

**Minutes of the HSE Directorate meeting  
Tuesday 12<sup>th</sup> July, 2016**

<b>Directorate Members Present:</b>	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
<b>Members of Leadership Team present:</b>	P. Lynch, J. Carolan, P. Connors, R. Corbridge, R. Mannion, J. Coffey, M. Flynn,
<b>Apologies:</b>	Á. Carroll, D. McCallion and J. Ryan
<b>In attendance</b>	J. O'Sullivan and D. Purcell (Secretary)
<b>Joined the Meeting:</b>	J. Curran, J. Browner (HBS), M. O'Neill (Health & Wellbeing), R. Mitchell (PAD) and K. Connolly (Communications)
<b>Time &amp; Location:</b>	Boardroom, Dr. Steevens' Hospital, Dublin 8 at 9.00am

Item	Discussion / Comments	Action
<b>1</b>	<b>Directorate Members' Discussion</b>	
	<p>The following matters were considered:</p> <ul style="list-style-type: none"> <li>• Request from Sinn Féin spokesperson for health for briefing on Primary Care. (J. Hennessy)</li> <li>• Internal Audit of Console and related legal proceedings - It was noted that Pieta House are to provide services for Console service users. (S. Mulvany)</li> <li>• HR staff listening session in F2 Centre at Fatima. Director General to consider attending the session on the 15<sup>th</sup> July 2016. (P. Crowley)</li> <li>• Planned work to rule by the Psychiatric Nurses' Association and threatened ban a ban on overtime from the 13<sup>th</sup> July 2016. (A. O'Connor)</li> <li>• Meeting with HIQA in relation to Cavan, Portiuncula and Portlaoise Hospitals. (L. Woods)</li> <li>• Meeting with the IMO relating to Public Health Doctors. (S. O'Keeffe)</li> </ul>	
<b>Leadership Team Members Join the Meeting</b>		
	Item 3 taken with Item 9 below	
<b>4</b>	<b>Minutes of Directorate Meetings on the 14<sup>th</sup> June 2016</b>	
	<p>The minutes of the Directorate meetings on the 14<sup>th</sup> June 2016 were approved.</p> <p><u>Matters arising</u> Any matters arising were dealt with under relevant agenda items.</p>	
<b>5</b>	<b>Chairman's Remarks</b>	
	<p><b>Future of Healthcare Strategy (Dáil Committee)</b> R. Mitchell joined the meeting for consideration of this item.</p> <p>T. O'Brien reported on his attendance with the Secretary General at the Oireachtas Committee on Future Health on the 30<sup>th</sup> June 2016 and the establishment of a HSE working group comprising service division representatives to assist the Committee.</p> <p><u>Action agreed:</u> Matter to be a standing item on Directorate agendas.</p>	
<b>6</b>	<b>Ministerial Correspondence</b>	
	<b>Serious Patient Safety Incidents – Letter dated 14<sup>th</sup> June 2016 and response dated 20<sup>th</sup> June 2016</b>	

	<p>The letter from the Minister dated the 14<sup>th</sup> 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.</p> <p><u>Action agreed:</u> Protocol to be finalised and circulated to the Leadership Team</p>	P. Lynch
<b>2</b>	<b>Report from Directorate Committees</b>	
	<p><b>2.1 eHealth Committee Meeting 8<sup>th</sup> June 2016</b> R. Corbridge provided a verbal report of the eHealth Committee meeting which took place on the 8<sup>th</sup> 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.</p> <p><u>Action agreed:</u> R. Corbridge to circulate minutes of meeting.</p>	R. Corbridge
<b>7</b>	<b>Performance Reporting</b>	
	<p><b>7.1 Performance and Escalation Report May 2016</b> 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.</p> <p>It was noted that colonoscopy plan developed by the NTPF and HSE is with the DoH for approval.</p> <p><b>7.2 Finance</b> S. Mulvany reported that the REV had been approved on the 7<sup>th</sup> 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.</p> <p>He also reported on the Cabinet Committee on Health meeting on the 16<sup>th</sup> June 2016 which he had attended in the Director General's absence.</p> <p>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.</p> <p><b>7.3 Human Resources/Workforce</b> R. Mannion presented the papers circulated prior to the meeting as set out below.</p> <p><b>7.3.1 Report of Committee on Consultant Appointment, Recruitment and Retention</b> 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.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• The report was approved.</li> <li>• A resource for coordinating implementation of the report's recommendations would be assigned.</li> </ul>	R. Mannion

	<p><b>7.3.2 Graduate Internship Programme</b> 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.</p> <p><u>Action agreed:</u> The pilot HSE Graduate Intern Programme was approved.</p> <p><b>7.3.3 Health &amp; Social Care Professions (HSCP) Office Proposal</b> The proposal to expand the role of the HSCP Education and Development Unit and establish a stand-alone HSPC Office in the HSE was discussed and actions agreed.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• The proposal to establish a stand-alone HSCP Office was approved in principle.</li> <li>• Implementation plan to be developed and discussed at the Directorate meeting on the 13<sup>th</sup> September 2016.</li> </ul> <p><b>7.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 14<sup>th</sup> July 2016</b> The agenda and papers for the DoH MB/HSE Leadership Team Performance Review meeting on the 14<sup>th</sup> July 2016 and open actions arising from previous meetings were reviewed and the following actions agreed for agenda item regarding the SDU.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• L. Woods to provide SDU paper for submission to the DoH</li> <li>• R. Mannion to provide IR paper for submission to the DoH.</li> <li>• S. O’Keeffe to provide paper on HCAIs of submission to the DoH</li> <li>• P. Healy to provide an update on leavers and starters on NHSS action point.</li> </ul> <p><b>7.5 National Service Plan &amp; Estimates 2017</b> 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:</p> <ul style="list-style-type: none"> <li>• A formal communication is to be issued to the system setting out the revised processes and timeframes.</li> <li>• 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.</li> <li>• 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.</li> <li>• A small number of strategic cross-cutting service priorities to be developed and agreed which would be led by members of the Leadership Team.</li> <li>• Special Leadership Team meeting to be arranged within two weeks.</li> </ul> <p><b>7.6 Revised Accountability Framework and REV (Directorate Approval)</b> P. Lynch presented the revised Performance and Accountability Framework circulated prior to the meeting.</p> <p>The arrangements for signing performance agreements by CHO Chief Officers and Hospital Group CEOs were discussed.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• Approval of the updated version of the Performance Accountability Framework was proposed by L. Woods, seconded by P. Healy and agreed. <b>Directorate Decision No.12.07(28)2016</b></li> <li>• L. Woods and P. Healy to endeavour to get the performance agreements</li> </ul>	<p>R. Mannion</p> <p>R. Mannion Agenda Item 13/09/16</p> <p>L. Woods R. Mannion</p> <p>S. O’Keeffe</p> <p>P. Healy</p> <p>S. Mulvany/ P. Lynch</p> <p>L. Woods/ P. Healy</p> <p>P. Lynch</p> <p>National Directors</p> <p>Secretary</p> <p>L. Woods/</p>
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	<p>signed by the 14<sup>th</sup> July 2016.</p> <ul style="list-style-type: none"> <li>P. Lynch and R. Mannion to consider mechanism for issuing communication to those named as accountable persons under the enhanced Performance and Accountability Framework.</li> </ul>	<p>P. Healy</p> <p>P. Lynch/ R. Mannion</p>
<b>8</b>	<b>Quality, Safety and Risk Matters</b>	
	<p><b>Regulators</b></p> <p><b>Quality Assurance and Verification</b></p> <p><b>8.1 National Healthcare Quality Reporting System Annual Report 2016</b> 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. HSENOCA will be publishing other data.</p> <p><b>8.2 Quality Improvement</b></p> <p><b>8.2.1 National Person-Centred Culture Practice Development</b> 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.</p> <p><u>Action agreed:</u> Implementation of project agreed.</p> <p><b>8.2.2 Patient Safety Campaign</b> 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.</p> <p><u>Action agreed:</u> Proposal to be progressed as part of the National Service Plan 2017.</p> <p><b>8.3 HIQA Portlaoise Report</b></p> <p><b>8.3.1 Implementation Plan Progress Report</b> The Implementation Plan Progress Report up to 31<sup>st</sup> May 2016 was noted and approved for submission to the DoH oversight group. No issues were escalated for Directorate consideration.</p> <p>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.</p> <p><b>8.3.2 HIQA Report of the Review of Nutrition and Hydration Care in Public Acute Hospitals</b> 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.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>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.</li> <li>Funding to be considered as part of the National Service Plan 2017.</li> </ul>	<p>P. Crowley</p> <p>P. Crowley</p> <p>L. Woods</p> <p>L. Woods</p>

3	<b>Approvals in Accordance with the Reserved Functions of the Directorate</b>	
	<p>J. Curran and J. Browner joined the meeting for consideration of items 3 and 9.</p> <p><b>Health Business Services</b> J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p><b>3.1 Contract Approval</b> <b>Pneumococcal Conjugate Vaccine (PCV) – 13 Valent</b> Following consideration, approval to award the national contract for the supply of 13 Valent 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. <i>Directorate Decision No.12.07(29)2016</i></p> <p><b>3.2 Property Transactions</b></p> <p><b>3.2.1 Acquisition of St. James's Hospital Private Clinic by the Board of St. James's Hospital</b> 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. <i>Directorate Decision No.12.07(30)2016</i></p> <p><b>3.2.2 Transfer of St. James's Hospital Lands to the HSE</b> 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. <i>Directorate Decision No.12.07(31)2016</i></p> <p><b>3.3 Capital Approval</b> <b>National Forensic Mental Health Services Hospital at St. Ita's Hospital Campus Portrane</b> 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 discussed it was agreed that the decision to approve the awarding of the contract would be held pending discussion with the DoH on Capital funding.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• S. Mulvany and J. Carolan to engage with the DoH in relation to additional capital funding required.</li> <li>• Contract Approval Request to be further considered at the Directorate meeting on the 13<sup>th</sup> September 2016.</li> </ul>	<p><b>S. Mulvany/ J. Carolan</b></p> <p><b>Agenda Item 13/09/16</b></p>
9	<b>Key Strategic Priorities</b>	
	<p><b>9.1 Health Business Services - Capital Investment Requirements to Provide Quality Healthcare Infrastructure</b> 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.</p> <p>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.</p>	



<b>12</b>	<b>Any Other Business</b>	
	<b>Data Governance Tools</b> R. Corbridge provided a demonstration of the first data governance tools which have recently been finalised.	

The meeting concluded at 1.30pm

**Signed:**

**Date:**

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

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