

**Minutes of the HSE Directorate meeting
Tuesday 13th September, 2016**

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

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

Apologies: P. Healy, L. Woods and P. Lynch,

In attendance G. Maguire, A. Fitzgerald, J. O'Sullivan and D. Purcell (Secretary)

Joined the Meeting: J. Browner (HBS), B. Hyland (QAV) and C. Henry (Acute Hospitals)

Time & Location: Boardroom, Dr. Steevens' Hospital, Dublin 8 at 9.30am

Item	Discussion / Comments	Action
1	Directorate Members' Discussion	
	<p>R. Mannion and P. Connors joined Directorate members for this discussion. Directorate members further considered the new arrangements for the HSE's corporate structures approved by the Directorate on the 9th September 2016. S. O'Keeffe reported on her meetings with National Directors and spoke to the briefing note tabled at the meeting.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> T. O'Brien to provide update to the Leadership Team at item 5 below and agree next steps. 	T. O'Brien
2	Report from Directorate Committees	
	<p>2.1 Risk Committee Meeting 18th July 2016 D. Purcell provided a verbal report on the matters considered by the Risk Committee at its meeting on the 18th July 2016 including; Committee Review; external audit of risk management in the HSE; Corporate Risk Register and Integrated Risk Management Policy Review; Occupational Health & Safety Function Workplan 2016</p> <p><u>Action agreed:</u> Minutes of meeting to be circulated once approved.</p> <p>2.2 Audit Committee Meeting 18th July 2016 A. O'Connor provided a verbal report on the matters considered by the Audit Committee at its meeting on the 18th July 2016 including; a briefing on Internal Audit of Console; Overall Internal Financial Controls in the Primary Care Division (including PCRS) and High Tech Stock/Hi-Tech Drugs; C&AG Briefing on 2015 Management Letter; Accounts (Patient Private Property (2014 & 2015); Hepatitis C Insurance Scheme (2015); Health Repayments Scheme (2015); Health Repayments Scheme (Donations) Fund (2015); Controls Assurance Review Process 2016; and report from National Director Internal Audit.</p> <p>T. O'Brien briefed the meeting on his engagement with the Audit Committee Chair regarding control issues.</p> <p>S. Mulvany reported on issues in the draft 2015 C&AG Management Letter and it was agreed that the Compliance Unit should be asked to undertake an assessment of the resource required to manage SLAs in CHOs.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> The range and role of voluntary agencies the HSE funds and how funds are allocated to be discussed at a future meeting. 	S. Mulvany

	<ul style="list-style-type: none"> • S. Mulvany/P. Lynch to consider if the role of the NPOG and NFCAG could be extended to include local level Internal Audit reports. • Minutes of meeting to be circulated once approved. <p>2.3 Joint Meeting of the Audit and Risk Committees 18th July 2016 D. Purcell provided a verbal report on the matters considered at the joint meeting of the Audit and Risk Committees on the 18th July 2016 including; integrated risk management and legal case management.</p> <p><u>Action agreed:</u> Minutes of meeting to be circulated once approved.</p>	<p>P. Lynch/ S. Mulvany Secretary</p> <p>Secretary</p>
3	Approvals in Accordance with the Reserved Functions of the Directorate	
	<p>Directorate Committee Membership</p> <p>3.1 Risk Committee The nomination of C. Campbell to the Risk Committee was proposed by T. O'Brien, seconded by S. Mulvany and agreed. Directorate Decision No.13.09(33)2016</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • T. O'Brien to write to C. Campbell confirming his appointment to the Risk Committee. <p>Finance</p> <p>3.2 Patients' Private Property Account 2014 S. Mulvany spoke to the Patients' Private Property (PPP) Account 2014 circulated prior to the meeting along with the Statement on Internal Financial Control (SIFC) and Letter of Representation included for the first time for this account. It was noted that the accounts and SIFC had been reviewed by the Audit Committee, but the Letter of Representation released by the C&AG on 17th August 2016 had not due to time constraints.</p> <p>In accordance with S. 18 of the Health (Repayment Scheme) Act 2006, adoption of Patient Private Property Accounts 2014 including the SIFC and Letter of Representation for submission to the C&AG for final certification was proposed by S. Mulvany, seconded by A. O'Connor and agreed. Directorate Decision No.13.09(34)2016</p> <p><u>Action agreed:</u> Letter of Representation approved for signature by the Director General.</p> <p>Health Business Services J. Browner joined the meeting for consideration of this item. J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p>3.3 Contract Approval Following consideration, approval to award the contract to the successful vendors in the three LOTs to provide resources to support transformation change for the Children's Hospital Group was proposed by P. Crowley, seconded by S. O'Keeffe and agreed, subject to a funding source being identified by the National Director Acute Hospitals Division. Directorate Decision No.13.09(35)2016</p> <p>It was noted that each of the successful vendors could expect a minimum of 2 base line resource positions. All remaining resources will be drawn down and allocated by the Children's Hospital Group across successful vendors within the LOTs as required for particular projects, tasks or deliverables</p> <p>3.4 Property Transactions</p> <p>3.4.1 Lease at 175, Navan Road, Dublin 7 Approval to regularise the occupancy of the Daughters of Charity at the HSE's property at 175 Navan Road, Dublin 7 by granting a lease</p>	<p>T. O'Brien</p>

	<p>at nominal rent was proposed by A. O'Connor, seconded by S. Mulvany and agreed. Directorate Decision No.13.09(36)2016</p> <p>3.4.2 Lease at Brookside Lodge, O'Briensbridge, Co. Clare Approval for the HSE to lease Brookside Lodge, O'Briensbridge, Co. Clare from Tusla and in turn enter into a sublease with Rehabcare for a period of 10 years at nominal rent was proposed by S. Mulvany, seconded by A. O'Connor and agreed. Directorate Decision No.13.09(37)2016</p> <p>3.5 Capital Approval National Forensic Mental Health Services Hospital at St. Ita's Hospital Campus Portrane This matter was previously considered by the Directorate at its meeting on the 12th July 2016, when it was identified that further engagement with the DoH/DPER was required to finalise the funding arrangements, before the Directorate could approve the awarding of the contract. J. Carolan reported that engagement with the DoH is ongoing and that the letter of sanction from the DoH was awaited. A. O'Connor spoke to the briefing paper circulated prior to the meeting outlining the rationale for the project.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The decision to award the contract for the construction of the National Forensic Mental Health Services Hospital at St. Ita's Hospital Campus, Portrane was deferred until such time as the letter of sanction is received from the DoH. 	Future Agenda Item
Leadership Team Members Joined the Meeting		
4	Minutes of Directorate Meetings on the 12th and 28th July 2016	
	<p>The minutes of the Directorate meetings on the 12th and 28th July 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	
	<p>5.1 New Ways of Working/Changes to HSE Corporate Structures Only National Directors were present for this discussion.</p> <p>T. O'Brien updated the Leadership Team on the changes to the HSE's corporate structures approved by the Directorate on the 9th September 2016 and the Directorate discussion earlier in the meeting. He reported that R. Mannion is to coordinate the finalisation of the job descriptions for Chief Operations Officer (COO), Chief Strategy and Planning Officer and National Medical Director roles with the relevant National Directors. He also reported that the process to appointment the COO and Chief Strategy & Planning Office would now commence through the Public Appointments Service with the appointment of the National Medical Director to follow in due course.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> National Directors to brief their national management teams at 11am on Wednesday 14th September 2016. T. O'Brien to brief the Hospital Group CEOs and CHO Chief Officers at 11am on Wednesday 14th September 2016. R. Mannion to brief relevant Union groups Internal Communication to be sent to all staff regarding the changes. <p>5.2 Oireachtas Committee on the Future of Healthcare T. O'Brien confirmed that the working group was now in place and any Division intending to make a submission to the Committee should do so through the working group for subsequent consideration by the Leadership Team. It was noted that R. Corbridge was to present to the Committee on eHealth on the 14th September 2016.</p>	<p>National Directors</p> <p>T. O'Brien R. Mannion P. Connors</p>
6	Ministerial Correspondence	

	<p>Setting the Digital Challenge for Waiting Lists – Letter dated 18/08/16 The letter from the Minister dated the 18th August 2016 and the Director General's response of the 5th September 2016 circulated prior to the meeting were noted. R. Corbridge briefed the meeting on the response provided.</p>	
7	<p>Performance Reporting</p>	
	<p>A. Fitzgerald, G. Maguire joined the meeting here. B Hyland joined the meeting for consideration of this item</p> <p>7.1 Performance and Escalation Report July 2016 B. Hyland presented the July 2016 Performance and Escalation Report. She 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>The May/June Performance and Escalation Report for publication on the 22nd September 2016 (suggested 21st September 2016) was noted.</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 July 2016, there was a deficit of 0.1% (€5.8m), primarily due to overspends in Acute Hospitals, Primary Care and demand-led areas. He reported that the projection to year end is positive but reliant on delivery of significant cost containment plans to year end.</p> <p><u>Action agreed:</u> National Directors to inform the accountable persons listed in the Accountability Framework that their names are to be published, for the first time.</p> <p>7.3 Human Resources/Workforce</p> <p>7.3.1 HR Leadership Development R. Mannion spoke to the update on the HR Leadership Development programme circulated prior to the meeting, which was noted.</p> <p>7.3.2 Transfer of Tasks from NCHDs to Nurses/Midwives – Letter of Sanction from DoH date 18/08/16 The letter circulated prior to the meeting was noted. R. Mannion reported that the sanction was conditional on any costs arising being met from within the HSE's existing financial allocation.</p> <p>It was noted that the verification process had not determined the savings which could be achieved through task transfers; and the new cost for applying the agreement in acute hospitals will be €10m. Verification process required to objectively identify where the savings will come from to pay the costs involved.</p> <p><u>Action agreed:</u> L. Woods/S. Mulvany/R. Mannion/Pay and Numbers Strategy Group to examine task transfers and savings generated and report back to the Directorate at its next meeting.</p> <p>7.3.3 Preventative measures in relation to Bullying and Harassment in the Workplace R. Mannion presented the draft joint memo from the HSE and Health Service Unions circulated prior to the meeting, in relation to 'Preventative measures in relation to Bullying and Harassment in the Workplace: People Strategy 2015-2018, Action 2.13'</p> <p><u>Action agreed:</u> Following consideration, the memo was approved for issue.</p>	<p>National Directors</p> <p>L. Woods/ S. Mulvany/ R. Mannion</p> <p>R. Mannion</p>

	<p>7.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 15th September 2016 The draft agenda and papers for the DoH MB/HSE Leadership Team Performance Review meeting on the 15th September 2016 were reviewed at Item 7.1 above.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • J. O’Sullivan and A. Fitzgerald to review the paper regarding waiting times for colonoscopies in Beaumont Hospital and update the paper to reflect the NTPF validation work undertaken. • The remaining papers were approved for submission to the DoH for consideration at the meeting. <p>7.5 National Service Plan and Estimates 2017 S. Mulvany spoke to the paper tabled at the meeting providing a status update and suggested approach in relation to new developments in 2017 which was considered.</p> <p>B. Hyland provided a verbal update on the draft NSP 2017.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • S. Mulvany and B. Hyland to finalise and issue paper to Heads of Planning and Performance within each Division. 	<p>J. O’Sullivan/ A. Fitzgerald</p> <p>Secretary</p> <p>S. Mulvany/ B. Hyland</p>
8	Quality, Safety and Risk Matters	
	<p>Quality Assurance and Verification</p> <p>8.1 Divisional Risk Registers</p> <p>8.1.1 Health and Wellbeing S. O’Keeffe presented the Health and Wellbeing Division Risk Register and mentioned those risks escalated to the Corporate Risk Register which was reviewed and noted. No issues were raised.</p> <p>8.1.2 Internal Audit M. Flynn presented the Internal Audit Division Risk Register which was reviewed and noted. No issues were raised.</p> <p>Regulators</p> <p>8.2 HIQA Portlaoise Report - Implementation Plan Progress Report The Implementation Plan Progress Reports up to 30th June and 31st July 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 the DoH has reviewed the proposals regarding the Women and Infants Programme posts and provided feedback which is being considered. The appointments of Directors of Midwifery and Programme Clinical Lead are ongoing.</p> <p>8.3 MoU between HIQA and the HSE Confidential Recipient – Communication and Information Sharing Agreement The MoU circulated prior to the meeting was noted.</p>	
9	Key Strategic Priorities	
	<p>9.1 Programme for Health Service Improvement – Report from the Leadership Team Reform Meeting 26th July 2016 The draft minutes of the Leadership Team Reform meeting on the 26th July 2016 circulated prior to the meeting were noted.</p> <p>9.1.1 Centre Reform Update The draft National Centre Operating Model Design Principles and Change Objectives circulated prior to the meeting were noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • National Directors are to review the report and provide any comments to J. O’Sullivan. 	<p>National Directors</p>

	<p>9.2 Primary Care - PCRS Redesign and Development J. Hennessy presented the report on the redesign and development of PCRS, prepared by Prospectus and Deloitte and overseen by the Programme for Health Service Improvement which was reviewed and noted.</p>	
10	Executive Accountability - Significant Operational Issues by Division	
	<p>10.1 Primary Care - Recommendations from Drugs Committee J. Hennessy presented the recommendations from the HSE Drugs Committee circulated prior to the meeting for four new drugs; three were recommended for reimbursement (Ceritinib, Vismodegib and Ponatinib), one was not (Ataluren). One of the four drugs is over the QALY threshold of €45,000 and will be the subject of Government Memorandum.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> J. Hennessy to brief the DoH on the drug not being recommended for reimbursement at this time as the Drugs Committee are eager to review this again in the future. <p>10.2 Internal Audit – Q2 2016 Internal Audit Reports and Findings M. Flynn presented the report circulated prior to the meeting and mentioned in particular; the need to improved systemic issues in ICT; management actions being taken to address findings of the Drugs Taskforce Audit. T. O'Brien emphasised the need for follow up audits to be taken seriously, with the possibility of punitive action being taken against areas where audit recommendations are not implemented.</p> <p>10.3 Acute Hospitals - High Level Ethics Committee Proposal C. Henry joined the meeting for consideration of this item and presented the proposal to establish a high level Ethics Committee in the HSE.</p> <p>Following consideration, the establishment of the High Level Ethics Committee was approved.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> The issue of the role of the Medical Council is to be considered. 	J. Hennessy
11	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>11.1 Feedback from Staff Engagement Workshop held on 5th May 2016</p> <p>11.2 Memo from Director General regarding Implementation of Recommendations from Internal Audits</p> <p>11.3 Memo from Director General regarding Graduate Nurse Recruitment</p> <p>11.4 Pre-Budget Submissions regarding Obesity and Food (Irish Heart Foundation) & Tobacco Issues (Irish Heart Foundation & Irish Cancer Society)</p> <p>11.5 Memo from Director General regarding Change Communication Culture Framework & 7 Principles of Communicating Change</p> <p>11.6 National Patient Safety Conference & National Clinical Effectiveness Symposium 7th and 8th December 2016</p> <p>11.7 Letter from Prof. John Higgins regarding Health Innovation Hub</p> <p>11.8 Memo from Director General regarding Dáil Reform - Standing Order on PQ Response Times</p> <p>11.9 Letter from Mr. Colm O'Reardon Deputy Secretary General re Department of Health Statement of Strategy 2016-2019</p> <p>11.10 Policy Forum for Ireland - Conference on priorities for healthcare provision in Ireland on 9th November 2016</p> <p>11.11 Valproate (High Risk Drug) Information Toolkit and Communications Plan (Clinical Strategy & Programmes Division)</p> <p>11.12 Update from Dr. Stephanie O'Keefe, National Director Health & Wellbeing re HPV Vaccine</p>	

	<p>11.13 Policy on Restricted Antimicrobials (Health & Wellbeing Division)</p> <p>11.14 Health Service Breastfeeding Action Plan 2016-2021 (Health and Wellbeing Division)</p> <p>11.15 Update on Open Disclosure Project (Quality Improvement Division)</p> <p>11.16 Correspondence relating to the Oireachtas Committee on the Future of Healthcare</p> <p>11.16.1 Memo from Director General regarding Oireachtas Committee on the Future of Healthcare</p> <p>11.16.2 Response from HSE to Questions from the Oireachtas Committee on the Future of Healthcare</p> <p>11.16.3 Letter from Mr. Martin Varley IHCA re Submission to Oireachtas Committee on Future of Healthcare</p> <p>11.16.4 Submissions from National Clinical Programmes and UL Hospitals Group to the Oireachtas Committee on the Future of Healthcare</p> <p>11.16.5 Interim Report of the Committee on the Future of Healthcare</p> <p><u>Action agreed:</u> The proposal by Á. Carroll that the same process undertaken to coordinate the development of information and communications plan regarding Valproate (at Item 11.11 above) through the Medicines Management Programme be used for any future similar requests was agreed.</p>	
12	Any Other Business	
	No matters were raised under this item	

The meeting concluded at 1.55pm

Signed:

Date:

Tony O'Brien
Chairman