

**Minutes of the HSE Directorate meeting  
Tuesday 9<sup>th</sup> February, 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, M. Flynn, J. Coffey, J. Carolan and R. Mannion.

**Apologies:** P. Connors and R. Corbridge

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

**Joined the Meeting:** S. O'Reilly, F. Dolphin, D. Walsh and P. Bennett

**Time & Location:** Training Room 1 & 2, 2nd Floor Admin Building, Midland Regional Hospital, Portlaoise

<b>Item</b>	<b>Discussion / Comments</b>	<b>Action</b>
<b>1</b>	<b>Approvals in accordance with the reserved functions of the Directorate</b>	
	<b>1.1 Directorate Committee Membership – Audit Committee</b> The nomination of Prof. P. Barker as a member of the Audit Committee was proposed by A. O'Connor, seconded by P. Crowley and agreed. <i>Directorate Decision No.09.02(11)2016</i>	
<b>2</b>	<b>Reports from Directorate Committees</b>	
	<b>2.1 Health Business Services Committee Meeting 2<sup>nd</sup> February 2016</b> S. Mulvany provided a verbal report on the matters considered at the HBS Committee meeting on the 2 <sup>nd</sup> February 2016, under the agenda headings, which was noted. The formal minutes to be circulated to the Directorate when approved.	
<b>3</b>	<b>Ministerial Correspondence for Noting</b>	
	<b>3.1 Approved Level of Net Non-Capital Expenditure – Letter dated 7<sup>th</sup> January 2016</b> The letter from the Secretary General of the 7 <sup>th</sup> January 2016 advising of the revised level of non-capital expenditure for the HSE in 2016 was noted.	
	<b>3.2 Doctors employed as NCHDs in Non-training Posts – Letter dated 27<sup>th</sup> January 2016</b> The letter from the Minister of the 27 <sup>th</sup> January 2016 and the Director General's response relating to doctors employed by the HSE and other public health providers as NCHDs in non-training posts were noted. HR and Acute Hospitals Divisions are working to address the specific issues raised by the Minister in the context of the implementation of the People Strategy.	
<b>4</b>	<b>Directorate Members' Discussion</b>	
	The Directorate members discussed the proposal to establish a statutory Commission of Investigation into events in a foster home in the South East; the update on Aras Attracta Disciplinary Cases; Portlaoise Disciplinary Matters; and the role of Executive Clinical Director within the new CHO structures.	
<b>Leadership Team Members Join the Meeting</b>		
<b>5</b>	<b>Welcome and Introduction from Chair Dublin Midlands Hospitals Group, and Chief Officers, CHO 7 &amp; 8</b>	
	S. O'Reilly, Group CEO, F. Dolphin, Chair and members of the Hospitals Group Management Team, D. Walsh, Chief Officer, CHO 7 and P. Bennett, Chief Officer CHO 8 joined the meeting.  The CEO of the Dublin Midlands 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 operational aspects of acute and non-acute health services in their areas of responsibility.  The Group Chair updated the meeting on his engagement with the voluntary hospital in the Group to develop appropriate governance arrangements to manage	

	the hospitals within the Group.	
<b>6</b>	<b>Minutes of Directorate meetings on the 12<sup>th</sup>, 19<sup>th</sup> and 28<sup>th</sup> January 2016</b>	
	The minutes of the Directorate meetings on the 12 <sup>th</sup> , 19 <sup>th</sup> and 28 <sup>th</sup> January 2016 were approved.  <u>Matters arising</u> Matters arising were dealt with under relevant agenda items	
<b>7</b>	<b>Chairman's Remarks</b>	
	The agenda and follow up actions arising from the DoH MAC/HSE Leadership Team meeting on the 14 <sup>th</sup> January 2016 were discussed. National Directors to ensure appropriate follow up is taken in relation to the actions arising from the previous meeting as circulated by the Secretary.	<b>Relevant National Directors</b>
<b>8</b>	<b>Performance Reporting</b>	
	<p><b>8.1 Performance Report December 2015</b></p> <p>P. Lynch presented the December 2015 Performance Report outlining the key performance issues in month and the service issues that have been or remain in black escalation following the National Performance Oversight group (NPOG) meetings with National Directors. The actions taken and the progress made to improve performance in the areas in escalation as set out in the Performance report was reviewed.</p> <p>The following was noted:</p> <ul style="list-style-type: none"> <li>• The 'Projected net Expenditure' had been de-escalated from Black to Red escalation as a result of significant reduction in year end deficit due to receipt of a supplementary estimate in December 2015.</li> <li>• Service Level Agreements with Section 38 and 39 agencies are to be signed by the end of the month, if not, delegated authority to fund these agencies above 80% of their approved allocation will be revoked and this authority will be exercised directly by the Director General.</li> <li>• The issue of Pay Controls had been considered by the NPOG (see item 8.3.1 below).</li> </ul> <p>P. Lynch reported on issues regarding information sharing with the DoH. It was agreed that performance information would be shared with the DOH. R. Corbridge will put in place an information sharing protocol between the DoH and HSE.</p> <p><u>Action agreed:</u> Following consideration, the December 2015 Performance Reports were approved for submission to the DoH prior to publication.</p> <p><b>8.2 Finance</b></p> <p>S. Mulvany reported that after receipt of supplementary funding the HSE's final financial position for 2015, gives rise to an I&amp;E deficit for the year of €11.8m which represents 0.09% of the total available budget. S. Mulvany to establish if this might be a first charge on the 2016 budget.</p> <p><b>8.3 Human Resources/Workforce</b></p> <p><b>8.3.1 Pay and Staffing Numbers Framework 2016</b></p> <p>The monthly HR report which had been circulated to the Leadership Team was noted. R. Mannion reported that the 2016 Funded Workforce Plans will be subject to national approval for submission to the DoH no later than the 31<sup>st</sup> March 2016 and interim control arrangements are to remain in place until such Plans are submitted, agreed and signed off. R. Mannion indicated that assurance has been received from all HSE Divisions in relation to the interim controls that are in place around recruitment pending agreement of the Pay and Numbers Strategy for 2016. A National Co-ordination Group on the HSE 2016 Pay and Staff Numbers Strategy is being convened. To assist service delivery units develop funded workforce plans, the HR Division is to host a workshop with Hospital Groups.</p> <p><b>8.4 Accountability Framework: Draft Implementation Plan</b></p> <p>P. Lynch spoke to the paper circulated prior to the meeting providing an update in</p>	

	<p>relation to the progress made to implement each of the 12 recommendations from the review of the Accountability Framework undertaken in 2015. NPOG had considered the draft implementation plan in January 2016 where it was agreed that the draft Plan would be discussed by the National Directors with the CHO Chief Officers and Hospital Group CEOs and that formal feedback would be provided to the Chair of the NPOG. It was noted that the Chair of the NPOG had met with a number of National Directors to review the Plan and that the formal feedback from Hospital Groups and CHOs was awaited.</p> <p>S. Mulvany emphasised the need for a VFM programme to capture all efficiencies being delivered on and to ensure this is defined in new projects.</p>	
9	<p><b>Quality, Safety and Risk Matters</b></p>	
	<p><b>9.1 Quality Assurance and Verification</b></p> <p><b>9.1.1 Division Risk Register Health Business Services (HBS)</b> J. Carolan presented the paper on the risk management approach in HBS and the Division's Risk Register. Following consideration and feedback from National Directors the risk register was noted.</p> <p><b>9.1.2 Corporate Risk Register (2016 Q1 Draft)</b> P. Lynch presented the Q1 2016 Corporate Risk Register and provided an update on the review of the CRR being undertaken by QAV. It was noted that the draft CRR has revised the risk descriptions and sets out for each risk a range of additional controls required to assist in the mitigation of these risks which have been assigned to the relevant National Directors for action. It was also noted that the development of the ICT system to support the Corporate Risk Register monitoring and management is well advanced. This system will then be available for the Divisional and service risk registers.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Special Leadership Team meeting to be arranged for the afternoon following the Directorate meeting on the 26<sup>th</sup> April 2016 to consider corporate level risks and risk appetite in the HSE and complete the CRR for 2016.</li> <li>• National Directors to review the risk ratings of all of the risks on the draft CRR and consider their appropriateness.</li> <li>• External audit of the risk environment has been commissioned by QAVD and will commence before the end of February.</li> </ul> <p><b>9.1.3 Protected Disclosures</b> P. Lynch presented the report circulated prior to the meeting setting out the HSE's key responsibilities in relation to Protected Disclosures and the actions required to be taken in 2016. The need to develop clear organisational arrangements at Divisional, Hospital Group and CHO levels was emphasised.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• National Directors to identify named individuals at NAS, CHO and Hospital Group levels with responsibility for Protected Disclosures</li> <li>• Reference Group to be established to work with the HSE's Authorised Officer to advise in relation to the developments required and who will support the promotion of the Protected Disclosure process across the HSE and its funded agencies.</li> </ul> <p><b>9.2 Regulators</b></p> <p><b>9.2.1 HIQA Portlaoise Report – Implementation Plan Progress Report</b> The Implementation Plan Progress Report up to 31<sup>st</sup> January 2016 was noted and approved for submission to the DoH oversight group. No issues were escalated for Directorate consideration.</p> <p><u>Action agreed:</u> L. Woods to circulate update on implementation of recommendation 8 from the CMO's report in relation to Neonatology</p>	<p><b>P. Lynch/ Secretary</b></p> <p><b>National Directors</b></p> <p><b>P. Lynch</b></p> <p><b>National Directors/ P. Lynch</b></p> <p><b>P. Lynch</b></p> <p><b>L. Woods</b></p>

	<p><b>9.2.2 Correspondence for Noting Office of the Ombudsman</b></p> <ul style="list-style-type: none"> <li>• <b>Complaints Handling in Section 38 and 39 Agencies – Letter dated 28<sup>th</sup> January 2016</b> The letter from the Ombudsman regarding complaints handling in section 38 and 39 agencies was noted. P. Lynch is engaging with the Ombudsman in this regard and the role of voluntary organisations to be considered under the Centre Reform Programme.</li> <li>• <b>Notification of Investigation: Treatment Abroad Scheme – Letter dated 29<sup>th</sup> January 2016</b> The notification from the Ombudsman of the investigation of the Treatment Abroad Scheme was noted. J. Hennessy has been asked to nominate an appropriate senior person to liaise with the Office of the Ombudsman for this investigation.</li> </ul>	
<b>10</b>	<b>Key Strategic Priorities</b>	
	<p><b>10.1 System Reform Group</b> - Report from the Leadership Team Reform Meeting 26<sup>th</sup> January 2016 The draft minutes of the Leadership Team Reform meeting on the 26<sup>th</sup> January 2016 were noted. J. Ryan reported that a governance paper is being developed and resources for the Centre Reform Programme had been agreed.</p> <p><b>10.2 Primary Care</b> – Application for Reimbursement of Ibrutinib J. Hennessy presented the recommendation from the Drugs Committee in relation to the reimbursement of Ibrutinib circulated prior to the meeting.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• A determination on the reimbursement of Ibrutinib was deferred pending the provision of a paper by J. Hennessy providing an overall picture of likely new drugs for approval in 2016 and the associated costs.</li> <li>• Pending consideration of the paper from J. Hennessy and agreement of the overall approach, all approvals, including those below €45,000 to be reviewed by the Leadership Team.</li> </ul> <p><b>10.3 Clinical Strategy &amp; Programmes</b> – Epilepsy Model of Care Á. Carroll presented the paper on the Epilepsy Model of Care circulated prior to the meeting.</p> <p>Á. Carroll confirmed that a clinical risk issue which had emerged recently was being dealt with.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• Á. Carroll to submit a further paper for the Directorate meeting on the 10<sup>th</sup> March 2016 describing “how to get from current position to recommended position”.</li> <li>• Á. Carroll to consider whether to make a recommendation to the Leadership Team to submit the Model of Care to the DoH for funding.</li> </ul>	<p><b>J. Hennessy</b></p> <p><b>J. Hennessy</b></p> <p><b>Á. Carroll Agenda Item 10/03/16</b></p> <p><b>Á. Carroll</b></p>
<b>11</b>	<b>Items Previously circulated for Noting</b>	
	<p>The following correspondence previously circulated was noted:</p> <p>11.1 C&amp;AG Planning Information for the HSE Audit Committee</p> <p>11.2 Memo from the Director General re Attendance at Conferences</p> <p>11.3 Memos from Mr. Patrick Lynch, National Director QAV re Completion and Publication of Divisional, Hospital Group and CHO Operational Plans 2016</p> <p>11.4 Memo from Mr. Patrick Lynch, National Director QAV re Annual Report 2015 Timelines</p> <p>11.5 System of Health Accounts Submission 2014</p> <p>11.6 Memo from the Director General re Pay and Staffing Numbers Framework</p>	

	<p>Implementation</p> <p>11.7 Office of the CIO - Major Incident Notice re Government Networks DDoS</p> <p>11.8 Memo from Mr. Paul Connors, National Director re Communications Masterclass 9<sup>th</sup> March 2016</p> <p>11.9 HSE Legal Activity Report December 2015</p> <p>11.10 Individual Health Identifier - Public Consultation on the Privacy Impact Assessment for the IHI</p> <p>11.11 Health Protection Surveillance Centre - Information on Zika Virus Infection</p> <p>11.12 Letter to Chief Officers re Updated Crisis Management Team Structures at CHO level</p> <p>11.13 Policy &amp; Standards of Care for General Paediatric Surgery</p> <p>11.14 Report on Heart Attack Care in Ireland 2014</p>	
<b>10</b>	<b>Any Other Business</b>	
	M. Flynn mentioned that the audit reports for the first six months of 2015 were being issued shortly.	

The meeting concluded at 1.35pm

**Signed:**

**Date:**

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