

Minutes of the meeting of the
Health Service Executive Board
on
4th October, 2007

Members present: L. Downey (Chair), B. Drumm, (CEO), D. de Buitelir, P.J. Fitzpatrick, M. Gaffney, E. McCague, M. McLoone, M. Murphy, A. Scott, N. Brennan and J. Murray.

Apologies: J. Macri.

Attendees: T. Martin, L. McGuinness and D. Purcell (Board Secretary).

Joined the meeting: L. Woods, M. McDonald, A. Doherty, G. Barry, B. Gilroy, M.X. FitzGerald, P. Doorley, S. Jennings and B. Hyland.

Time & Location: HSE – Employers Agency Building, Adelaide Road at 8a.m.

The items are presented in the order in which they were discussed at the meeting.

The Chairman informed the meeting at the outset that Item No. 8 Property Transaction would be deferred to the November 2007 meeting.

Item	Discussion / Comments	Action
1	Minutes of previous meeting	
	The minutes of the meeting held on 6 th September, 2007, were agreed.	
2	Matters arising from minutes	
	The action points from the previous meeting were reviewed and noted.	
	D. de Buitelir requested that the report on Consultant Appointments would be provided at each Board meeting.	T. Martin.
	In relation to item 10 J. Murray requested information on the strategic initiatives being progressed by the National Communications Unit.	T. Martin
	In relation to item 12 the Chairman advised that arrangements were being progressed to advertise the position of National Director for Human Resources.	
3	CEO's Report	
	The CEO spoke to his monthly report which had been circulated prior to the meeting. The following items were discussed in particular: <ul style="list-style-type: none"> • The recent meetings of the Regional Health Forums, all of which he participated in, and the ongoing arrangements in place through the Regional Health Forums, the special briefing sessions arranged for Oireachtas members and the work of the Parliamentary Affairs Division within the Office of the CEO to ensure good engagement with the political system. The Board welcomed this focused engagement and requested that a quarterly performance report on parliamentary questions would be provided as part of the Performance Monitoring Report. • The findings of the recent survey of consumer experiences of the health services which showed satisfaction levels as high as 90%. • The implementation of the National Cancer Control Programme which had recently been announced. 	T. Martin/A. Doherty

	<ul style="list-style-type: none"> • The announcement of a reduction in the wholesale mark up the HSE pays on medicines from 17.66% to 8% which would yield savings in the region of €100 million. • The consideration of the Acute Bed Utilisation Review Report tabled at a recent meeting of the Cabinet Committee on Health. • L. McGuinness provided an update on the Out of Hours Social Work Report. <p>Following the discussion the Board noted the report.</p>	
4	Consultant Contract Negotiations – update	
	<p>G. Barry joined the meeting for the discussion of this item.</p> <p>The briefing paper circulated prior to the meeting was noted. G. Barry informed the meeting that good progress had been made in relation to finalising the negotiations on a revised contract. A final report from the Chairman of the negotiations, incorporating his recommendations on certain unresolved elements of the proposed new contract, was expected to issue within the next 24 hours. This report will be circulated to Board members when it is available.</p> <p>Arising from discussion on the subject, the Chairman advised members that it would be necessary to have an agreed early response to the report from the parties involved on the Employer side – i.e. HSE, Department of Health & Children and the Minister. It was agreed that the Chairman and CEO would be authorised to represent the HSE position.</p>	CEO/Chairman
5	Performance Monitoring Report August 2007	
	<p>A. Doherty, L. Woods and M. McDonald joined the meeting for discussion of this item.</p> <p>Performance Summary report A. Doherty outlined the summary report, at a national level, in respect of progress against planned activity, financial and HR data as reported in the Performance Monitoring Report to August 2007, which had been circulated prior to the meeting. Following a discussion the Board noted in particular the cost overruns and service performance variances in the ambulance sector and requested that an explanatory note would be circulated on this.</p> <p>HR Report The CEO advised the Board that the temporary suspension of staff recruitment introduced in September 2007 as part of the financial break even plan will continue to the end of October 2007. He reported that there is ongoing engagement with the health sector unions on how this pause is being implemented particularly where, in limited circumstances, the appointment of front line service staff may be necessary.</p> <p>M. McDonald presented the employment figures to the end of July 2007. He advised that any impact on the employment numbers arising from the temporary suspension of staff recruitment introduced in September 2007 will not be seen in the employment monitoring reports until either the end of September or October, 2007.</p> <p>It was noted that the factors contributing to overrun on employment ceilings include the double counting impact of maternity leave cover and the full inclusion of student nurses. These two issues are being reviewed by the joint Department of Health and Children, Department of Finance, HSE Employment Control Monitoring Group.</p> <p>Following a discussion on manpower planning the CEO informed the meeting that a review of admin/management posts was being conducted as part of the development of a strategic manpower plan. The review of nursing posts, being conducted as part of the agreement with the nurses unions,</p>	J. O Brien.

	<p>would also inform any new manpower planning model.</p> <p>Finance Report: L. Woods reported to the Board on the financial situation to August 2007 as set out in the PMR. He advised that the current expenditure levels in both NHO and PCCC are slightly higher than July 2007 and there remains a particularly challenging situation to achieve breakeven to year end as the level of service delivery is up between 2-7% on planned activity.</p> <p>Following a discussion on the control measures put in place by management to achieve breakeven, the Board noted that management will continue to achieve the necessary retrenchment in expenditure through greater VFM/cross containment initiatives and other measures as outlined in the control plans. The Board also noted that the annual budget for capital projects will be fully spent by year end.</p> <p>A. Doherty then provided the Board with a progress report on the development of the estimates for 2008. The Board noted that discussions are ongoing with the Department as part of the Service Plan process. A further update will be provided at the November, 2007 Board meeting.</p>	A. Doherty.
6	Report on Medical Education, Training and Research	
	<p>Professor M.X. FitzGerald joined the meeting for the discussion of this item.</p> <p>T. Martin introduced this item and set the policy and legislative context within which the HSE strategy for medical education and training was developed. He reported that the recommendations in the report had been endorsed by the Board's Education, Training and Research Committee.</p> <p>M.X. FitzGerald then made a presentation to the Board on the report. He summarised the key findings and recommendations in the report. These include a recommendation that a dedicated unit be established within the HSE for the management of the HSE's responsibilities for medical education, training and research. It also recommends that, a management committee representative of all healthcare professions, be set up to co-ordinate and align all education and training and research functions throughout the HSE.</p> <p>Following a discussion the Board approved the strategy and endorsed the recommendations. The Board requested that a detailed implementation plan would be drawn up setting out the role, powers, budget and accountability of the proposed new Unit in the HSE. The Board also requested that the Department of Health and Children be advised of the strategy and recommendations.</p>	T. Martin
7	Co-Location - Authorisation of execution of Project Agreements	
	<p>B. Gilroy joined the meeting for discussion of this item.</p> <p>He advised the Board that the project agreements for execution with successful bidders on the four HSE sites for the co-location project (Cork University Hospital, Sligo General, Waterford Regional Hospital and Limerick Regional Hospital) are being finalised. The HSE, as the contracting authority, is required to sign these project agreements.</p> <p>On the recommendation of management the following resolution was proposed by D. de Buitelir and seconded by E. McCague and agreed by the Board:</p> <ol style="list-style-type: none"> 1. to authorise Mr Brian Gilroy, National Director of Estates, to execute, as advised in writing by HSE's legal advisers, the Contract Documentation on behalf of the HSE with the successful bidders for the HSE sites, 2. to authorise and empower Mr Brian Gilroy, National Director of Estates, to make any clarification and minor amendments, as 	

	<p>advised in writing by HSE's legal advisers, to the Contract Documentation up to their date of execution, and</p> <p>3. to the extent, as advised in writing by HSE's legal advisers, that any clarification or minor amendments are required to the Contract Documentation during the period between the commencement date and the effective date (as such terms are defined in the Project Agreement) then Mr Brian Gilroy National Director Estates or Mr John O'Brien Director, National Hospitals Office are authorised and empowered to make such clarifications and amendments on behalf of the HSE. (Board Decision No. 04.10 (18)/2007).</p>	
8	Property Transaction	
	Consideration of this item was deferred to the November, 2007 meeting.	
9	Capital Plan 2007-2013 - Update	
	<p>B. Gilroy reported that cashed capital (excl. ICT) to August 2007 was €228.58m and it is expected that 2007 capital budget will be fully spent by year end.</p> <p>He then spoke to the progress report on the Capital Plan 2007-2013 which had been circulated prior to the meeting. He outlined, at a high level, the capital outlook for the remainder of the Capital Plan to 2013 and indicated that there is a potential gap of between €1.9bn and €2.8bn between the funding being made available and provided under the Capital Plan and the amount required to deliver the projects approved.</p> <p>Following a discussion on the report the Board noted that work is ongoing with the Department of Health and Children on the issues arising from this potential gap in the capital funding. The outcome of this work will be reported back to the Board when it is available.</p> <p>In response to questions on the capital budget allocation for the National Paediatric Hospital (NPH) B Gilroy confirmed that the high level framework brief for the hospital will be considered by the transition group in the coming weeks and that the capital costs for this project will become clearer at that stage. The Board requested that a briefing note would be circulated on the governance arrangements and terms of reference of the National Paediatric Hospital Development Board.</p> <p>B. Gilroy then provided the Board with a brief update on the procurement of the National Radiation Oncology Plan and on the review of the accommodation space which was being undertaken by the Estates Directorate. The accommodation requirements of 15 offices were under review and a report will be provided to the Board in December 2007.</p>	<p>B. Gilroy</p> <p>J O'Brien</p> <p>B Gilroy</p>
11	Quality and Risk Management - Progress Report	
	<p>T. Martin introduced this item and spoke to the briefing paper which had been circulated prior to the meeting.</p> <p>He reported that good progress had been made, in consultation with the Board's Risk Committee, in developing a Quality and Risk Standard and Risk Management Process for the HSE. Work was ongoing at management team level to identify the top corporate risks and finalise a risk management strategy. This work is expected to be concluded in time for consideration at the next meeting of the Board's Risk Committee and a final report would then be provided to the Board for consideration at its meeting in November 2007.</p> <p>Following a discussion the Board noted the progress report.</p>	T. Martin
13	Reports from Board Committees	

	<p>Audit Committee:</p> <p>The chairperson of the Audit Committee, N. Brennan, reported to the Board on the meeting of the Audit Committee held on 20th September, 2007. She mentioned in particular the discussion at the Committee on the summary reports from Internal Audit, the National Treasury Management report on banking arrangements in the HSE, and the Drugs Payment Scheme.</p> <p>Remuneration Committee:</p> <p>The Chairperson of the Remuneration Committee D. de Buitelir informed the Board that the successful tender to provide professional support for the Board review project had been selected and that this review was now underway. He also reported to the Board on the meeting of the Remuneration Committee held on 4th October 2007. He mentioned in particular the discussion at the Committee on organisational issues and succession planning.</p>	
10	Corporate Performance Measurements- Progress Report	
	<p>B. Hyland joined the meeting for the discussion of this item and made a presentation to the Board on the work done in the validation phase of the Corporate Performance Measurement model since the last progress report provided to the Board at its April 2007 meeting.</p> <p>The Corporate Performance Measurement Report, when validated, will be used to provide an overall assessment of HSE progress at a high level on its corporate objectives and transformation priorities base on 25 indicators.</p> <p>The Board welcomed the development of the data set and encouraged management to move forward with the implementation plan. Some concerns were expressed on the trends emerging in the data presented during the validation phase. The Board requested that a high level report on these performance indicators would be included in the Performance Monitoring Report on a quarterly basis following completion of the validation phase.</p>	B Hyland.
12	Cardiovascular Strategy -Progress Report on Strategy Implementation	
	<p>P. Doorley and S. Jennings joined the meeting for discussion of this item.</p> <p>P. Doorley introduced this item and spoke to the briefing paper which had been circulated prior to the meeting. This paper outlined the findings of an audit carried out by the HSE on the implementation of the Cardiovascular Strategy Building Healthier Hearts which was launched by the Department of Health and Children in November 1999.</p> <p>He reported that the Audit findings showed that health services, working with other agencies, had contributed significantly to improvement in heart health through investment in health promotion and improvements in secondary prevention The audit also points to new areas of challenge such as obesity and type-2 diabetes.</p> <p>S. Jennings then made a presentation on the detail findings of the audit to the Board. Following questions and answers the Board noted the progress report.</p>	

The meeting concluded at 2.45p.m.

Signed:

Date:

Liam Downey
Chairman