



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 31 January 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 (Until Item 6).

Apologies: Tim Hynes

In Attendance for Board Meeting:

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

Joined Meeting: Paul Connors (Item 4), David McManus and Gary McCarthy (Item 6), Risteard O'Laoide (Item 8), Stephanie O'Keeffe (Item 9 and 10).

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 13 December 2019 were approved for signing. A discussion surrounding minute taking of the Board and Committee meetings followed, highlighting the importance of transparency of the work of the Board.

The Chairperson advised that the reviewed Action Log for the Board could be noted, and the Secretary agreed to follow up in relation to open items.

The Chairperson acknowledged and thanked Jim O'Sullivan for his contribution to the work of the Board as Board Secretary and wished him well in his new role. The Chairman welcomed Dara Purcell as the new Board Secretary.

The Chairperson informed the Board that Mark Molloy had tendered his resignation to the Minister. The Board noted the valuable contribution that Mark had made to the work of the Board since its establishment. The Chair also provided an update to the Board with regards to progress made in filling Board vacancies.

## **2.5 Directors and Officers Insurance**

This item, which had been requested at previous meetings, was presented to provide Board Members with a greater understanding of Directors and Officers Insurance. The Board welcomed the update, Fiona Ross agreed to follow up with Mairead Dolan/HSE Insurers on aspects of the policy that required further clarification.

## **3.0 Board Development Programme**

J Kelly informed the Board of progress on the Code of Governance and Board Handbook and confirmed that a more substantial update will be available following a meeting of the subgroup on 3 February 2020.

## **11.1 & 11.2 Approval Contracts & Property Transactions**

The Board considered approvals 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 building contract award as it is above the €10 million contract approval threshold.

- Reference No. IO 61003085: Building contract award for Radiation Oncology Building at University Hospital Galway (**Decision No: 310120/01**).

The Board considered and approved the following property transactions as they are above the €2 million property approval threshold.

- Reference No. 0053: Lease of property at (address supplied), Henry St, Limerick (**Decision No: 310120/02**).
- Reference No. 1049: Lease of property at (address supplied), Rathfarnham, Dublin 16 (**Decision No: 310120/03**).
- Reference No. 1699 & 2214: Lease of property at (address supplied), Arklow, Co Wicklow (**Decision No: 310120/04**).

- Reference No. 1788: Lease of property at (address supplied), Dun Laoghaire, Co Dublin (**Decision No: 310120/05**).
- Reference No. 2319: Lease of property at (address supplied), Claregalway, Co Galway (**Decision No: 310120/06**).

The Board considered and approved the following service contract approval requests as they are above the €10 million contract approval threshold.

- HSE Reference No. 13179: OGP Tender – HSE/Health Sector Electricity Contract (**Decision No: 310120/07**).
- HSE Reference No. 4519: National Drawdown Framework Agreement for the Provision of Wound Management Products (**Decision No: 310120/08**).

### **11.3 Special Legislative Accounts**

The Board considered the following special legislative accounts for approval and signing:

- Patient Private Property Accounts (PPP) as required by Health (repayment scheme) Act 2006
- Hepatitis C Insurance Scheme Accounts as regulated by the Hepatitis C Compensation Tribunal (amendment) Act, 2006
- Long Stay Repayments Account as regulated by Section 18 of the Health Act 2006
- Long Stay Donations fund as regulated by Section 11 of the Health Act 2006

B Lenihan, Vice-Chair of the Audit & Risk Committee, confirmed that the Committee had reviewed and recommended these accounts for approval by the Board and submission to the Minister. He noted the accounts had been audited by the C&AG and that although these accounts related to a period in which the Board was not fully overseeing the finances of the HSE, the previous Audit Committee had reviewed them prior to submission to the C&AG for auditing in early June 2019. The C&AG had issued unqualified audit opinions. The Board proceeded with its approval for the accounts to be submitted to the Minister. (**Decision No: 310120/09**) The Chair and CEO were nominated to sign the accounts as appropriate.

### **4.1 Chief Executive Officer Report**

In presenting his Chief Executive's Report, the CEO highlighted the work completed to date regarding the HSE Review of Centre and provided an update on the expected timeline for completion, noting the core purposes and design for the future.

An overview was given on the key deliverables of this project and next steps. The Board discussed areas such as consultant recruitment and proposed that consideration be given to clinical recruitment being carried out locally by HSE HR to improve recruitment times for those vital posts. The CEO advised that there is currently a pilot scheme in place which will test the merits of returning to this method of recruitment, however noting that there are process and procedures in place with regards to recruitment with which the HSE must comply.

CFO provided a financial update to the Board on the draft December 2019 year financial results. The Board welcomed this update and acknowledged the work carried out to achieve this noting that a balanced end of year financial position is anticipated.

P Connors, National Director of Communications, briefed the Board on the status of the Trust and Confidence project. As part of this project, a plan has been put in place to engage in a nationwide series of conversations aimed at developing a better understanding of the key challenges and opportunities facing the health service. The first of these exercises are to be held in February in Cork and Tullamore. The Board noted that there is an urgency around this issue and the need to link this project in relation to Sláintecare. P Connors advised the results should be available by Q3. The Board requested that any documentation relating to previous similar exercises be circulated to the Board.

COO briefed the Board on the status of Winter Planning where it was highlighted challenges remain to cope with flu season this year. It was noted that it was especially high in the older population and capacity issues. Board members expressed concern regarding low uptake amongst healthcare professionals of the flu vaccine, and the Board encouraged staff to avail of it. The Board also noted the importance of communicating and informing the public of such important matters and that continuous lessons are learned and actioned over time.

#### **4.2 Novel Coronavirus Update**

The Board was informed of the process being adopted to ensure effective service response and delivery to the coronavirus challenge and that the necessary quality and budgetary controls are in place to ensure an appropriate response. The CEO confirmed that the HSE crisis management team is mobilised to manage this challenge. The HSE will continue to engage with the media and make information available to the public as soon as possible. The CCO highlighted that defences to the virus are in development globally but will take time to finalise.

At its core, this is a serious public health issue. The Board sought clarification surrounding the risk management of the situation and the CCO confirmed that facilities for isolation practices are in place and available to use.

## **6.0 Trauma Strategy**

CSO and CCO presented this item which was an overview of the strategy and the discussion was then supported by D McManus, Chair, Independent Assessment Panel, and G McCarthy, National Clinical Lead, Emergency Medicine Programme. The report sets out the background of the designation process, the appointment of the Independent Assessment Panel, the application of the assessment criteria and the resulting advice to the HSE. It was noted that the designation of the Central Trauma Network's Major Trauma Centre is a key action of the Trauma Strategy and of the Sláintecare Action Plan 2019. This item provided the Board with the advice of the Independent Assessment Panel on the designation of the Central Trauma Network's Major Trauma Centre and Dublin Trauma Units in order that members are familiarised with the process the Panel used in providing their advice and the process for recommendation. Following discussion, the Board noted the good progress being made and requested that further high-level information in relation to revenue and capital expenditure requirements and potential delivery risks. This item will be considered further at the February Board meeting.

## **8.0 Report of the Expert Reference Group Report on the Management of Interval Cancers in the BreastCheck-Screened Population**

Following consideration at the Safety & Quality Committee meeting of 22 January, it was recommended that this report be presented to the Board for discussion and approval prior to submission to the Department of Health.

The CCO gave the background of this item noting that interval cancer audit is a component of the overall quality assurance in cancer screening programmes. Following the scoping inquiry into CervicalCheck screening programmes (Scallly 2019) the CCO and ND of National Screening Services commissioned a review of audit of interval cancer for all three cancer screening programmes with the aim of producing recommendations based on available evidence, international experience and practice.

R O'Laoide, Chair, BreastCheck Expert Reference Group, discussed the recommendations from the report noting that the report made nine recommendations and that recommendations 4, 5 and 6 specifically refer to clinical audit of cancers in the screening programme. Recommendation 3 concerns the educational value of radiological review and classification of all interval cancers as recommended by EUREF.

D Madden Chair of the Safety & Quality Committee informed the Board that the Committee considered the report and endorsed the report but had concerns relating to the recommendation on educational radiological reviews. Following discussion, the Board was concerned about the loss of valuable learning arising from the recommendation not to carry out programmatic review of interval cancers in the future, with the consequent loss of EUREF accreditation, unless anonymised or with legal protection. The Board considered this will be to the ultimate detriment of the quality of the screening programme and to women who engage with the programme in the future.

Given the importance and value of the screening programme in the Irish health system, the Board was of the view that appropriate legislative measures should be taken to ensure and support this crucial aspect of the programme. The Board requested that this matter is referred back to the Safety & Quality Committee for further discussion and consideration of a submission to the Minister supporting new legislation.

## **9.0 Corporate Plan**

The section was introduced by D Sullivan and led by S O'Keeffe, National Director of Strategic Planning and Transformation. The Board were updated on the consultation process for the HSE Corporate Plan which has commenced. To date, face-to-face sessions have been held with the Community Panel, National Patient Forum, the Staff Engagement Forum and Clinical Leads through the Clinical Forum, EMT, the Board and P&D Committee. Further face-to-face consultations are planned during January 2020 with a number of other stakeholders including Government Departments, Regulatory Agencies, Section 38 and Section 39 Agencies. In addition, written submissions will be requested from a targeted cohort of stakeholders, a public online survey will be undertaken, a nationally representative omnibus survey will be conducted and public 'listening exercises' will also take place during January/February 2020. Interim consultation reports will inform the development of the plan and a final consultation report will be presented to the Board in March.

A number of issues were raised by the Board and the Board requested that the EMT give consideration with regards to the following:

- Capturing in a timely manner consultation feedback
- Financial implications
- Consistency with Sláintecare
- Areas such as equity and compassion not adequately captured
- Aspects relating to staff and culture requiring further development.

The CEO acknowledged the feedback and the areas mentioned will be captured in the next draft. This will be presented to the Performance and Delivery Committee at its next meeting.

## **10.0 Annual Report**

CSO again introduced this section with S O’Keeffe leading the discussion which was centred around the Board noting timelines and deliverables and providing the Executive team with further direction. The Board requested that an organisational awareness of Risk should be highlighted within the Annual Report with the HSE’s principal risks being reported on prominently in the Annual Report.

## **7.0 Committees**

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

### **7.1 Audit and Risk Committee**

- The Committee did not have a planned physical meeting in January so therefore no minutes were presented to the Board. The next ordinary meeting of the Committee is due to take place on 14<sup>th</sup> February 2020.
- The Vice-Chair, B Lenihan, noted that the Legislative Accounts approved under Item 11.3 had been examined and approved by the Committee on a conference call meeting on January 17<sup>th</sup> 2020.
- The Vice-Chair further gave an outline of the Joint Audit & Risk and Safety & Quality Meeting to be held on 4 February. He noted that four areas were to be covered – Risk Management, Claims (presentation from the State Claims Agency), Data Protection and Capital Plan.

## **7.2 Safety and Quality Committee**

- Minutes of Committee meeting 12 December 2019 were noted.
- The Chair, D Madden, presented to the Board an example of HSE quality profile summary which outlined national performance in a range of clinical areas including hip fracture surgery within 48 hours, weekly number of delayed discharges and MMR vaccination uptake rate. The Chair advised that the summary is a snapshot of key quality indicators; the national performance indicator suite includes about 200 indicators. It was agreed that a focused agenda item would be tabled for a future Board meeting to focus on disability services.
- The Board found that the data presented gives a useful overview of some quality indicators and requested that it become a recurring item on the agenda under this section.
- The Chair further advised of a Committee workshop concerning Consultants not on the Specialist Register, which was facilitated by the CCO, and confirmed that she conveyed the Board's concern around the matter. The Committee will continue to monitor noting that locums are of particular concern, especially in Model 3 Hospitals.
- The Chair advised that the next Committee meeting will be in February at which, amongst other items, HIQA and representatives from the National Women and Infants Health Programme will be attending to discuss the National Maternity Strategy and other matters.

## **7.3 People and Culture Committee**

- The Committee hasn't met since the update at the December Board meeting therefore no minutes were presented to the Board, they are due to meet 10<sup>th</sup> February 2020.

## **7.4 Performance and Delivery Committee**

- The Minutes of Committee Meeting 22 November 2019 and Special Meeting of the Committee on 2 December 2019 were noted.
- It was noted that the meeting of 2 December was conducted as a facilitated workshop to support the development of the HSE's Corporate Plan. It was structured around three strategic priorities: System Performance; Population Health and Wellbeing and Enablers for Transformation. The output of the session informed the earlier discussion by the Board.



**7.5 Committee Annual Reports for 2019**

The Committee Chairs noted ongoing work in this area which will be included in the HSE Annual Report. In addition, in accordance with statutory provisions the Audit and Risk Committee will provide a report to the CEO and Minister.

**12.0 Any other Business**

The next meeting of the Board is scheduled for 28 February 2020 in Dr Steevens at 10:00am.

The Chairperson thanked the Board Members, CEO, Secretariat and members of the EMT for their contributions.

The meeting concluded at 3:30 pm after the Board had met in private session in the absence of HSE Executives.

Signed: 

**Ciarán Devane**

**Chairperson**

Date: 28-2-20