

**Minutes of the HSE Directorate meeting  
Tuesday 12<sup>th</sup> January, 2016**

**Directorate Members Present:** T. O'Brien (Chairman), P. Healy, S. Mulvany, J. Hennessy, L. Woods S. O'Keeffe, A. O'Connor and P. Crowley

**Members of Leadership Team present:** Á. Carroll, D. McCallion, P. Lynch, P. Connors, M. Flynn, J. Coffey, J. Carolan, R. Mannion, R Corbridge and J. Ryan.

**Apologies:** None

**In attendance** D. Purcell (Secretary) J. Ryan and J. O'Sullivan

**Joined the Meeting:** G. O'Dwyer, G. McCarthy, G. Reaney and A. Colley

**Time & Location:** Boardroom, 2<sup>nd</sup> Floor, Erinville, Western Road, Cork

| Item     | Discussion / Comments  | Action            |
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| <b>1</b> | <b>Approvals in accordance with the reserved functions of the Directorate</b>  |                   |
|          | <p><b>Directorate Committee Membership</b></p> <p>1.1 Health Business Services (HBS) Committee<br/>The nominations of the following as members of the HBS Committee were proposed by the Director General, seconded by P. Crowley and agreed:</p> <ul style="list-style-type: none"> <li>• D. Walsh, Chief Officer CHO 7 <i>Directorate Decision No.12.01(01)2016.</i></li> <li>• J. Ryan, A/Head of the System Reform Group to replace L. Kearns <i>Directorate Decision No.12.01(02)2016.</i></li> <li>• J. Hennessy to replace P. Healy <i>Directorate Decision No.12.01(03)2016.</i></li> </ul> <p>1.2 Audit Committee<br/>The nomination of A. O'Connor, National Director Mental Health to replace L. McGuinness as the Directorate member on the Audit Committee was proposed by the Director General, seconded by J. Hennessy and agreed. <i>Directorate Decision No.12.01(04)2016</i></p> <p><b>Health Business Services</b><br/>J. Carolan joined the meeting for consideration of these items and presented the following contract approval requests and property transactions for approval.</p> <p><b>1.3 Contract Approval Requests (CARs)</b><br/><b>1.3.1 CAR for Direct Negotiations with GSK Ltd. for the supply of Meningococcal B Vaccine &amp; 1.3.2 CAR for Direct Negotiations with GSK Ltd. for the supply of Meningococcal B Vaccine</b> (taken together)<br/>J. Carolan presented the papers circulated prior to the meeting which were considered in detail. The Directorate requested further information in relation to the comparative price in the UK and expressed concern at the lack of a competitive process and the commitment to purchasing a particular volume in the contracts.</p> <p>Subject to conditions being included in the contract relating to the commitment to volume, approval to award the contracts for the supply of Meningococcal B and HIB/Meningococcal C (MenC) Combined vaccines by a negotiated procedure under Article 31(1)(b) of the EU Procurement Directives was proposed by S. O'Keeffe, seconded L. Woods and approved. <i>Directorate Decision No.12.01(05)2016</i> and <i>Directorate Decision No.12.01(06)2016</i></p> <p><u>Action agreed:</u></p> |                   |
|          |  | <b>J. Carolan</b> |

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|   | <p>J. Carolan to circulate the UK comparison price to the Directorate.</p> <p><b>1.4 Property Transactions</b><br/> J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p><b>1.4.1 Glasnevin Health Centre</b><br/> Approval to grant a lease to Autism Initiatives for Glasnevin Health Centre for a period of 5 years at nominal rent was proposed by P. Healy, seconded by L. Woods and agreed. <i>Directorate Decision No.12.01(07)2016</i></p> <p><b>1.4.2 3-Storey Building St. Joseph's Hospital Campus, Mulgrave St., Limerick</b><br/> Approval to enter into a lease with Tusla for a 3 storey building at St. Joseph's Hospital Campus, Mulgrave St., Limerick for a term of 20 years and to abate the rent to €10 per annum in lieu of refurbishment costs for the term of the lease with Tusla was proposed by A. O'Connor, seconded by L. Woods and agreed. <i>Directorate Decision No.12.01(08)2016</i></p>   |                                    |
| <b>2</b>  | <b>Reports from Directorate Committees</b>  |                                    |
|   | <p><b>2.1 Audit Committee Meeting 14<sup>th</sup> December 2015</b><br/> D. Purcell provided a verbal report on the matters considered by the Audit Committee at its meeting on the 14<sup>th</sup> December 2015 including; review of the Chapters from C&amp;AG Annual Report (relating to compliance with prompt payment legislation; management of private patient income; and control over the supply of high tech drugs and medicines) and management's responses; review of responses to C&amp;AG Management Letters 2013 and 2014; C&amp;AG Audit plan for 2015 audit; proposals for an external review of financial controls; Q3 2015 Internal Audit reports and findings, audit and systemic audit recommendations tracking; systemic Audit Recommendations Tracking; Internal Audit Plan 2016; and a report on the operation of Fraud Policy.</p> <p>S. Mulvany reported that the Chairman noted that the Chapter in relation to the High Tech Drugs Scheme highlighted the need for improved controls and that the Committee had expressed significant concern in relation to the findings in the Chapter.</p> <p><b>2.2 eHealth Committee Meeting 17<sup>th</sup> December 2015</b><br/> R. Corbridge joined the meeting for consideration of this item and reported on the two meetings of the Committee, on the 22<sup>nd</sup> October 2015 and the 17<sup>th</sup> December 2015. He agreed the Committee would be the review group for Enterprise Resource Planning for the National Childrens' Hospital. It was noted that the Committee is being used as an external review group which has been agreed by the DoH.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>The Chair of the Committee is to be invited to a future Directorate meeting.</li> </ul> | <b>R. Corbridge/<br/>Secretary</b> |
| <b>Leadership Team Members Join the Meeting</b> |   |                                    |
| <b>3</b>  | <b>Welcome and Introduction from Chair and CEO, South/South West Hospitals Group, and Chief Officers, CHO 4 &amp; 5</b>   |                                    |
|   | <p>G. O'Dwyer, Group CEO, G. McCarthy, Group Board Chair and members of the Hospitals Group Management Team, G. Reaney, Chief Officer, CHO 4 and A. Colley, Chief Officer CHO 5 joined the meeting.</p> <p>The Chair and CEO of the South/South West Hospitals Group and the two Chief Officers made presentations setting out the progress to date to establish the Hospitals Group and Community Healthcare Organisations and on all operational aspects of acute and non-acute health services in their areas of responsibility.</p>   |                                    |
| <b>4</b>  | <b>Minutes of Directorate meetings on the 4<sup>th</sup>, 8<sup>th</sup> and 15<sup>th</sup> December 2015</b>  |                                    |
|   | The minutes of the Directorate meetings on the 4 <sup>th</sup> , 8 <sup>th</sup> and 15 <sup>th</sup> December were approved.   |                                    |

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|          | <u>Matters arising</u><br>Matters arising were dealt with under relevant agenda items  |   |
| <b>5</b> | <b>Chairman's Remarks</b>  |   |
|          | The Director General mentioned the pending General Election and emphasised the need to ensure appropriate operational protocols are continued during this time including replying to Parliamentary Questions and engaging with Regional Health Forums.   |   |
| <b>6</b> | <b>Performance Reporting</b>   |   |
|          | <p><b>6.1 Performance Report November 2015</b><br/>P. Lynch presented the November 2015 Performance Report outlining the key performance issues in month and the service issues that have been or remain in escalation following the National Performance Oversight group (NPOG) meetings with National Directors. The actions taken and the progress made on the areas in escalation as set out in the Performance report was reviewed.</p> <p>P. Healy reported that good progress was being made in relation to the signing of Service Level Arrangements/Grant Aid Agreements by section 38 and 39 agencies and a report would be brought to the February 2016 NPOG meeting.</p> <p><u>Action agreed:</u><br/>Following consideration, the November 2015 Performance Reports were approved for submission to the DoH prior to publication.</p> <p><b>6.2 Finance and 6.3 Human Resources/Workforce (taken together)</b><br/>S. Mulvany and R. Mannion spoke to the discussion paper circulated prior to the meeting in relation to the 2016 pay and staff numbers framework setting out the points for discussion which seek to address issues raised through the experience, evidence and feedback both internally and externally arising from the implementation of the 2015 National Framework on Pay-bill Management and Control issued on the 13<sup>th</sup> March 2015. R. Mannion spoke to the paper tabled at the meeting outlining proposals and the next steps required.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Following discussion, the principles set out in the paper were endorsed and the next steps set out in both papers were agreed subject to the deadline of the 12<sup>th</sup> February 2016 for provision of hospital site and community service plans being reviewed. Note: The Director General agreed there can be flexibility on this deadline provided written assurance is provided that <b>interim controls</b> are in place by 1<sup>st</sup> February 2016.</li> <li>• R. Mannion to chair HSE Pay and Staffing Coordination Group with senior nominees from each service division, Finance, HBS, QAV and one representative each from the Hospital Group CEOs and CHO Chief Officers.</li> <li>• Management controls and actions to be put in place around three key elements; provision of start dates; leavers; and, agency and overtime</li> <li>• Finance to provide a monthly forecast of pay variance to end 2016/status assessment</li> <li>• Relevant National Directors to write to Hospital Group CEOs and CHO Chief Officers in relation to the provisions of the 2016 Framework and associated actions</li> <li>• Assurance on the completion of actions to be provided in writing by each National Director to R. Mannion as chair of the national HSE Pay and Staffing Coordination Group in advance of the February NPOG meeting which is on 3<sup>rd</sup> February.</li> <li>• R. Mannion to share 2016 Pay and Staff Numbers Framework document with the DoH prior to the DoH MAC/HSE Leadership Team meeting on the 14<sup>th</sup> January 2016.</li> </ul> <p><b>6.3.1 People Strategy Launch</b><br/>R. Mannion circulated the People Strategy and associated work plans which were supported by all National Directors.</p> <p><b>6.4 Data Governance Project</b><br/>R. Corbridge reported that the draft report had been circulated to the Leadership</p> | <p><b>P. Healy</b></p> <p><b>P. Lynch</b></p> <p><b>R. Mannion</b></p> <p><b>L. Woods/<br/>P. Healy</b></p> <p><b>All National Directors</b></p> <p><b>R. Mannion</b></p> |

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|          | <p>Team.</p> <p>Action agreed:<br/>National Directors to review and provide their feedback to R. Corbridge by the 18<sup>th</sup> January 2016.</p>  |   |
| <b>7</b> | <b>Ministerial Correspondence for Noting</b>   |   |
|          | <p><b>7.1 Approval of Code of Governance – Letter dated 4<sup>th</sup> December 2015</b><br/>The letter approving the revised Code of Governance was noted.</p> <p><b>7.2 NCEC National Clinical Guidelines and Standards for Clinical Practice Guidance – Letter dated 15<sup>th</sup> December 2015</b><br/>Following discussion, the letter regarding the NCEC National Clinical Guidelines and Standards for Clinical Practice Guidance was noted.</p>   |   |
| <b>8</b> | <b>Quality, Safety and Risk Matters</b>  |   |
|          | <p><b>8.1 Quality Assurance and Verification</b></p> <p><b>8.1.1 Human Resources Division Risk Register</b><br/>R. Mannion presented the HR Division Risk Register circulated prior to the meeting which was reviewed and noted. No specific risks were escalated to the Directorate for consideration. She reported on an additional risk for inclusion on the register in relation to the issuing of contracts of indefinite duration to consultants and the number of specialists who are not on the specialist register.</p> <p><u>Action agreed:</u><br/>The description of the risk in relation to recruitment to be reviewed.</p> <p><b>8.1.2 Corporate Risk Register</b><br/>P. Lynch provided an update on the review of the Corporate Risk Register by C. Stuart.</p> <p><u>Action agreed:</u><br/>National Directors to ensure they have engaged with the review prior to consideration of the revised CRR at the February 2016 Directorate meeting.</p> <p><b>8.2 Regulators</b></p> <p><b>8.2.1 HIQA Portlaoise Report</b><br/>The Implementation Plan Progress Report up to 30<sup>th</sup> November, 2015 was noted and approved for submission to the DoH oversight group. No issues were escalated from Directorate consideration.</p> <p><b>8.2.2 Correspondence for Noting</b><br/><b>HIQA – Health Technology Assessment (HTA) of Chronic Disease Self-Management Support Interventions</b><br/>The correspondence dated 16<sup>th</sup> December 2015 regarding the outcome of the HTA of Chronic Disease Self-Management Support Interventions carried out by HIQA at the request of S. O’Keeffe and Á. Carroll was noted.</p> <p><u>Action agreed:</u><br/>S. O’Keeffe and Á. Carroll to implement advice from HIQA as appropriate in the context of available resources.</p> <p><b>Áras Attracta Investigations</b><br/>P. Healy reported that the court case in relation to one staff member was taking place and that during evidence RTE said that they had filmed in another location. P. Healy to follow up with RTE for the details.</p> | <p><b>R. Mannion</b></p> <p><b>National Directors<br/>Agenda Item<br/>09/02/16</b></p> <p><b>S. O’Keeffe/<br/>Á. Carroll</b></p> <p><b>P. Healy</b></p> |
| <b>9</b> | <b>Executive Accountability – Significant Operational Issues by Division</b>   |   |
|          | <p><b>9.1 Health Business Services – Corporate Partnership with HBS Functions</b><br/>J. Carolan presented the discussion document circulated prior to the meeting in relation to the identification of the most appropriate corporate partner for the HBS functions of Procurement, Estates and ERPS and the development of a process for the engagement of HBS with each corporate partner.</p> <p><u>Action agreed:</u></p>   |   |

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|           | J. Carolan to engage with relevant National Directors and report on the decision on corporate partners at the next Directorate meeting.  | J. Carolan   |
| <b>10</b> | <b>Key Strategic Priorities</b>  |  |
|           | <p><b>11.1 System Reform Group</b><br/> <b>Report from the Leadership Team Reform Meeting 15<sup>th</sup> December 2015</b><br/> The report of the Leadership Team Reform Meeting on the 15<sup>th</sup> December 2015 was noted. No issues were escalated for consideration by the Directorate.</p> <p><b>11.2 Communication Opportunities for HSE Leadership Team in 2016</b><br/> The paper circulated prior to the meeting presented by P. Connors putting forward a number of recommendations for implementation which seek to guide and improve how the health services communicates in a way that makes any communication effort more than a sum of its parts. The importance of having a unified corporate position on key issues that need to be communicated in a consistent manner by members of the Leadership Team, and senior managers within each Division, CHO and Hospital Group, was highlighted.</p> <p>The approach outlined in the paper was welcomed.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• National Directors to share the paper with their Divisional Management Teams</li> <li>• Communications to engage on the implementation of the recommendations with National Directors.</li> <li>• Progress on implementation to be report to the Directorate in Q2 2016.</li> </ul> | <p><b>National Directors</b></p> <p><b>P. Connors</b></p> <p><b>Future Agenda Item</b></p> |
| <b>11</b> | <b>Items Previously circulated for Noting</b>  |  |
|           | <p>The following correspondence previously circulated was noted:</p> <p>11.1 Memo from Director General re Interim Cover Arrangements for Deputy Director General</p> <p>11.2 Memo from Director General Appointment of National Director Mental Health</p> <p>11.3 Statement of Partnership between the State Claims Agency and the HSE</p> <p>11.4 Report from Health &amp; Wellbeing Emergency Management re Severe Weather Event 26/12/15 - 04/01/16</p> <p>11.5 Email re HSE Events &amp; the HSE National Guidelines on Accessible Health and Social Care Services</p> <p>11.6 Epilepsy Model of Care</p> <p>11.7 Comprehensive Geriatric Assessment Framework</p> <p>11.8 Neurology Model of Care</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Epilepsy and Neurology Models of Care to be agenda items for the next Directorate meeting.</li> <li>• Wider issue of papers from Clinical Programmes to be considered at the next Directorate meeting.</li> </ul>  | <p><b>Agenda Items 09/02/16</b></p> <p><b>Agenda Items 09/02/16</b></p>                    |
| <b>10</b> | <b>Any Other Business</b>  |  |
|           | <p>eHealth Showcase</p> <p>R. Corbridge reported that an eHealth show case for the Minister for Health will be taking place on the 18<sup>th</sup> January 2016.</p>   |  |

The meeting concluded at 1.35pm

**Signed:**

**Date:**

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**Tony O'Brien**  
**Chairman**