

Minutes of the HSE Directorate Meeting
on
Tuesday 11th and Thursday 20th October, 2016

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

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

Apologies: P. Crowley (20th October 2016 only)

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

Joined the Meeting: T. McGuinness (NAS & Emergency Management), H. Byrne, S. O'Reilly (Acute Hospitals), A. Tysall (QID), K. Connolly, E. Finn (Communications) and L. Sisson (HR)

Time & Location: Indigo Meeting Room, Dr. Steevens' Hospital, Dublin 8 at 9.30am on 11th October and 3.30pm on 20th October

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	
	This matter was dealt with under Item 7.1 Performance and Escalation Report August 2016.	
2	Report from Directorate Committees	
	<p>2.1 Audit Committee</p> <p>2.1.1 Report Meeting 12th September 2016 The paper circulated prior to the meeting detailing the matters discussed at the Audit Committee meeting on the 12th September 2016 was noted</p> <p><u>Action agreed:</u> Minutes of the Committee meeting to be circulated once approved.</p> <p>2.1.2 Minutes of Meeting 18th July 2016 The approved minutes of the Audit Committee meeting on the 18th July 2016 were noted.</p> <p>2.2 Risk Committee</p> <p>2.2.1 Report from Meeting 23rd September 2016 The paper circulated prior to the meeting detailing the matters discussed at the Risk Committee meeting on the 23rd September 2016 was noted.</p> <p><u>Action agreed:</u> Minutes of the Committee meeting to be circulated once approved.</p> <p>2.2.2 Minutes of Risk Committee Meeting 18th July 2016 The approved minutes of the Risk Committee meeting on the 18th July 2016 were noted.</p> <p>2.3 HBS Committee</p> <p>2.3.1 Report from Meeting 3rd October 2016 The paper circulated prior to the meeting detailing the matters discussed at the Health Business Services Committee meeting on the 3rd October 2016 was noted.</p>	<p>Secretary</p> <p>Secretary</p>

	<p><u>Action agreed:</u> Minutes of the Committee meeting to be circulated once approved.</p> <p>2.3.2 Minutes of Meeting 18th May 2016 The approved minutes of the HBS Committee meeting on the 18th May 2016 were noted.</p> <p>2.4 eHealth Committee</p> <p>2.4.1 Report from Meeting 15th September 2016 The paper circulated prior to the meeting detailing the matters discussed at the eHealth Committee meeting on the 15th September 2016 was noted.</p> <p><u>Action agreed:</u> Minutes of meeting to be circulated once approved.</p> <p>2.4.2 Minutes of Meeting 3rd March 2016 The minutes of the Committee meeting on the 3rd March 2016 were noted.</p>	<p>Secretary</p> <p>Secretary</p>
3	Approvals in Accordance with the Reserved Functions of the Directorate	
	<p>3.1 Property Transactions J. Carolan joined the meeting for consideration of this item and spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p>3.1.1 Renewal of sub-lease at 20/23 Merchant's Quay, Dublin 8 Following consideration, approval to renew the sub-lease at 20/23 Merchant's Quay, Dublin 8 when it expires on 24th July 2017 was proposed by L. Woods, seconded by J. Hennessy and agreed. Directorate Decision No.11.10(38)2016</p> <p>It was noted that the proposal is that the existing services will continue to operate from Merchant's Quay for the next 5 years of the available 10 year term.</p> <p>3.1.2 Purchase of Property in Mount Gordon, Castlebar, Co Mayo Following consideration, approval to purchase a property in Mount Gordon, Castlebar, Co. Mayo was proposed by L. Woods, seconded by A. O'Connor and agreed. Directorate Decision No.11.10(39)2016</p> <p><u>Action agreed:</u> Briefing note to be updated to confirm that financial provision for the property purchase is provided for in the Capital Plan</p> <p>3.1.3 National Forensic Mental Health Services Hospital at St. Ita's Hospital Campus, Portrane J. Carolan reported that the DoH had provided a letter of sanction for the award of the contract within certain conditions which was being examined by Estates in the context of the Capital Plan.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> A special Directorate meeting is to be arranged to consider the contract award. 	<p>J. Carolan</p> <p>Secretary</p>
Leadership Team Members Joined the Meeting		
4	Minutes of Directorate Meetings on the 9th and 13th September 2016	
	<p>The minutes of the Directorate meetings on the 9th and 13th September 2016 were approved.</p> <p><u>Matters arising</u></p> <ul style="list-style-type: none"> Any matters arising were dealt with under relevant agenda items. 	

5	Chairman's Remarks	
	T. O'Brien reported on a briefing on budget provisions for Health he attended in the DoH that morning. He also reported that when discussions with the DoH in relation to Existing Levels of Service (ELS) requirements for 2017 are finalised, the Letter of Determination will be issued.	
6	Ministerial Correspondence	
	Winter Initiative 2016-2017 – Letter dated 9th September 2016 The letter from the Minister of the 9 th September 2016 regarding the Winter Initiative 2016-2017 circulated prior to the meeting was noted.	
9	Key Strategic Priorities	
	<p>9.1 Programme for Health Service Improvement – Report from the Leadership Team Reform Meeting 27th September 2016 The draft minutes of the Leadership Team Reform meeting on the 27th September 2016 circulated prior to the meeting were noted. It was also noted that the next Reform meeting with the DoH was being held on the 18th October 2016.</p> <p>9.2 National Ambulance Service</p> <p>9.2.1 Emergency Management Governance T. McGuinness joined the meeting for consideration of this item. D. McCallion presented the report of the review of Emergency Management Governance, the aim of which was to identify adjustments that would streamline Emergency Management across the Health Service. It was noted that governance arrangements have been updated to take account of new service delivery arrangements (Hospital Groups and CHOs) as well as changes to the HSE's National Corporate structure. There are now nine Area Emergency Management Groups chaired by the Head of Health and Wellbeing for the CHO.</p> <p>The need to address Business Continuity Planning as part of the HSE Major Emergency Plan was emphasised.</p> <p>The role of the National Emergency Management Team was mentioned. It was agreed that an Emergency Management training exercise for the Leadership Team would be arranged.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Secretary to liaise with T. McGuinness regarding Emergency Management training for the Leadership Team. • The Emergency Management Governance document to be finalised and submitted for consideration at the December Directorate meeting. <p>9.2.2 NAS Strategic Plan – Vision2020 D. McCallion presented the draft Strategic Plan circulated prior to the meeting which had previously been considered at the Leadership Team Reform meeting which had accepted and approved the Strategy on the basis that the overall funding requirement would need to be secured through the Service Planning process. It was noted that the timelines, particularly the 2017 deliverables outlined in the Strategy would be reviewed in the context of the funding available.</p> <p>9.3 Acute Hospitals Division</p> <p>9.3.1 Children's Hospital Definitive Business Case – Review Group Draft Report H. Byrne joined the meeting for consideration of this item. The draft report of the Review Group which conducted the review of the Definitive Business Case for the National Children's Hospital was considered in detail. It was noted that a key risk identified by the Review Group was the extent to which the design, and business model, is predicated on four key interdependent programmes; the ICT programme; the National</p>	<p>Secretary</p> <p>Agenda Item 12/12/16</p>

	<p>Electronic Health Record (EHR) Programme; the National Enterprise Resourcing Planning (ERP) Programme; and the National Model of Care for Paediatric and Neonatal Healthcare Services.</p> <p>Following consideration the report was welcomed and approved to proceed to the next phase of the process, i.e. submission to the DoH for Ministerial approval.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • L. Woods to draft letter of advice to accompany the submission to the DoH to include the need to engage with HBS on national policy and funding. • L. Woods to follow up with NPHDB regarding advertisements in local newspapers about the building of the NCH. <p>9.3.2 Development of an Action Plan for a New Model of Clinical Service Delivery in the Dublin Midlands Hospital Group</p> <p>S. O'Reilly joined the meeting for consideration of this item and spoke to the presentation circulated prior to the meeting providing an update on the Draft Action Plan for a New Model of Clinical Service Delivery in DMHG including ongoing engagement with the DoH.</p> <p>It was noted that the draft Action Plan is currently being updated to address the 32 requests for evidence from the DoH and is due to be finalised in the first week in November.</p> <p>S. O'Reilly reported that the draft Action Plan has also been shared with HIQA and that a HIQA report on Portlaoise and Coombe Hospitals is expected soon.</p> <p>J. Hennessy and P. Healy both stressed the need to demonstrate how GPs, National Ambulance Service and day services will be increased in the MRH Portlaoise in line with the Smaller Hospitals Framework.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • L. Woods and S. O'Reilly to formally advise the DoH that the Action Plan is to be finalised by the end of October 2016 and will then be submitted to the DoH for publication. 	<p>L. Woods</p> <p>L. Woods</p> <p>L. Woods/ S. O'Reilly</p>
10	Executive Accountability - Significant Operational Issues by Division	
	<p>10.1 Quality Improvement Division – Open Disclosure Implementation - Transfer to Services</p> <p>A. Tysall joined the meeting for consideration of this item. P. Crowley spoke to the briefing note circulated prior to the meeting outlining the proposal to transfer responsibility for the further implementation of the National Open Disclosure Policy to the Hospital Groups, Community Healthcare Organisations and National Ambulance Service.</p> <p>Following consideration, the proposal was agreed in principle. It was noted that national leadership and oversight of the roll-out of the policy throughout the system would be maintained by QID, lead by A. Tysall. J. Ryan advised that PMOs when in place in the Hospital Groups and CHOs could assist with this project.</p> <p>10.2 Communications – Changes to Operation of HSE Infoline</p> <p>K. Connolly and E. Finn joined the meeting for consideration of this item. They spoke to the presentation circulated prior to the meeting setting out the rationale, progress to date and next steps to move the HSE Infoline to a multi-platform public information service. Following consideration, the development of this enhanced service was welcomed and the next steps endorsed by the Leadership Team.</p> <p><u>Action agreed:</u></p>	

	K. Connolly/E. Finn to examine the resources required and w those gained if the PCRS helpline was included in this new Infoline.	K. Connolly/ E. Finn
7	Performance Reporting	
	<p>7.1 Performance and Escalation Report August 2016 P. Lynch presented the August 2016 Performance and Escalation 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 and the progress made to improve performance in the areas in escalation were reviewed in detail.</p> <p>He mentioned in particular; amended Emergency Department actions to reflect the Winter Initiative now in place; implementation of Electronic Health Record; and delayed discharges.</p> <p>7.2 Finance S. Mulvany reported on the financial performance as set out in the report. It was noted that at the 31st August 2016, there was a deficit of 0.34% (€30.2), primarily due to overspends in Acute Hospitals, Primary Care and demand-led areas. It was noted that these results are inclusive of revised funding approved by the Oireachtas in July of €500m.</p> <p>It was noted that the overspend in Acute Hospitals is increasing month on month, of which two Hospital Groups are of particular concern. Additional actions are being taken to address the issues in these Groups which will be escalated. It was also noted that State Claims Agency costs were expected to be €47m which was a cause for concern.</p> <p>The Director General re-emphasised the need to ensure breakeven in 2016 to avoid any residual overruns against expenditure limits in 2016 being applied as a first charge on the relevant budget in 2017.</p> <p><u>Action agreed:</u> Following consideration, the Performance and Escalation Report August 2016 was approved.</p> <p>7.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 18th October 2016 The draft agenda for the DoH MB/HSE Leadership Team Performance Review meeting on the 18th October 2016 was reviewed.</p>	
8	Quality, Safety and Risk Matters	
	<p>Regulators</p> <p>8.5 HIQA Portlaoise Report - Implementation Plan Progress Report The Implementation Plan Progress Reports up to 30th September 2016 were noted and approved for submission to the DoH oversight group. No issues were escalated for Directorate consideration.</p> <p>L. Woods reported that the expectation is that the ongoing reporting to the DoH will not be required in the near future.</p>	
11	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>11.1 Health Sector Employee Survey 'Your Opinion Counts' Launch</p> <p>11.2 National Women's Council of Ireland 2017 Pre Budget Submission</p> <p>11.3 Memo from Ms. Rosarii Mannion, National Director HR re Open Access Research Awards</p> <p>11.4 Quality and Safety Committee Guidance Document</p>	

	<p>11.5 Transforming Lives Annual Report 2015</p> <p>11.6 Job Evaluation Scheme</p> <p>11.6.1 Memo from Ms. Rosarii Mannion, National Director HR</p> <p>11.6.2 Memo from Mr. Tony O'Brien, Director General</p>	
<p>The meeting was adjourned at 1.25pm on the 11th October 2016 and resumed on the 20th October 2016</p>		
<p>7 (cntd.)</p>	<p>Performance Reporting</p>	
	<p>7.2.1 Finance – Tax Self Assessment S. Mulvany spoke to the briefing note circulated prior to the meeting in relation to the annual tax self-assessment review carried out by the HSE as required by agreement with Revenue. He reported on the findings of the review which showed an improvement in performance but highlighted the need for National Directors to reinforce the importance of service personnel availing of relevant tax and compliance training.</p> <p>7.3 Human Resources/Workforce</p> <p>7.3.1 Corporate Safety Statement 2016 L. Sisson joined the meeting for consideration of this item and presented the revised Corporate Safety Statement to reflect recent organisational changes which was discussed in detail.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • National Directors to provide feedback on the Corporate Safety Statement to L. Sisson for further consideration at a future Directorate meeting. <p>7.3.2 Recruitment of NCHDs R. Mannion presented the briefing note circulated prior to the meeting outlining the current position in relation to the recruitment to non-training posts, particularly the recommendations (set out below) to reduce the number of non-training posts which was noted.</p> <ol style="list-style-type: none"> 1. Introduce a central process in the HSE for the regulation of the numbers and locations of non-training posts 2. Introduce a new permanent doctor grade in the health service to replace the short-term contractual nature of non-training posts 3. Optimise use of 7-day extended hours core rostering for service doctors to maximise impact of this group of doctors on EWTD compliance 4. Restructure acute hospital services in order to reduce the number of teams which are reliant on 24/7 NCHD rosters for cover 5. Increase consultant numbers and extend consultant presence outside of core working hours 6. Convert non-training posts into consultant posts as more consultant-delivered models of care are introduced into the health service 7. Continue to increase the number of training posts in national training programmes by conversion of suitable non-training posts <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • NDTP to lead on implementation/clarification of recommendations as set out below: <ul style="list-style-type: none"> ○ Central process for the regulation of the numbers and locations of non-training posts to be introduced. (Recommendation 1) ○ Financial impact assessment of recommendations 2, 5 – 7 to be conducted. ○ Recommendation 4 was noted as a significant consideration <p>7.3.3 Consultants employed not on the Specialist Register of the</p>	<p>National Directors Agenda Item 07/11/16</p> <p>R. Mannion</p>

	<p>Medical Council R. Mannion presented the proposal circulated prior to the meeting regarding the use of a new Consultant Database to monitor compliance with consultant specialist registration requirements. It was noted that the 2012 audit identified 100 consultants not on the Specialist Register. The development of the Consultant Module of the Doctors Integrated Management e-System was welcomed and noted.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Four relevant National Directors supported by the NDTP to provide assurance that relevant supervisory supports are in place for those consultants not on the Specialist Register. • Matter to be submitted for consideration by the Leadership Team in three months. <p>7.3.4 Health Workforce Planning The briefing note circulated prior to the meeting providing an update on the programme of work underway in relation to workforce planning in the HSE and DoH. The Leadership Team noted and supported the HR proposal to establish a HSE Integrated Health Workforce Planning Steering Group to be co-chaired by R. Mannion and nominee representing service delivery.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • Service Division National Directors to agree on service delivery co-chair and report back to the next Directorate meeting. <p>7.3.5 Performance Achievement The update on the implementation of Performance Achievement Policy circulated prior to the meeting was noted. In particular that once the trial implementation has been evaluated all documentation will be revised and common issues resolved. Thereafter national implementation can commence.</p> <p>7.3.6 Leadership Academy The briefing note circulated prior to the meeting was noted.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • R. Mannion to circulate documentation for review by National Directors and further consideration at a future Directorate meeting. • High level Steering Group chaired by the Director General to be established in Q4 2016. 	<p>L. Woods/ A. O'Connor/ P. Healy/ J. Hennessy</p> <p>Future Agenda Item</p> <p>L. Woods/ A. O'Connor/ P. Healy/ J. Hennessy/ S. O'Keeffe</p> <p>R. Mannion</p> <p>R. Mannion</p>
8 (cntd.)	<p>Quality, Safety and Risk Matters</p>	
	<p>Quality Assurance and Verification</p> <p>8.1 Divisional Risk Register Finance S. Mulvany presented the Finance Divisional Risk Register circulated prior to the meeting which was reviewed. No issues were escalated for consideration by the Directorate.</p> <p>8.2 Audit of Risk Management Processes within the HSE Service Delivery Divisions P. Lynch presented the report of the Audit of Risk Management Processes within the HSE's Service Delivery Divisions circulated prior to the meeting.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Implementation of recommendations to be progressed through the working group established in QAV with the Service Division National Risk Leads. • A progress report on the implementation of the recommendations to 	<p>P. Lynch</p> <p>Future Agenda</p>

