

**Minutes of the HSE Directorate Meeting
held on
Tuesday 13th and Tuesday 20th June, 2017**

Directorate Members Present:	T. O'Brien (Chair), S. Mulvany, A. O'Connor, P. Healy, J. Hennessy, 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:	*13 th June 2017: P. Connors and R. Mannion **20 th June 2017: S. O'Keeffe and L. Woods
In attendance	J. O'Sullivan and D. Purcell (Secretary)
Joined the Meeting:	13 th June 2017: D. Brown, D. Keane and G. Twomey (PwC) 20 th June 2017: J. Curran (HBS), T. McGuinness (Emergency Management), D. Brown, P. Nolan and D. Keane (PwC)
Time & Location:	Indigo Meeting Room, Dr. Steevens' Hospital, Dublin 8 at 9.30am and 10.00am respectively

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	Minutes of Directorate Meetings on the 27th April and 9th May 2017	
	The minutes of the Directorate meeting on the 27 th April and 9 th May 2017 were approved. <u>Matters arising</u> <ul style="list-style-type: none"> • Any matters arising were dealt with under relevant agenda items. 1.2 Actions arising from previous meetings National Directors to review action and provide written updates as appropriate for the July Directorate meeting.	National Directors Agenda Item July 2017
2	Chairman's Remarks	
	Future of Healthcare Committee - Sláintecare Report The Director General reported that following the publication of the Sláintecare report he had engaged Prof. R. Busse to conduct an analysis of the report. 2018 Estimates and Service Planning – Correspondence with DoH The correspondence with the DoH regarding the 2018 Estimates and Service Planning process circulated prior to the meeting is to be reviewed by National Directors. P. Lynch to co-ordinate response to letter of the 7 th June 2017.	
3	Ministerial Correspondence – for Noting	
	3.1 HSE Annual Report and Financial Statements 2016 – Letter dated 1st June 2017 The letter from the Minister regarding the HSE Annual Report and Financial Statements 2016 circulated prior to the meeting was noted.	
4	Primary Care	
	4.1 Recommendations from the Drugs Committee J. Hennessy presented the recommendations of the Drugs Committee in relation to the pricing and reimbursement of six new drugs. The Leadership Team considered the recommendations of the Drugs Committee and decided as follows: 1. Nivolumab (Opdivo®) – for advanced renal cell carcinoma after prior therapy in adults. The Leadership Team supported the Drugs Committee recommendation to reimburse Nivolumab (Opdivo®) subject to DoH approval of additional funding.	

	<p>2. <u>Nivolumab (Opdivo®)</u> – for the treatment of advanced melanoma in adults under the Oncology Drug Management System. The Leadership Team supported the Drugs Committee’s recommendation for reimbursement of Nivolumab (Opdivo®).</p> <p>3. <u>Nivolumab (Opdivo®)</u> – for treatment of relapsed or refractory classical Hodgkin Lymphoma. The Leadership Team supported the Drugs Committee recommendation to reimburse Nivolumab (Opdivo®) subject to DoH approval of additional funding.</p> <p>4. <u>Nivolumab (Opdivo®)</u> in combination with Ipilimumab - for the treatment of advanced unresectable or metastatic melanoma. Consideration of the Drugs Committee’s recommendation in relation to this drug was deferred.</p> <p>5. <u>Apremilast</u> - for the treatment of adults with psoriasis. The Leadership Team supported the recommendation of the Drugs Committee to reimburse Apremilast subject to specified conditions on usage and the development and approval of adherence assurance process.</p> <p>6. <u>Ruxolitinib (Jakavi®)</u> - for the treatment of adults with polycythaemia vera. The Leadership Team supported the Drugs Committee recommendation against reimbursement of Ruxolitinib (Jakavi®) for the PV licence extension.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • J. Hennessy to develop a system to ensure any conditions attached to Drugs Committee approvals are implemented. • L. Woods, S. Mulvany, Á. Carroll and J. Hennessy to consider how best to put in place a system to control drugs costs in the Acute Hospitals and Primary Care (PCRS) Divisions. • J. Hennessy to request a report from the Drugs Committee for the September Directorate meeting on the status and usage of the drugs approved for reimbursement and the impact of those drugs not recommended for reimbursement. • J. Hennessy to ensure that future recommendations from the Drugs Committee to specify whether the costs of approved drugs will come from PCRS or the Acute Hospitals Division. 	<p>J. Hennessy</p> <p>L. Woods/ S. Mulvany/ Á. Carroll/ J. Hennessy</p> <p>J. Hennessy</p> <p>J. Hennessy</p>
5	<p>Health Business Services – Procurement</p>	
	<p>5.1 Procurement Regulations and Rules – Implementation of Recommendation arising from Dignam Report</p> <p>J. Carolan spoke to the paper circulated prior to the meeting setting out the position regarding the implementation of the recommendation arising from the Dignam Report regarding amending the HSE Procurement Policy document to reflect flexibilities are derived from Regulation 32 of the EU (Public Authorities Contracts) Regulations 2006 used by the HSE in urgent cases.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • The Leadership approved the inclusion of an interim amendment to the HSE Procurement Policy document, pending completion of a review of all relevant policies, procedures, protocols, guidelines and regulations. • J. Carolan to finalise review and report back at a future Directorate meeting. 	<p>J. Carolan</p> <p>J. Carolan</p>
6	<p>Performance Reporting</p>	
	<p>6.1 Performance and Escalation Report April 2017</p> <p>P. Lynch presented the April 2017 Performance Profile. 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 the initial discussions by NPOG on applying improvement projects to areas of persistent under-performance.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Following consideration, the April 2017 Performance Profile was approved for submission to the DoH and publication. <p>6.2 Finance</p> <p>S. Mulvany reported on the preliminary view of potential 2017 year end position based on March 2017 Income and Expenditure Data available. He confirmed that the preliminary April figures are also reflective of this analysis.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The finance summary report is to be finalised based on the briefing provided and circulated to the Leadership Team. The finalised finance summary report is to be submitted to the DoH. <p>6.3 Human Resources</p> <p>Consideration of this item was deferred in the absence of R. Mannion.</p> <p>6.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 22nd June 2017</p> <p>The actions arising from the DoH MB/HSE Leadership Team Performance Review meeting on the 11th May 2017 and draft agenda for the meeting on the 22nd June 2017 circulated prior to the meeting were reviewed in detail. D. McCallion briefed on the themed discussion papers (Pre-Hospital Care and Emergency Preparedness) circulated prior to the meeting.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> D. McCallion to incorporate feedback provided at the meeting into the briefing paper on Emergency Preparedness prior to submission to the DoH. 	<p>S. Mulvany</p> <p>D. McCallion</p>
7	National Centre Transformation Programme Centre Operating Model Recap / Evaluation Process (Resumed Workshop)	
	<p>D. Brown and D. Keane joined the meeting for the resumed workshop to consider the Centre Operating Model, previously considered on the 23rd May 2017. The purpose of the session was to agree final changes to the two models which were chosen for further consideration prior to the start of the evaluation process.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> National Directors to complete their individual evaluations of the potential National Centre Operating Model options by the 19th June 2017, for presentation at the resumed workshop on the 20th June 2017. 	<p>National Directors</p>
8	New Ways of Working - Introduction	
	<p>D. Brown and D. Keane remained and G. Twomey joined the meeting to facilitate the discussion of the planned structural changes arising from the appointment of the Chief Strategy and Planning Officer and Chief Operations Officer.</p> <p>The approach and actions required to transition to the new structures was considered.</p>	

The meeting was adjourned at 2.25pm on the 13th June 2017 and resumed at 10am on the 20th June 2017

9	Directorate Members' Discussion	
	<p>A number of topical issues within Divisions were discussed including the planned introduction of senior leadership roles and areas in escalation. It was noted that these items would be considered as part of the Directorate meeting.</p>	
10	Reports from Directorate Committee	
	<p>Audit Committee</p> <p>10.1 Report from Meeting on 15th May 2017</p>	

	<p>The paper circulated prior to the meeting detailing the matters discussed at the Audit Committee meeting on the 15th May 2017 was reviewed and noted.</p> <p>Risk Committee 10.2 Report from Meeting on 19th May 2017 The paper circulated prior to the meeting detailing the matters discussed at the Risk Committee meeting on the 19th May 2017 was reviewed and noted.</p> <p>10.3 Minutes of Meeting on 3rd April 2017 The approved minutes of the Risk Committee meeting on the 3rd April 2017 were noted.</p> <p>eHealth Committee 10.4 Memo from CIO re Membership The memo from R. Corbridge regarding eHealth Committee membership circulated prior to the meeting was reviewed. The Directorate approved in principle the proposal for additional membership as outlined in the memo.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> R. Corbridge to seek appropriate candidates for membership of the eHealth Committee for approval by the Directorate at the July meeting. 	<p>R. Corbridge Agenda Item July 2017</p>
<p>11</p>	<p>Approvals in accordance with the reserved functions of the Directorate</p>	
	<p>Health Business Services J. Carolan joined the meeting for consideration of these items.</p> <p>11.1 Property Transactions</p> <p>11.1.1 Lease of land at Ballytivnan, Sligo Approval to lease 1.2 hectares (approx. 3 Acres) of available HSE land adjacent to the St Columba's Mental Health Complex at Ballytivnan, Sligo, to the HHO project was proposed by A. O'Connor, seconded by P. Healy and agreed. Directorate Decision No.20.06(31)2017</p> <p>11.1.2 Lease of Model Business Park, Model Farm Rd, Cork Approval to renew the lease of offices and additional space taken to encompass the entire building at Model Business Park, Model Farm Road, Cork City was proposed by P. Crowley, seconded by A. O'Connor and agreed. Directorate Decision No.20.06(32)2017</p> <p>11.1.3 Lease at Paediatric Department CUH to UCC for Paediatric Research While the Directorate was supportive of the principle behind this proposal and the need to build strong links with academic institutions, it was decided to defer a consideration of this item until such time as a review of premises being leased from UCC had been provided.</p> <p>11.1.4 Lease at PCC Cork City North West St Mary's Health Campus, Gurrabraher, Cork Consideration of the lease with UCC of space in the Cork City North West Primary Care Centre, St. Mary's Health Campus, Gurrabraher, Cork for educational, health and dental activities was deferred until as an review of premises being leased from UCC had been conducted.</p> <p>11.2 Capital Approvals</p> <p>11.2.1 National Rehabilitation Hospital Phase 1 Approval to award the contract for the construction of Phase 1 of the Redevelopment of the National Rehabilitation Hospital to the preferred tenderer was proposed by P. Crowley, seconded by A. O'Connor and agreed. Directorate Decision No.20.06(33)2017 <u>Action agreed:</u></p> <ul style="list-style-type: none"> It was agreed that progress on the transfer of ownership of the 	<p>J. Carolan Future Agenda Item</p> <p>J. Carolan Future Agenda Item</p>

	<p>land will be kept under review.</p> <p>11.2.2 St. Patricks CNU Waterford Approval is sought to award the contract for the construction of the 100 Bed Residential Care Centre to replace existing beds in St Patrick's and St Otteran's hospital and production kitchen on the site of St Patrick's Hospital Waterford to the preferred bidder in accordance with the outcome of the MEAT tender assessment process was proposed by P. Healy, seconded by J. Hennessy and agreed. Directorate Decision No.20.06(34)2017</p> <p>11.3 Contract Approvals</p> <p>11.3.1 Support of Programmes and Projects within the Programme for Health Service Improvement Approval to award contracts arising from the mini competition to create a list of suitably qualified resources (named individuals) from which HSE will deploy at its absolute discretion to provide support to the programmes and projects within the Programme for Health Service Improvement was proposed by S. Mulvany seconded by A. O'Connor and agreed. Directorate Decision No.20.06(35)2017</p> <p>11.3.2 OGP HSE/Health Sector Supplementary Request for Tenders (SRFT) re Natural Gas Contract Consideration of this item was deferred.</p> <p>11.3.3 Various National Framework Agreements (NFA) for various Surgical Interventional Diagnostics & Consumables (x 15) Approval to award the contracts for the provision of surgical interventional diagnostics and consumables as listed below was proposed by S. Mulvany, seconded by J. Hennessy and agreed.</p> <ol style="list-style-type: none"> 1. Endomechanic and Laparoscopic Instruments and Devices Directorate Decision No.20.06(36)2017. 2. Orthopaedic Implants and Instruments Directorate Decision No.20.06(37)2017 3. Surgical Theatre Instruments Directorate Decision No.20.06(38)2017 4. Surgical Attire Directorate Decision No.20.06(39)2017 5. Interventional Cardiology Products and Consumables Directorate Decision No.20.06(40)2017. 6. Neurology Products and Consumables Directorate Decision No.20.06(41)2017 7. Ophthalmic Implants and Consumables Directorate Decision No.20.06(42)2017 8. Interventional Radiology Products and Consumables Directorate Decision No.20.06(43)2017 9. Surgical Power Tools Directorate Decision No.20.06(44)2017 10. Anaesthetics and Critical Care Consumables Directorate Decision No.20.06(45)2017 11. Surgical Drapes and Packs Directorate Decision No.20.06(46)2017 12. Vascular Implants and Consumables Directorate Decision No.20.06(47)2017 13. Electrosurgery Equipment Directorate Decision No.20.06(48)2017 14. Cardiology Products Directorate Decision No.20.06(49)2017 15. Sutures and Closures Directorate Decision No.20.06(50)2017 	<p>J. Carolan</p> <p>Future Agenda Item</p>
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	<p>11.1.1 Provision of an ERP Software Solution Approval of the contract for the provision of an Enterprise Resource Planning (ERP) Software Solution (Integrated Financial Management System: Lot 1) to the preferred tenderer was proposed by S. Mulvany, seconded by A. O'Connor and agreed. Directorate Decision No.20.06(51)2017</p> <p>The Directorate acknowledged the huge effort of those involved in getting this important strategic programme to contract approval stage.</p> <p>11.1.2 Haemodialysis Service Contract Approval to award the contract for the provision of Home Haemodialysis services to the preferred tenderer was proposed by P. Crowley, seconded by J. Hennessy and agreed. Directorate Decision No.20.06(52)2017</p>	
Leadership Team Members Joined the Meeting		
4.1	Drugs Committee Recommendations (Resumed Consideration)	
	<p>4. <u>Nivolumab (Opdivo®)</u> in combination with Ipilimumab - for the treatment of advanced unresectable or metastatic melanoma. J. Hennessy spoke to the paper tabled at the meeting in relation to this Drug.</p>	
12	Quality, Safety and Risk Matters	
	<p>Divisional Risk Registers 12.1 Primary Care Division J. Hennessy presented the Primary Care Divisional Risk Register circulated prior to the meeting which was reviewed and noted. He mentioned in particular, implications of Brexit, Home Births and Refugees.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> J. Hennessy to further consider issues relating to Brexit and link with the DoH Project Team and report back at a future meeting. <p>12.2 Human Resources Division Consideration of this item was deferred at the request of the National Director.</p> <p>Quality Assurance and Verification Division 12.3 NIMS-Corporate Incident and Claims Reports - Quarter 1 2017 P. Lynch presented the briefing note and first draft corporate reports from the National Incident Management System (NIMS) relating to service user and staff incidents and claims, representing the first national analysis of incidents reported over the last four quarters to the end 31st March 2017, circulated prior to the meeting. The key messages arising from the reports were reviewed and noted.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> P. Lynch to review the position regarding the use of QPulse system in UL Hospitals Group and Saolta University Health Care Group in two months. R. Corbridge to lead group to consider the ability of adding to NIMS data to ensure it can be used in conjunction with other benchmarking information (M. Flynn, P. Lynch and Á. Carroll) <p>12.4 Controls Assurance report- Part 1 Risk Management P. Lynch spoke to the report on the responses to the 12 key questions in the Controls Assurance self-assessment process relating to risk management (clinical risk, quality & safety KPIs, SREs and managing complaints) in 2016.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> R. Mannion to take the necessary actions to raise the profile of the work being done in relation to the Engagement Forum and to engage with 	<p>J. Hennessy Future Agenda Item</p> <p>P. Lynch</p> <p>R. Corbridge</p> <p>R. Mannion</p>

	Finance Division in relation to the Controls Assurance Process.	
13	Key Strategic Priorities	
	<p>Human Resources</p> <p>13.1 Consolidated Salary Scales wef 1/4/2017 and Circular 6/2017 Pay adjustments and related measures from FEMPI 2015 The HR circular in relation to the application of 1 April 2017 pay adjustments and related measures in accordance with the Financial Emergency measures in the Public Interest Act 2015 and the Public Service Stability Agreement 2013-2018 (LRA) circulated prior to the meeting was reviewed and noted.</p> <p>13.2 Nursing Recruitment R. Mannion provided an update on the 2017 Nursing and Midwifery Funded Workforce Plan. She spoke to the update on Nurse/Midwifery Recruitment and Retention initiatives, circulated prior to the meeting which was reviewed and noted.</p> <p><u>Action agreed:</u> Service Divisions, HR and HBS to collaborate to ensure employment contracts are issued to all graduates.</p> <p>13.3 Contract for the Provision of Short-term Temporary and Locum Health Services Agency Placements R. Mannion spoke to the report circulated prior to the meeting in relation to the contract for the provision of short-term temporary and locum health services agency placements which will come into effect from the 1st June 2017.</p> <p>13.3.1 Report on the Implementation/Operation of the Contract and 13.3.2 Data Reporting under the Contract (taken together) J. Carolan highlighted two issues in relation to the operation of the contract; operating rules and data reporting. She mentioned in particular the need to have clear rules in place. It was noted that the Committee established to implement the contract requires additional resources.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> J. Carolan to discuss these issues further with L. Woods and provide an update at the July Directorate meeting. <p>Primary Care</p> <p>13.4 National Primary Care Island Services Review Report J. Hennessy presented the report circulated prior to the meeting. The report was welcomed and considered in detail. It was noted that the recommendations to address the challenges identified during the review's consultation process are accompanied by an implementation plan for Year One to ensure adequate progress is made in working to provide a quality health service to the island populations.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The National Primary Care Island Services Review Report including the year one implementation plan was adopted for submission to the DoH by J. Hennessy. <p>Health Business Services</p> <p>13.5 Community Nursing Units Public Private Partnership (PPP) Project J. Curran joined the meeting for consideration of this item. J. Curran presented the Project Initiation Document circulated prior to the meeting. It was noted that the DoH had requested the HSE to submit a high level options appraisal in order to select a suitable project to proceed under Phase 3 of the National PPP Programme. J. Curran reported that the DoH had confirmed that the HSE should proceed on the basis of developing a number of Community Nursing Units.</p>	<p>A. O'Connor/ L. Woods/ P. Healy/ J. Hennessy/ S. O'Keeffe/ R. Mannion/ J. Carolan</p> <p>J. Carolan/ L. Woods</p> <p>J. Hennessy</p>

	<p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The Leadership Team approved that the project proceed in line with the DoH's approval. 	J. Carolan/ J. Curran
14	Executive Accountability - Significant Operational Issues by Division	
	<p>Emergency Management T. McGuinness joined the meeting for consideration of these items.</p> <p>14.1 Business Continuity Management (BCM) D. McCallion and M. Flynn introduced the draft project proposal to strengthen business continuity management in the HSE which was considered in detail. It was noted that the lack of an effective Business Continuity Management process has been highlighted by Internal Audit in successive audits.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> The Leadership Team approved the establishment of a Working Group to oversee the implementation of Business Continuity Management. D. McCallion to progress. Membership to comprise representatives from Acute Hospitals, Community Services, National Ambulance Service, Internal Audit and Quality Progress report to be provided at the October 2017 Directorate meeting. <p>14.2 Draft Mass Casualty Incident Policy D. McCallion spoke to the update on the development of the Mass Casualty Incident Policy circulated prior to the meeting which was noted.</p> <p><u>Action agreed:</u> Draft Mass Incident Casualty to be submitted for approval at the July Directorate meeting.</p>	<p>D. McCallion</p> <p>D. McCallion Agenda Item October 2017</p> <p>D. McCallion Agenda Item July 2017</p>
15	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>15.1 Letter from DoH re HSE Escalation and Management Plan for CPE 15.2 Letter from Chairman, HIQA re 10 year anniversary 15.3 Letter from DoH re Project Governance New Children's Hospital 15.4 HIQA Annual Report 2016 15.5 Office of the Ombudsman Annual Report 2016 15.6 Summary Financial Briefing Paper (April 2017)</p>	
16	Any Other Business	
	No matters were raised under this item.	
17	National Centre Transformation Programme – Centre Operating Model Evaluation (Resumed Workshop)	
	<p>D. Brown, P. Nolan and D. Keane joined the meeting for the third and final workshop to consider the Centre Operating Model.</p> <p>The individual scoring for each of the two models finalised at the workshop on the 13th June 2017 against the Design Principles, each individual Change Objective and each individual Ease of Implementation criteria were reviewed and collective scoring for elements of the models were agreed.</p> <p>It was also agreed that further work will be carried out on how the models would work in practice and it was noted that the matter will be further considered at the Centre Programme Steering Group meeting on the 27th June 2017.</p> <p>Following a discussion in relation to the Ways of Working project, it was agreed that a communication would issue from the Director General to staff in National and Divisional teams.</p>	

	<u>Action agreed:</u> <ul style="list-style-type: none">• J. O'Sullivan to draft message from the Director General in relation to ways of working.• J. O'Sullivan to progress work on operating models.	J. O'Sullivan J. O'Sullivan
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The meeting concluded at 3.25pm

Signed:

Date:

Tony O'Brien
Chairman