Minutes of the HSE Directorate meeting  
Tuesday 12th July, 2016

Directorate Members Present: T. O’Brien (Chairman), S. Mulvany, A. O’Connor L. Woods, S. O’Keeffe*, J. Hennessy, P. Healy and P. Crowley
*Attended part of the meeting

Members of Leadership Team present: P. Lynch, J. Carolan, P. Connors, R. Corbridge, R. Mannion, J. Coffey, M. Flynn,

Apologies: Á. Carroll, D. McCallion and J. Ryan

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

Joined the Meeting: J. Curran, J. Browner (HBS), M. O’Neill (Health & Wellbeing), R. Mitchell (PAD) and K. Connolly (Communications)

Time & Location: Boardroom, Dr. Steevens’ Hospital, Dublin 8 at 9.00am

<table>
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<tr>
<th>Item</th>
<th>Discussion / Comments</th>
<th>Action</th>
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<td>1</td>
<td>Directorate Members’ Discussion</td>
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<td>The following matters were considered:</td>
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<td>• Request from Sinn Féin spokesperson for health for briefing on Primary Care. (J. Hennessy)</td>
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<td>• Internal Audit of Console and related legal proceedings - It was noted that Pieta House are to provide services for Console service users. (S. Mulvany)</td>
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<td>• HR staff listening session in F2 Centre at Fatima. Director General to consider attending the session on the 15th July 2016. (P. Crowley)</td>
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<td>• Planned work to rule by the Psychiatric Nurses’ Association and threatened ban on overtime from the 13th July 2016. (A. O’Connor)</td>
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<td>• Meeting with HIQA in relation to Cavan, Portiuncula and Portloaise Hospitals. (L. Woods)</td>
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<td>• Meeting with the IMO relating to Public Health Doctors. (S. O’Keeffe)</td>
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Leadership Team Members Join the Meeting

Item 3 taken with Item 9 below

4 Minutes of Directorate Meetings on the 14th June 2016

The minutes of the Directorate meetings on the 14th June 2016 were approved.

Matters arising

Any matters arising were dealt with under relevant agenda items.

5 Chairman’s Remarks

Future of Healthcare Strategy (Dáil Committee)

R. Mitchell joined the meeting for consideration of this item.

T. O’Brien reported on his attendance with the Secretary General at the Oireachtas Committee on Future Health on the 30th June 2016 and the establishment of a HSE working group comprising service division representatives to assist the Committee.

Action agreed:

Matter to be a standing item on Directorate agendas.

6 Ministerial Correspondence

Serious Patient Safety Incidents – Letter dated 14th June 2016 and response dated 20th June 2016
The letter from the Minister dated the 14th June 2016 regarding the management and communication of patient safety Incidents and the response prepared by P. Lynch were noted. P. Lynch briefed the meeting on the development of a draft communications protocol between the HSE and DoH in relation to patient safety issues.

Action agreed: Protocol to be finalised and circulated to the Leadership Team

2 Report from Directorate Committees

2.1 eHealth Committee Meeting 8th June 2016
R. Corbridge provided a verbal report of the eHealth Committee meeting which took place on the 8th June 2016. He mentioned in particular; the review of the National Children’s Hospital IT Business Case carried out by the Committee, the outcome of which will now be communicated to the NCH; the need to include service user representatives in the Committee membership. He confirmed that the Committee is not reviewing the NCH EHR IT business case.

Action agreed: R. Corbridge to circulate minutes of meeting.

7 Performance Reporting

7.1 Performance and Escalation Report May 2016
P. Lynch presented the May 2016 Performance Report and the NPOG July escalation summary 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 as set out in the Escalation Report were reviewed in detail.

It was noted that colonoscopy plan developed by the NTPF and HSE is with the DoH for approval.

7.2 Finance
S. Mulvany reported that the REV had been approved on the 7th July 2016 and a revised Letter of Determination will be issued by the DoH. He emphasised that the additional funding is provided on the basis that the HSE fully implements the revised HSE performance and accountability framework, as finalised with the DoH and DPER, and managers will be accountable for performing within the revised budget.

He also reported on the Cabinet Committee on Health meeting on the 16th June 2016 which he had attended in the Director General’s absence.

When the revised Letter of Determination received the additional funding will be initially allocated at National Director level and maximum expenditure limits will be set at Hospital Group and Community Healthcare Organisation levels.

7.3 Human Resources/Workforce
R. Mannion presented the papers circulated prior to the meeting as set out below.

7.3.1 Report of Committee on Consultant Appointment, Recruitment and Retention
The report, circulated prior to the meeting, which analyses the current operational and administrative barriers to efficient creation, approval and recruitment of consultants was discussed, and the following actions agreed.

Actions agreed:
- The report was approved.
- A resource for coordinating implementation of the report’s recommendations would be assigned.

R. Mannion
7.3.2 Graduate Internship Programme
The paper circulated prior to the meeting setting out the context, purpose and benefits of piloting a graduate intern programme was discussed and actions agreed. It was noted that the programme is a recommendation of the HSE People Strategy.

Action agreed:
The pilot HSE Graduate Intern Programme was approved.

7.3.3 Health & Social Care Professions (HSCP) Office Proposal
The proposal to expand the role of the HSCP Education and Development Unit and establish a stand-alone HSCP Office in the HSE was discussed and actions agreed.

Actions agreed:
- The proposal to establish a stand-alone HSCP Office was approved in principle.
- Implementation plan to be developed and discussed at the Directorate meeting on the 13th September 2016.

7.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 14th July 2016
The agenda and papers for the DoH MB/HSE Leadership Team Performance Review meeting on the 14th July 2016 and open actions arising from previous meetings were reviewed and the following actions agreed for agenda item regarding the SDU.

Actions agreed:
- L. Woods to provide SDU paper for submission to the DoH
- R. Mannion to provide IR paper for submission to the DoH.
- S. O’Keeffe to provide paper on HCAIs of submission to the DoH
- P. Healy to provide an update on leavers and starters on NHSS action point.

7.5 National Service Plan & Estimates 2017
S. Mulvany and P. Lynch presented the discussion paper circulated prior to the meeting in relation to Service and Operational Planning 2017. The following actions/next steps were approved:
- A formal communication is to be issued to the system setting out the revised processes and timeframes.
- Acute Hospitals Division and Executive Management Committee for Community Services to put in place an engagement process with relevant services to manage the accelerated planning process.
- National Service Plan format to be changed to ensure it is more concise with editorial authority to be given to the Planning Unit in the same way it has with the Annual Report.
- A small number of strategic cross-cutting service priorities to be developed and agreed which would be led by members of the Leadership Team.
- Special Leadership Team meeting to be arranged within two weeks.

7.6 Revised Accountability Framework and REV (Directorate Approval)
P. Lynch presented the revised Performance and Accountability Framework circulated prior to the meeting.

The arrangements for signing performance agreements by CHO Chief Officers and Hospital Group CEOs were discussed.

Action agreed:
- Approval of the updated version of the Performance Accountability Framework was proposed by L. Woods, seconded by P. Healy and agreed. **Directorate Decision No.12.07(28)2016**
- L. Woods and P. Healy to endeavour to get the performance agreements...
signed by the 14th July 2016.

- P. Lynch and R. Mannion to consider mechanism for issuing communication to those named as accountable persons under the enhanced Performance and Accountability Framework.

8 Quality, Safety and Risk Matters

Regulators
Quality Assurance and Verification
P. Crowley/ P. Lynch presented the report which was noted. Divisions to engage on implementation of recommendations and report back before the end of the year. HSENCOA will be publishing other data.

8.2 Quality Improvement
8.2.1 National Person-Centred Culture Practice Development
P. Crowley presented the project initiation summary circulated prior to the meeting providing the background, aim and proposed approach to implement a framework for person-centred practice across the HSE. It was noted that the cost of funding the programme, excluding the funding of facilitators (€2,500 per facilitation place) will be met by QID.

Action agreed:
Implementation of project agreed.

8.2.2 Patient Safety Campaign
P. Crowley spoke to the briefing paper circulated prior to the meeting setting out the project background, aim and deliverables for a National HSE Safety Campaign designed to improve the safety of care to reduce harm across the health service.

Action agreed:
Proposal to be progressed as part of the National Service Plan 2017.

8.3 HIQA Portlaoise Report
8.3.1 Implementation Plan Progress Report
The Implementation Plan Progress Report up to 31st May 2016 was noted and approved for submission to the DoH oversight group. No issues were escalated for Directorate consideration.

L. Woods reported that he would be meeting with the CMO this week to discuss how implementation of the report will be taken forward in future.

8.3.2 HIQA Report of the Review of Nutrition and Hydration Care in Public Acute Hospitals
M. O’Neill joined the meeting for consideration of this item. M. O’Neill provided an update on the recommendations contained in the HIQA report of the Review of Nutrition and Hydration Care in Public Acute Hospitals and the work currently being undertaken to address the actions contained therein.

Actions agreed:
- The recommendations in the report were adopted for implementation through the chairs of the nutrition steering committee at Hospital Group level which will include the development of a hospital food policy and a clinical guideline on the management of malnutrition.
- Funding to be considered as part of the National Service Plan 2017.

P. Healy
P. Lynch/ R. Mannion

P. Crowley

L. Woods
L. Woods
### Approvals in Accordance with the Reserved Functions of the Directorate

J. Curran and J. Browner joined the meeting for consideration of items 3 and 9.

**Health Business Services**

J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:

#### 3.1 Contract Approval

**Pneumococcal Conjugate Vaccine (PCV) – 13 Valant**

Following consideration, approval to award the national contract for the supply of 13 Valant PCV to the only licensed supplier, by a negotiated procedure under Article 32(2)(b)(ii) of the EU Procurement Directive 2014/24/EU, was proposed by A. O'Connor, seconded by P. Crowley and agreed. **Directorate Decision No.12.07(29)2016**

#### 3.2 Property Transactions

**3.2.1 Acquisition of St. James’s Hospital Private Clinic by the Board of St. James’s Hospital**

J. Carolan and L. Woods spoke to the papers circulated prior to the meeting. Following consideration, approval to complete the acquisition by St. James’s Hospital of the building and leasehold interest of St. James’s Hospital Private Clinic as part of the development of the National Children's Hospital was proposed by L. Woods, seconded by P. Crowley and agreed. **Directorate Decision No.12.07(30)2016**

**3.2.2 Transfer of St. James’s Hospital Lands to the HSE**

Following consideration, approval of the title transfers back to the HSE of both St. James's Hospital freehold and long leasehold interests and subsequent licensing of the lands in question to the National Children's Hospital Development Board for the purpose of developing the National Children's Hospital was proposed by L. Woods, seconded by J. Hennessy and agreed. **Directorate Decision No.12.07(31)2016**

#### 3.3 Capital Approval

**National Forensic Mental Health Services Hospital at St. Ita’s Hospital Campus Portrane**

The award of the contract for the construction of the National Forensic Mental Health Services Hospital at St. Ita’s Hospital Campus, Portrane was considered in the context of Item 9.1 below. J. Curran presented the paper circulated prior to the meeting. Following detailed discussion it was agreed that the decision to approve the awarding of the contract would be held pending discussion with the DoH on Capital funding.

**Action agreed:**
- S. Mulvany and J. Carolan to engage with the DoH in relation to additional capital funding required.
- Contract Approval Request to be further considered at the Directorate meeting on the 13th September 2016.

**S. Mulvany/ J. Carolan**

**Agenda Item 13/09/16**

### Key Strategic Priorities

#### 9.1 Health Business Services - Capital Investment Requirements to Provide Quality Healthcare Infrastructure

The discussion paper circulated prior to the meeting outlining the capital investment required to create the built environment necessary to deliver the Corporate Plan 2015-2017 was considered in detail.

Following discussion, it was noted that additional capital funding would be required to meet all the priorities set out in the Capital Plan 2016-2021. It was noted that additional Capital funding is required between 2017 and 2020. This additional funding will only deliver those projects currently being progressed and will not provide funding for many projects not funded to-date.
### 9.2 Programme for Health Service Improvement – Report from the Leadership Team Reform Meeting 21st June 2016
The draft minutes of the Leadership Team Reform meeting on the 24th May 2016 circulated prior to the meeting were noted.

### 9.3 Evidence Informed Health System – 30-day Development Initiative
J. O’Sullivan presented the proposal circulated prior to the meeting to release 5 – 6 senior staff from their existing roles to work with PwC for 30 days in Dr. Steevens’ Hospital in order to finalise the definition of each of the functions within the programme and to define the end to end Evidence Informed Health System Model.

**Action agreed:**
- Following consideration, the proposal was supported in principle.
- J. O’Sullivan to follow up with individual National Directors in relation to the persons to be released and the manner of their release.
- Each relevant National Director Workstream Lead to nominate a suitable person, to be agreed with the Office of the Director General, in order to commence the initiative on the 22nd August 2016.

### 9.4 Communications - Interim Brand Guidelines for the Health Service
K. Connolly joined the meeting for consideration of this item. P. Connors presented the draft Interim Brand Guidelines for the Health Service and provided an update on the project.

**Action agreed:** Following consideration, the Interim Brand Guidelines for the Health Service were approved.

### 10 Executive Accountability - Significant Operational Issues by Division

#### 10.1 Mental Health – Service User Engagement and Listening Report
The Service User Engagement and Listening Report was noted.

**Action agreed:**
Each Division to consider similar engagement exercises.

#### 10.2 Internal Audit – Q1 2016 Internal Audit Reports and Findings
M. Flynn presented the summary of the Q1 Internal Audit reports and findings circulated prior to the meeting highlighting:
- IT Audits
- Re-audits carried out where claims that all recommendations had been implemented had not been accurate.

**Action agreed:**
Director General to write to each National Director requesting that where self-certification of the implementation of audit recommendations proves to be inaccurate, investigations are carried out.

### 11 Items Previously Circulated for Noting

The following correspondence previously circulated was noted:

- **11.1** Annual Assessment of NCHD Training Posts 2015-2016
- **11.2** Letter from Forum of Irish Postgraduate Medical Training Bodies re Forum Chair & Annual Report 2014/2015
- **11.3** Letter from DoH re Protocol for Engagement with the Pharmaceutical Industry
- **11.4** Health and Wellbeing Operational Plan 2016 – Q1 2016 Progress Report
- **11.5** Model of Care for Hereditary Haemochromatosis and Therapeutic Phlebotomy
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<td><strong>Data Governance Tools</strong></td>
<td>R. Corbridge provided a demonstration of the first data governance tools which have recently been finalised.</td>
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The meeting concluded at 1.30pm

Signed: ____________________  Date: ____________________

Tony O’Brien
Chairman