with significant risks of the virus spreading as a result.

The HSE/HPSC continues to monitor the situation globally and domestically and will communicate any necessary changes to the processes and protocols currently in place based on revised WHO/ECDC advice. The Department of Health and the HSE are currently working with experts to coordinate work on modelling using data from the COVID-19 outbreaks already seen in more severely affected countries to predict what the impact in Ireland is likely to be.

The Board reviewed with the CEO and Dr. Kelleher the state of preparedness of the HSE and agencies to deal with an outbreak and the scaling up response plans beyond the current containment phase if required. Acute Hospitals are currently working on a paper as part of the overall scaling up preparation planning regarding the use of ICU beds. Revised algorithm posters have been circulated to Port Authorities and we are linking with colleagues in Northern Ireland on protocols for cruise ships and airports in the British Isles. Community Services Operations are working towards developing an action plan with HCID to support scaling up to Phase 2 of Containment. The level of calls to NAS has increased – 26 calls received over the past 24hours. NAS continues to respond to suspect cases without incident. Supply chains and demand is being closely monitored by HSE Procurement. Meetings with key suppliers continue to secure products. The volatility of the market has increased significantly in recent days; this has presented further challenges for HSE procurement teams.

Dr Kelleher stressed that public health has to be the overriding concern in scaling up and Public Health Experts are best placed to make key decisions. Scenario role playing with International Experts is ongoing.

Following the discussion, the Board emphasised public communications and Protecting Vulnerable People must be an important focus in our response. Cohesive and authoritative communications in order to inform and reassure the public is essential. Clear simple advice must be available for those worried they may be symptomatic or have been to a healthcare facility in another country in which coronavirus patients are being treated. The resilience and ability of staff to cope with a mass outbreak needs to be considered.

The Board thanked Dr Kelleher and recognised the excellent work and commitment of our clinical and other staff in the in the ongoing efforts to prepare for COVID-19 and recognised the leadership demonstrated at this critical time.

The CEO left the meeting to attend a Novel Coronavirus press briefing

Interval Cancer Audit Report - D Madden, Deputy Chairperson and Chair of the Safety and Quality Committee provided an update on the Committees consideration on the Report of the Expert Reference Group - Report on the Management of Interval Cancers in the Breast Check Screened Population. The matter will be for consideration by the Board at the next meeting.

Finance update - S Mulvany (CFO) presented this item to the Board, highlighting that the 2019 financial year ended in a positive variance, with a surplus of ██████ after supplementary funding.

While the Board welcomed this position and agreed that this is a good reflection on operational services it was noted that the two most challenging areas of Acutes and Disabilities both returned a negative position. The Board agreed that the challenge is for the organisation to now come in on budget this year and to make decisions that can ease pressures.

The CFO emphasised that this is a once off benefit and does not change the recurring underlying 2020 budget of any area and that caution must be exercised to ensure that where feasible, once off funds are not allocated against recurring otherwise unfunded costs. It was also noted that the HSE requires the approval of the Minister of Health and the consent of the Minister for Public Expenditure and Reform to carry the variance into the following year. The CFO confirmed that he would be bringing the financial close out report and implications with regards to the allocation of the surplus to the Audit and Risk Committee for further discussion and decision.

3.2 NSP 2019 – Report on Priorities and Actions

A O'Connor (COO) presented this item and the Board noted positive progress in a number of areas was achieved however areas such as unscheduled care and disabilities remained challenging and noted that learnings from NSP 2019 regarding non-delivery of certain targets needed to be taken on board and implemented in 2020.

To support strategic discussions on delivery / non-delivery targets, B Lenihan presented a RAG analysis / overview of deliverables in the National Score Card under the headings of Acute, Community and National Services. It was agreed this strategic reporting on performance for 2020 will be a focus for the Performance and Delivery Committee as part of the ongoing development of performance and reporting structures. The COO said reporting on performance delivery would be developed through NPOG to support the Committee in its role.

3.3 Engagement Model

The correspondence dated 4 February 2020 from DOH Secretary General to CEO confirming agreement to the model of engagement as approved by the Board in December 2019. It was agreed the Audit & Risk Committee would consider this correspondence at its next meeting.

4 Trauma Strategy

D Sullivan (CSO) provided background noting that this item had previously been before the Board and the Board had requested further information on indicative resource requirements and on potential

risks. It was noted that the Audit and Risk Committee had also considered the matter at its meeting on the 14 February. The CSO briefed on the advice of the Independent Assessment Panel to the HSE on the hospitals to be designated. The Board accepted the advice of the IAP and agreed to recommend the designation to the Minister for final decision.

5 Corporate Plan

S O' Keeffe (ND Strategic Planning & Transformation) joined and presented this item. She provided an update to the Board on the four strands of work which have been progressed since the January meeting relating to: Corporate Plan consultation exercises; Analysis and synthesis of consultation feedback across various strands; Completion of a working document examining the feasibility of each draft goal; and examination of how draft goals align with the Corporate RISK Register.

It was noted that the Corporate Plan had been given further consideration by the Performance and Delivery Committee at their meeting of 21 February. Further discussions will be held at a workshop of the Board due to be held on the 6 March 2020.

6 Corporate Risk Register

P Lynch (ND QAV) joined for this item and presented to the Board an update on the further development of the HSE Corporate Risk Register. THE Board welcomed the progress to date, and it was noted that the Corporate Risk Register will be brought to the ARC committee meeting in March and then further oversight allocated to each of the Boards other three sub committees. Work is now progressing with regards to the development of the HSE risk appetite and risk tolerances. An update was also provided with regards to the campaign for the recruitment of a HSE Risk Officer

7 Board Committees

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

7.1 Audit and Risk Committee

- Minutes of the Committee meetings 9 December 2019 and 17 January 2020 were noted.
- The Vice-Chair, B Lenihan, presented a verbal update to the Board on the key issues considered at the Joint Committee Meeting of the Audit & Risk Committee and the Safety & Quality Committee which was held on 4 February 2020.
- The Vice-Chair presented a verbal update to the Board on the key issues considered at the Audit & Risk Committee meeting on 14 February 2020.
- A high-level view of the agenda for the meeting which is due to be held on the 13 March was provided noting that the CEO has been invited to present on controls and risk environment.
- The Vice-Chair also thanked Board member Sarah Mc Loughlin for raising concerns in relation to Genomic and the gap in policy and data management which was addressed and discussed under the ARC's agenda.

7.2 Safety and Quality Committee

- Minutes of the Committee meeting 22 January 2020 were noted.
- The Chair, D Madden, presented a verbal update to the Board on the key issues considered at the Committee meeting on 19 February noting areas such as: HSE data retention issue; HIQA

– National Care Experience Programme (NCEP) AND National Maternity Experience Survey There; Neonatal Encephalopathy (NE); National Maternity Strategy; National Cancer Control Programme; and Open Disclosure.

- The Chair raised the question with regards to funding of strategies and noted concerns that had been raised at the meeting in relation to this. The CFO agreed to revert on this.

Anne Marie Hoey joined the meeting

Paul Reid and Paul Connor returned to meeting

7.3 People and Culture Committee

- Minutes of the Committee meeting 27 November 2019 were noted.
- The Chair, Y Traynor, presented a verbal update to the Board on the key issues considered at the Committee meeting on 10 February 2020 noting areas such as: Change Management; Strategic Workforce Planning and Intelligence Pay and Numbers Strategy; and People Strategy.

7.4 Performance and Delivery Committee

- Minutes of the Committee meeting 24 January 2020 were noted.
- The Chair, S McLoughlin, presented a verbal update to the Board on the key issues considered at the Committee meeting on 21 February 2020 noting areas such as: Corporate Plan; Performance Oversight Agreement; ICT Strategy and Capital plan and associated risks; and Approval of new Committee member Sarah Barry (**Decision no 280220/09**).

8 Reserved functions of the Board

Approval Contracts & Property Transactions

The Board considered approvals under its reserved functions based on the comprehensive briefing papers which had been circulated prior to the meeting. Board members were given the opportunity to seek further clarification in relation to the transactions and following consider the follows approvals were made;

Under Market Value Acquisitions

Ref No. 2244 - Acquisition (address supplied) North Great George's St., Dublin 1 (**Decision no 280220/10**)

Ref No. 2316 - Acquisition of Site at Tubbercurry, Co Sligo (**Decision no 280220/11**)

Market Value Disposal

Ref No. 2304 - Kilmore Road, Coolock, Dublin 5 (**Decision no 280220/12**)

Transaction Value Above €2m

Ref No. 2328 - Lease, Ballyminion, Longford, Co Longford (**Decision no 280220/13**)

Under Market Value Transactions

Ref No. 2312 Lease of property at (address supplied) Mountcharles, Co. Donegal (**Decision no 280220/14**)

Ref No. 2323 Lease of property at (address supplied) Navan, Co. Meath (**Decision no 280220/15**)

9 Any other Business

- Trust & Confidence briefing paper to be agenda item for March meeting
- The next meeting of the Board is scheduled for 6 March 2020 in Dr Steevens at 11:00am.

The Chairperson thanked the Board Members, CEO, Secretariat and members of the EMT for their contributions and the meeting concluded at 3.30pm after which the Board met in the absence of HSE Executives.

Signed: Ciarán Devane

Ciarán Devane
Chairperson

Date: 28/03/2020