

**Minutes of the HSE Directorate Meeting**  
**held on**  
**Monday 12<sup>th</sup> and Wednesday 14<sup>th</sup> December, 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. Mannion, P. Lynch, R. Corbridge, J. Coffey\*, M. Flynn, Á. Carroll\*, D. McCallion, and J. Ryan

**Apologies:** 12<sup>th</sup> December 2016: J. O'Sullivan  
 \*14<sup>th</sup> December 2016: A. O'Connor, J. Coffey, Á. Carroll, J. Carolan and P. Connors

**In attendance:** D. Purcell (Secretary)

**Joined the Meeting:** T. Beegan, S. Flanagan, D. Hanlon, T. Laher (Ipsos MRBI), S. McGrath (Communications), M. O'Sullivan and L. Kinneen (HR)

**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
<b>1</b>	<b>Directorate Members' Discussion</b>	
	<p>A number of topical issues within Divisions were discussed including; funding for Mental Health services; conflicting demands from the Programme for Health Service Improvement at the same time as Operational Plans are being developed; RTA double charge case; Alignment between Pay and numbers strategy and pay budget; Operation of Protection of Life During Pregnancy legislation. It was noted that the National Children's Hospital tender would be reviewed the week of the 19<sup>th</sup> December 2016.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>o P. Crowley to review the operation of the Protection of Life During Pregnancy legislation and report back to the Directorate in early 2017.</li> </ul>	<b>P. Crowley Future Agenda Item</b>
<b>2</b>	<b>Reports form Directorate Committees</b>	
	<p><b>2.1 Report from outgoing Risk Committee Chair</b>            T. Beegan and P. Lynch joined the meeting for consideration of this item. T. Beegan provided a verbal report on the work of the Risk Committee. He outlined the actions taken and progress made to discharge its role to the Directorate during his time as Chairman. These included the development of; the Corporate Risk Register; Divisional Risk Registers; Serious Reportable Events reporting; NIMS and mechanisms for raising concerns.</p> <p>Directorate members thanked T. Beegan for his valuable contribution to the work of the Committee during his time as Chairman.</p> <p><b>Health Business Services Meeting</b></p> <p><b>2.2 Report from Meeting 22<sup>nd</sup> November 2016</b>            The paper circulated prior to the meeting detailing the matters discussed at the Health Business Services Committee meeting on the 22<sup>nd</sup> November 2016 was noted.</p> <p><u>Action agreed:</u>            Minutes of the Committee meeting to be circulated once approved.</p> <p><b>2.3 Minutes of Meeting 3<sup>rd</sup> October 2016</b>            The approved minutes of the HBS Committee meeting on the 3<sup>rd</sup> October</p>	

	2016 were noted.	
<b>3</b>	<b>Approvals in accordance with the reserved functions of the Directorate</b>	
	<p><b>Health Business Services</b> 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><b>3.1 Property Transactions</b></p> <p><b>3.1.1 Canal Ave., Mullingar, Co. Westmeath to Tuath</b> Approval of the disposal of two properties at Canal Ave., Mullingar, Co. Westmeath to Tuath, an Approved Housing Body was proposed by A. O'Connor, seconded by P. Healy and agreed. <i>Directorate Decision No.12.12(48)2016</i></p> <p><b>3.1.2 Clochan House, Midland Regional Hospital, Tullamore, Co. Offaly</b> Approval to grant a lease to Offaly Centre for Independent Living for their occupancy of Clochan House, Midland Regional Hospital, Tullamore, Co. Offaly was proposed by P. Healy, seconded by L. Woods and agreed. <i>Directorate Decision No.12.12(49)2016</i></p> <p><b>3.2 Contract Approval</b> <b>Contract for Haematology, Biochemistry &amp; Immunology Services at University Hospital Galway, Portiuncula and Roscommon Hospitals</b> Approval to award the contract for the provision of Haematology, Biochemistry and Immunology Services at University Hospital Galway, Portiuncula and Roscommon Hospitals to the single tenderer was proposed by L. Woods, seconded by P. Healy and agreed. <i>Directorate Decision No.12.12(50)2016</i></p> <p><u>Action agreed:</u> J. Carolan to circulate note to Directorate members confirming the basis for the cost savings included in the Contract Approval Request.</p> <p><b>Directorate Committee Membership</b></p> <p><b>3.3 eHealth Ireland Committee</b> The appointment of Mr. Kevin Conlon, Assistant Principal Officer, ICT Unit, DoH as an additional member of the eHealth Committee with immediate effect was proposed by S. Mulvany, seconded by P. Crowley and agreed. <i>Directorate Decision No.12.12(51)2016</i></p>	J. Carolan
<b>Leadership Team Members Joined the Meeting</b>		
<b>4</b>	<b>Minutes of Directorate Meetings on the 27<sup>th</sup> October, 7<sup>th</sup> and 8<sup>th</sup> November 2016</b>	
	<p>The minutes of the Directorate meetings on the 27<sup>th</sup> October, 7<sup>th</sup> and 8<sup>th</sup> November 2016 were approved.</p> <p><u>Matters arising</u></p> <ul style="list-style-type: none"> <li>Any matters arising were dealt with under relevant agenda items.</li> </ul>	
<b>5</b>	<b>Chairman's Remarks</b>	
	The Director General reported that the National Service Plan 2017 is to be considered by the Cabinet on the 13 <sup>th</sup> December 2016 following which Ministerial approval is expected and arrangements to publish will be made.	
<b>6</b>	<b>Performance Reporting</b>	
	<p><b>6.1 Performance and Escalation Report October 2016</b> P. Lynch presented the October 2016 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 and the progress made to improve performance in the areas in escalation would be reviewed in detail at the next Directorate meeting on the 14<sup>th</sup> December 2016 as the Escalation Report had not been finalised due to NPOG meeting changes.</p>	

	<p><b>6.2 Finance</b></p> <p>S. Mulvany reported on the financial performance as set out in the report. It was noted that at the 31<sup>st</sup> October 2016, there was a deficit of 0.4% (€43.5m), primarily due to overspends in Acute Hospitals, Disability Services, Primary Care and pensions. It was noted that the forecasts for Mental Health, Health and Wellbeing, Primary Care and Social Care – Older Persons were that these areas will be within budget at year-end.</p> <p><u>Action agreed:</u> Following consideration, the Performance Report October 2016 was approved.</p> <p><b>6.3 Human Resources</b></p> <p>R. Mannion reported that the 2017 Pay and Numbers Strategy will be finalised by 31<sup>st</sup> December 2016. She reported on issues in Emergency Departments and issues raised by SIPTU in relation to the Job Evaluation Scheme.</p> <p>It was noted that the proposed clarification to NFR 00 (Introduction to National Financial Regulation - Cost Increasing changes to rates of pay or any element of pay and conditions) had been circulated by S. Mulvany for feedback to the Leadership Team which would be reviewed by the HR Co-ordination Group and signed off on by the end of January 2017.</p> <p><b>6.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 14<sup>th</sup> December 2016</b></p> <p>It was noted that the date for the meeting had been changed to the 15<sup>th</sup> December 2016. The actions arising from the DoH MB/HSE Leadership Team Performance Review meeting on the 10<sup>th</sup> November 2016 were reviewed.</p> <p><u>Action agreed:</u> Draft agenda to be circulated to attendees and discussed in detail at the Directorate meeting on the 14<sup>th</sup> December 2016.</p> <p><b>6.5 2017 Operational Plans</b></p> <p>S. Mulvany referred to his memo of the 29<sup>th</sup> November 2016 outlining the next steps in relation to completing 2017 planning at all levels. He emphasised the requirement as per the DoH letter of Determination that when budget profiles have been agreed they cannot be changed during the year.</p> <p><u>Action agreed:</u> Divisional Operational Plans and financial profiles to be finalised by the end of January 2017.</p>	<p>Secretary</p> <p>Service Division National Directors</p>
11.3	<p><b>Primary Care</b></p>	
	<p><b>11.3 Recommendations (5) of the Drugs Committee</b></p> <p>S. Flanagan joined the meeting for consideration of this item. J. Hennessy and S. Flanagan presented the recommendations of the Drugs Committee in relation to the following five drugs.</p> <p>The Leadership Team considered the recommendations as follows:</p> <ul style="list-style-type: none"> <li>• Three were recommended for reimbursement Trifluridine Tipiracil; Nintedanib for the treatment of Lung Disease (Nintedanib (Ofev)), subject to budget impact confirmation; Nintedanib for the treatment of Lung Cancer (Nintedanib (Vargatef)).</li> <li>• In the case of Sacubitril/Valsartan, the decision of the Leadership Team was deferred to allow the development of a treatment protocol for the diagnostics required for new applications for new medicines.</li> <li>• The Leadership Team accepted the Drugs Committee's unanimous recommendation that reimbursement of Orkambi (Lumacaftor/Ivacaftor) could not be supported at the current price offered by the company. The</li> </ul>	

	resumption of negotiations in the next week to discuss risk cost sharing and to bring the price within reasonable limits was welcomed.	
<b>8</b>	<b>Items Previously Circulated for Noting</b>	
	<p>The following correspondence previously circulated was noted:</p> <p>8.1 Memo from Director General re 'Towards Successful Consultant Recruitment, Appointment and Retention'</p> <p>8.2 Memo from Patrick Lynch, National Director QAV re HSE/DOH Patient Safety Protocol</p> <p>8.3 Memo from Director General re Winter Initiative</p> <p>8.4 Memo from Dr. Áine Carroll National Director Clinical Strategy &amp; Programmes re International Conference on Integrated Care 2017</p> <p>8.5 Memo from Director General re Appointments of Chief Strategy &amp; Planning Officer, Chief Operating Officer and Medical Director</p> <p>8.6 Mental Health Division Report – Delivering Specialist Mental Health Services 2014-2015</p> <p>8.7 HCAI and AMR Action Plan 2016-2018</p> <p>Actions agreed: Items 8.6 and Item 8.7 to be taken as agenda items at a future meeting.</p>	

The meeting was adjourned at 1.30pm on the 12<sup>th</sup> December 2016 and resumed at 2pm on the 14<sup>th</sup> December 2016

<b>7</b>	<b>Primary Care/Clinical Strategy &amp; Programmes</b>	
	<p>D. Hanlon joined the meeting for consideration of items 7.1 and 7.2.</p> <p><b>7.1 Primary Care Eye Services Review Group Draft Report</b> J. Hennessy introduced the Primary Care Eye Services Review Group draft Report and draft implementation plan circulated prior to the meeting.</p> <p>The Primary Care Eye Services Review Group draft Report describes the current services and makes a series of recommendations to improve service delivery over a four year period from 2017-2020. It was noted that the report is in line with the Model of Eye Care document.</p> <p>L. Woods and S. O'Keeffe confirmed that their Divisions had been part of the development of the Review Group Report.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>The Leadership Team endorsed the approach, outline and direction of travel to implement the recommendations arising from the Review Group draft Report.</li> <li>Primary Care, Acute Hospitals and Health and Wellbeing Divisions and NTPF to work together to finalise the implementation for consideration at a future Directorate meeting.</li> </ul> <p><b>7.2 Model of Eye Care</b> D. Hanlon introduced Model of Eye Care document circulated prior to the meeting which was discussed in detail.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>The Leadership Team approved the Model of Eye Care for implementation subject to overall organisational priorities and funding being available from the DoH.</li> </ul> <p><b>Primary Care</b></p> <p><b>7.3 National Hepatitis C Treatment Programme</b> J. Hennessy spoke to the briefing note circulated prior to the meeting in relation to the direct negotiation process which took place with four DAA suppliers to achieve improved commercial terms for the supply of DAA Hep</p>	<p>J. Hennessy/ L. Woods/ S. O'Keeffe/ J. O'Sullivan</p> <p>J. Hennessy/ Á. Carroll Future Agenda Item</p>

	<p>C treatments for 1600 patients to be treated between October 2016 and December 2017.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Following consideration, the Leadership Team supported the recommendation.</li> <li>• J. Hennessy to confirm that the cost involved will be capped at €30m, and that appropriate declaration of interests procedures were followed by the evaluation team.</li> </ul>	J. Hennessy
<b>9</b>	<b>Quality, Safety and Risk Matters</b>	
	<p><b>Quality Assurance and Verification</b></p> <p><b>Regulators</b></p> <p><b>8.1 HIQA Portlaoise Report - Implementation Plan Progress Report</b> The Implementation Plan Progress Reports up to 31<sup>st</sup> October 2016 were noted and approved for submission to the DoH oversight group. No issues were escalated for Directorate consideration.</p> <p>It was noted that K. McGrane will take up post as Director of the Women and Infants Health Programme in January 2017. The Acute Hospitals Division are continuing to engage with the DoH and Minister formal approval of the Action Plan for a New Model of Clinical Service Delivery in the Dublin Midlands Hospital Group.</p>	
<b>10</b>	<b>Executive Accountability - Significant Operational Issues by Division</b>	
	<p><b>10.1 Social Care - Report from Executive Management Committee Meetings</b> S. O'Keeffe spoke to the update report from the EMC meetings circulated prior to the meeting which was noted.</p> <p><b>10.2 Human Resources - Management/Admin Recruitment</b> R. Mannion presented the briefing note circulated prior to the meeting in relation to the proposal for a significant recruitment campaign for Management Admin positions at Grade III to Grade IV levels and the provision of a managed service to collate applications and process online assessments.</p> <p><u>Action agreed:</u> Service Divisions to engage with HBS/HR on the merits and funding of the proposal.</p> <p><b>10.3 Internal Audit - Q3 2016 Internal Audit Reports and Findings</b> M. Flynn presented the report on the Q3 2016 Internal Audits and Findings circulated prior to the meeting which was noted. He mentioned in particular; a Drugs Task Force Audit; PPP and Procurement Audit and ICT Audits.</p>	Service Division National Directors/ J. Carolan/ R. Mannion
<b>11</b>	<b>Key Strategic Priorities</b>	
	<p><b>Programme for Health Service Improvement</b></p> <p><b>11.1 Report from the Leadership Team Reform Meeting 22<sup>nd</sup> November 2016</b> The draft minutes of the Leadership Team Reform meeting on the 22<sup>nd</sup> November 2016 circulated prior to the meeting were noted. It was noted that the workshop on the 16<sup>th</sup> December 2016 had been cancelled.</p> <p><u>Action agreed:</u> J. Ryan, P. Lynch and National Directors Service Divisions to agree the rescheduled date for this workshop to fit around timeframes for Operational Plans.</p> <p><b>11.7 Human Resources - Your Opinion Counts – Staff Survey Results</b> T. Laher (Ipsos MRBI), S. McGrath, M. O'Sullivan and L. Kinneen joined the meeting for consideration of this item. T. (Ipsos MRBI) presented the results of the survey and outlined the issues for consideration; release of results; workshops in January; need for communication of principal results in report; need to address response rate; need to engage with Hospital</p>	J. Ryan/ P. Lynch/ Service Division National Directors

	<p>Group CEOs and CHO Chief Officers; need to produce a report that relates to divisional areas; need to understand why hospital and community services response rates were low.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• R. Mannion and P. Connors to consider the merits of issuing a communication before the end of the year in relation to the survey findings.</li> <li>• Survey data to be made available to the Leadership Team</li> <li>• R. Mannion to work with Service Divisions to develop a programme of workshops/week of engagements.</li> <li>• R. Mannion to provide a report at a future Directorate meeting on the progress of the actions arising from the survey results.</li> </ul> <p><b>Quality Improvement Division</b></p> <p><b>11.2 National Quality Profile (Proof of Concept)</b></p> <p>P. Crowley presented the slides tabled at the meeting and spoke to the briefing note circulated prior to the meeting in relation to the National Quality Profile. The aim of the work is to provide the right amount of the right information in a format that allows evaluation and promotion of improvement in quality of care. This is done by presenting data in Statistical Process (SPC) charts and run charts to facilitate greater interpretation and knowledge of the underlying process and can prevent common mistakes in interpreting data.</p> <p>Following consideration, the Leadership Team welcomed the work to date and endorsed the approach outlined in the briefing note.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• P. Crowley to bring a proposal regarding a HSE quality profile to a future Directorate meeting.</li> </ul> <p><b>Health Business Services</b></p> <p><b>11.4 Health Business Services Strategy 2017-2019</b></p> <p>J. Carolan joined the meeting for this item and updated the meeting on the feedback received on the draft Strategy. She reported that there had been good feedback from National Directors, Hospital Groups and CHOs.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• The Leadership Team approved the HBS Strategy 2017-2019 for implementation from within existing resources. Any additional resources will require Directorate approval.</li> </ul> <p><b>Office of the Chief Information Officer</b></p> <p><b>11.5 Maternal and Newborn Clinical Management System Update</b></p> <p>Consideration of this item was deferred in the absence of R. Corbridge.</p> <p><b>Human Resources</b></p> <p><b>11.6 Corporate Safety Statement</b></p> <p>The feedback provided since the Corporate Safety Statement was last considered by the Leadership Team was noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• The Leadership Team approved the Corporate Safety Statement for publication.</li> </ul>	<p>R. Mannion/ P. Connors</p> <p>R. Mannion</p> <p>R. Mannion</p> <p>R. Mannion Future Agenda Item</p> <p>P. Crowley Future Agenda Item</p>
12	<b>Any Other Business</b>	
	<ul style="list-style-type: none"> <li>• <b>National Service Plan 2017</b></li> </ul> <p>The letters from the Minister and Secretary General, DoH, dated the 13<sup>th</sup> and 14<sup>th</sup> December 2016 respectively in relation to the approval of the National Service Plan 2017 were considered in detail. The immediate actions outlined in the Minister's letter were noted. The need to agree the timeline for the production and finalisation of Divisional Operational Plans, CHO Plans and Financial Plans was</p>	

