

**Minutes of the HSE Directorate Meeting
held on
Tuesday 11th and Tuesday 25th April, 2017**

Directorate Members Present:	T. O'Brien (Chair)*, S. Mulvany (A/Chairman), A. O'Connor, J. Hennessy, P. Healy, L. Woods, S. O'Keeffe** and P. Crowley
Members of Leadership Team present:	J. Carolan, P. Connors**, R. Mannion, P. Lynch, R. Corbridge*, J. Coffey, M. Flynn, Á. Carroll, D. McCallion and J. Ryan
Apologies:	*11 th April 2017: T. O'Brien and R. Corbridge **25 th April 2017: P. Connors and S. O'Keeffe
In attendance	J. O'Sullivan and D. Purcell (Secretary)
Joined the Meeting:	11 th April 2017: None 25 th April 2017: G. Flynn, J. Curran, J. Murphy (HBS), L. Plant, P. O'Connor (CSPD), L. McKenna (Mazar's) T. O'Donovan (HR) and M. Dolan (Finance)
Time & Location:	Indigo Meeting Room, Dr. Steevens' Hospital, Dublin 8 at 10am

Items are presented here in the order in which they were discussed and are numbered according to the order they appeared on the agenda.

Item	Discussion / Comments	Action
1	Directorate Members' Discussion	
	A number of topical issues within Divisions were discussed including the implementation of the QI Framework in a number of sites; the Cabinet decision in relation to the National Children's Hospital (see item 4 below).	
2	Reports from Directorate Committee	
	Risk Committee	
	2.1 Report from Meeting on 3rd April 2017 The paper circulated prior to the meeting detailing the matters discussed at the Risk Committee meeting on the 3 rd April 2017 was noted. S. O'Keeffe reported in particular on the focus of the Committee on the Healthcare Audit function.	
	2.2 Minutes of Meeting on 3rd March 2017 The approved minutes of the Risk Committee meeting on the 3 rd March 2017 were noted.	
3	Approvals in accordance with the reserved functions of the Directorate	
	Health Business Services J. Carolan joined the meeting for consideration of these items.	
	3.1 Capital Approval	
	3.1.1 Community Nursing Unit, Tymon North, Tallaght, Dublin 24 Approval to award the contract for the construction of a 100 bed Community Nursing Unit including a Day Centre at Tymon North, Tallaght to the preferred tenderer was proposed by P. Crowley, seconded by J. Hennessy and agreed. Directorate Decision No.11.04(22)2017	
	<u>Action agreed:</u> S. O'Keeffe and J. Carolan to consider how to incorporate sustainability principles (as set out in the Sustainability Strategy at item 9.3) into the project.	S. O'Keeffe/ J. Carolan
	3.2 Contract Approvals	
	3.2.1 Contract for the Supply of Electricity to Health Sector	

	<p>Approval to award the contract for the supply of electricity to the Health Sector for a 34 month duration under the OGP's Multi Supplier Framework Agreement was proposed by S. O'Keeffe, seconded by A. O'Connor and agreed. Directorate Decision No.11.04(23)2017</p> <p>It was noted that the savings generated by the new contract will form part of the overall savings target for HBS Procurement.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> J. Carolan to look at the process for data collection under the contract e.g. electronic invoicing and billing. <p>3.2.2 Provision of short-term temporary and locum Health Services Agency placements</p> <p>Approval to award the contract for the provision of short-term temporary and locum Health Services Agency placements for: Doctors (Consultants & NCHDs), Nurses, Health Care Assistants, Allied Health Professionals and Social Care Workers, was proposed by A. O'Connor, seconded by L. Woods and agreed. Directorate Decision No.11.04(24)2017</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> R. Mannion to provide a report on the data reporting under the contract to be provided at the May Directorate meeting. R. Mannion to provide a report on the implementation/operation of the contract at the May Directorate meeting. <p>3.2.3 Contract for the provision of Homecare Services to Children with Complex Needs</p> <p>Approval to award the contract for the provision of Homecare Services to Children with Complex Needs on the basis of a Dynamic Purchasing System being put in place was proposed by A. O'Connor, seconded by P. Healy and agreed. Directorate Decision No.11.04(25)2017</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> J. Carolan to provide further details in relation to the costs associated with the contract and the governance arrangements for the patients covered by the contract arrangements. 	<p>J. Carolan</p> <p>Agenda Item 09/05/17</p> <p>Agenda Item 09/05/17</p> <p>J. Carolan</p>
Leadership Team Members Joined the Meeting		
4	Minutes of Directorate Meeting on the 14th March 2017	
	<p>The minutes of the Directorate meeting on the 14th March 2017 were approved subject to minor drafting changes at item 12.</p> <p><u>Matters arising</u></p> <ul style="list-style-type: none"> L. Woods provided an update in relation to the construction contract for the National Children's Hospital, the Definitive Business Case, Paediatric Model of Care and ICT. <ul style="list-style-type: none"> L. Woods to provide a report to the Leadership Team to cover these points to inform next steps. Any other matters arising were dealt with under relevant agenda items. 	<p>L. Woods</p>
5	Chairman's Remarks	
	No matters were raised under this item	
6	Performance Reporting	
	<p>6.1 Performance and Escalation Report February 2017</p> <p>P. Lynch presented the February 2017 Performance Report. He outlined the key performance issues in month and the service issues that have been or remain in black or red escalation following the National Performance Oversight group (NPOG) meetings with National Directors. The actions taken</p>	

	<p>and the progress made to improve performance in the areas in escalation were reviewed in detail.</p> <p>He mentioned in particular that there had been an increase in the number of nurses employed indicating improvements in attracting and retaining nurses.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Following consideration, the Performance Report February 2017 was approved. <p>6.2 Finance</p> <p>S. Mulvany reported on the financial performance as set out in the Performance Report and in the Finance summary report circulated prior to the meeting. He mentioned in particular the process of assurance by National Directors in relation to the financial plans submitted by Hospital Groups and CHOs, and unfunded pay cost pressures arising from IR/HR matters which have implications for 2017 and 2018.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The report was approved for submission to the DoH for the DoH MB/HSE Leadership Team meeting on the 13th April 2017. <p>6.2.1 Management Letter 2015</p> <p>M. Dolan joined the meeting for consideration of this item.</p> <p>The briefing note on the Management Letter 2015 providing an update on the actions undertaken to inform the HSE's responses was considered in detail. It was noted that the Finance Division will continue to liaise with Divisions to implement management responses and the NPOG will provide oversight.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> In particular, P. Lynch and J. Carolan to review the responses to the Management Letter points, in relation to procurement and grants to outside agencies, and provide any changes to the CFO by the end of the day. <p>6.3 Human Resources</p> <p>R. Mannion spoke to the monthly census and employment monitoring report circulated prior to the meeting which was reviewed and noted. The growth in management/admin grades was noted.</p> <p>6.3.1 Consultants' Contract Claims</p> <p>R. Mannion provided an update on consultants' contract claims and the defence being developed by the Chief State Solicitor's Office and DPER.</p> <p>6.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 16th March 2017</p> <p>The actions arising from the DoH MB/HSE Leadership Team Performance Review meeting on the 16th March 2017 and draft agenda for the meeting on the 13th April 2017, circulated prior to the meeting were reviewed in detail.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> J. Carolan to provide a paper for the discussion on Capital Expenditure under item 5 on the agenda. A. Hoey and J. Curran to be invited to attend for the themed discussion items. 	<p>P. Lynch/ J. Carolan</p> <p>J. Carolan</p> <p>J. Hennessy/ J. Carolan</p>
7	Quality, Safety and Risk Matters	
	<p>Divisional Risk Registers</p> <p>7.1 Emergency Management</p> <p>D. McCallion presented the Emergency Management Risk Register</p>	

	<p>account of the further recommendations in the 2016 review.</p> <ul style="list-style-type: none"> The revised implementation plan will be overseen by the Programme Delivery Board of the Programme for Health Service Improvement. 	D. McCallion
7.6	<p>HIQA Exploring the regulation of health and social care services; Disability and older people's services – Letter dated 2nd March 2017</p> <p>Consideration of this item was deferred in the absence of P. Healy who had to leave the meeting early.</p>	Future Agenda Item

The meeting was adjourned at 1.15pm on the 11th April 2017 and resumed at 10am on the 25th April 2017

8	<p>Approvals in accordance with the reserved functions of the Directorate</p> <p>8.1 Adoption of the HSE Annual Report 2016 in accordance with section 37 of the Health Act, 2004</p> <p>P. Lynch presented the HSE Annual Report 2016 as circulated prior to the meeting which was considered in detail.</p> <p>Subject to no material changes being made prior to submission with the Annual Financial Statements to the Minister for Health, adoption of the Annual Report 2016 in accordance with section 37 of the Health Act, 2004 was proposed A. O'Connor, seconded by S. Mulvany and agreed. Directorate Decision No.25.04(26)2017</p>	
9	<p>Key Strategic Priorities</p> <p>Programme for Health Service Improvement</p> <p>9.1 Response re Letter of Approval for Service Plan 2017</p> <p>J. Ryan presented the paper circulated prior to the meeting which was considered in detail. The proposal that the Programme for Health Service Improvement maintain its current budget and work programmes was endorsed by the Leadership Team.</p> <p><u>Action agreed:</u> S. Mulvany to consider if a reply to the letter of approval of NSP 2017 is required.</p> <p>Health Business Services</p> <p>9.2 National Medical Device Equipment policy and best practice guidance implementation & update on equipment replacement programme</p> <p>G. Flynn and J. Curran joined the meeting for consideration of this item. G. Flynn spoke to the presentation tabled at the meeting. He provided an overview of the implementation of the proposed National Medical Device Equipment Policy and Best Practice Guidance. He also provided an update on the Equipment Replacement Programme.</p> <p>Following consideration the Leadership Team welcomed the work done by G. Flynn and acknowledged that it had directly led to an increase in the equipment budget.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> The four principles outlined in the presentation as to what is required were endorsed. Authorisation was provided to the National Clinical Head of Medical Devices to access all service & corrective maintenance reports and utilisation data on a full range of medical equipment throughout Hospital Groups and CHOs. Medical Device Equipment Management Committees to be established as outlined in the policy J. Carolan to develop a fully costed resource plan to improve and expand the database in order to provide a National, Hospital Group and CHO view on the performance of medical equipment that will inform equipment replacement strategies to be included in the Estimates 2018 process. S. Mulvany to examine the possibility of providing some minor additional 	<p>S. Mulvany</p> <p>J. Carolan</p> <p>J. Carolan</p>

	<p>resources to the Equipment Replacement Programme in the interim.</p> <ul style="list-style-type: none"> R. Corbridge to provide a report to the Leadership Team on the broader issues of the availability of data at a future meeting <p>9.3 Sustainability Strategy for Health 2017-2019 J. Murphy joined the meeting for consideration of this item and spoke to the presentation tabled at the meeting providing an overview of the work of the National Health Sustainability Office to date and the development of the Strategy.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Following consideration, the Sustainability Strategy for Health 2017-2019 was approved by the Leadership Team for implementation as per the implementation plan detailed in the Strategy. <p>Clinical Strategy & Programmes Division</p> <p>9.4 Renal Dialysis Dependency Report L. Plant and P. O'Connor joined the meeting for consideration of this item. They spoke to the presentation tabled at the meeting providing an overview of the development of the Renal Dialysis Patient Dependency Classification Instrument (RDPDC) which allows the use of a common set of metrics in describing variations in patient dependencies.</p> <p><u>Action agreed:</u> Following consideration, the Leadership Team endorsed the use of the RDPDC instrument as outlined in the report.</p> <p>National Ambulance Service</p> <p>9.5 Report of the Organisation Structure Review L. McKenna and T. O'Donovan joined the meeting for consideration of this item. L. McKenna spoke to the presentation circulated prior to the meeting setting out the background & context of the review; HSE People Strategy & NAS HR People Plan; organisation design principles and process; international context; recommendations and next steps.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Following consideration, it was agreed that the implementation plan would be developed through the Programme Delivery Board of the Programme for Health Service Improvement for final consideration and be brought back to the Leadership Team for approval. 	<p>S. Mulvany R. Corbridge Future Agenda Item</p> <p>J. Carolan</p> <p>Á. Carroll</p> <p>D. McCallion Future Agenda Item</p>
10	Executive Accountability - Significant Operational Issues by Division	
	<p>Primary Care</p> <p>10.1 Internal Audit Report Findings J. Hennessy spoke to the report circulated prior to the meeting outlining the findings, recommendations and sectoral learning arising from an audit of a service funded by the HSE under section 38 of the Health Act 2004.</p> <p>The key messages and learnings arising from the audit were noted as follows:</p> <ol style="list-style-type: none"> The NFRs, as they apply to each organisation, should be fully implemented. HSE funded organisations should be aware of and apply the Code of Practice for the Governance of State Bodies as appropriate. Adherence should be monitored through the IMR meetings regularly scheduled with HSE funded organisations. Challenges to implementation should be documented, risks identified and a plan with timelines to implement control measures should be put in place. A thorough annual review of Control Assurance Statements / Directors Compliance Statements will also be conducted to provide an overview of the level of internal control measures in place within the organisation. <p>J Hennessy confirmed that that the recommendations are being implemented by the organisation, and that Board composition is being</p>	

	<p>examined and refreshed.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> Compliance Unit to issue notification to all funded agencies to highlight the issues and learnings identified by the audit and to provide clarification on their obligations. <p>Internal Audit</p> <p>10.2 Q4 2016 Internal Audit Reports & Audit Tracking</p> <p>M. Flynn presented the report on the Q4 2016 Internal Audits and Findings circulated prior to the meeting which was noted. He mentioned in particular the audit of additional payments to senior staff at a section 38 agency. Concerns were expressed that the scope of the audit had been limited due to a number of issues including; restricted access to documentation; the provision of incomplete/partial documentation and the non-provision of documentation.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> The agency's contention that it is not accountable to the HSE for its governance to be examined by L. Woods L. Woods to ensure implementation of recommendations S. Mulvany, L. Woods and M. Flynn to consider the best way to proceed in relation to non-compliance. <p>Finance</p> <p>10.3 Output Report on Annual Review of the Effectiveness of the System of Internal Financial Control 2016</p> <p>The briefing note circulated prior to the meeting providing an updated on the current status of the 2016 Review of the Effectiveness of the System of Internal Financial Control and the work underway to complete the process was noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The management action plan outlined in the report to be progressed and reported on at the May Directorate meeting. <p>Code of Practice for the Governance of State Bodies</p> <p>10.4 Report on Compliance with the Code of Practice for the Governance of State Bodies (2016)</p> <p>The update on the review of the implications of the Code of Practice for the Governance of State Bodies (2016) and analysis of the provisions of the Code and Audit and Risk Committee Guidance document circulated prior to the meeting were reviewed. Following a discussion the key issues were noted as follows:</p> <ol style="list-style-type: none"> The HSE Code of Governance (2015) is substantially in compliance with the 2016 Code of Practice but will be updated based on the output of the analysis of its provisions. The Finance Division have reviewed the new requirements under the Business and Financial Reporting Requirements and confirmed that HSE is materially compliant but there are some financial disclosures which are not practicable until 2017. The key issue for not adopting the revised Code for the 2016 accounts specifically relates to the move from the Statement on Internal Financial Control to a Statement on Internal Controls. Further engagement with the DoH is required in relation to the provisions within section 8 of the Code of Practice, Relations with the Oireachtas, Minister, and Parent Department. <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Corporate Secretary to follow up on outstanding action in relation to the implementation of the Code of Practice. Finance Division to implement the Business and Financial Reporting Requirements of the Code of Practice for 2017, as appropriate. 	<p>M. Flynn/ P. Lynch</p> <p>L. Woods</p> <p>L. Woods</p> <p>S. Mulvany/ L. Woods/ M. Flynn</p> <p>S. Mulvany May Agenda Item</p> <p>Secretary</p> <p>S. Mulvany</p>
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11	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>11.1 Revised Code of Practice Appointment to Positions in the Civil Service & Public Service</p> <p>11.2 Notification of Executive Management Change at HIQA</p> <p>11.3 National Centre Programme - Information Services Project</p> <p>11.4 Report from the Ombudsman for Children's Office re Waiting for Scoliosis Treatment - A Children's Rights Issue</p> <p>11.5 Emergency Management Exercises 2017 Schedule (Invitation to Observe)</p> <p>11.6 Press Release: Minister Harris Future of Health Care Committee</p> <p>11.7 HSE Legal Activity Report - January & February 2017</p> <p>11.8 Annual Report of the Type C Committee 2016</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Item 11.4 Report from the Ombudsman for Children's Office re Waiting for Scoliosis Treatment - A Children's Rights Issue to be an agenda item for the May Directorate meeting 	<p>Agenda Item May 2017 P. Lynch</p>
12	Any Other Business	
	<p>12.1 Contract for the provision of Homecare Services to Children with Complex Needs</p> <p>J. Carolan provided an update on the Dynamic Purchasing System to be put in place with providers for the provision of Homecare Services to Children with Complex Needs.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Explanatory email to be circulated to Directorate members. <p>Directorate Meetings</p> <ul style="list-style-type: none"> The Director General requested that all papers/presentations for meetings be submitted in good time for meetings. The Directorate meeting scheduled for the 16th May 2017 is to take place in Swords, Co. Dublin. 	<p>Secretary</p> <p>National Directors</p>

The meeting concluded at 12.30pm

Signed:

Date:

Stephen Mulvany
A/Chairman (11th April 2017)

Signed:

Date:

Tony O'Brien
Chairman (25th April 2017)
