

**Minutes of the HSE Directorate meeting
Tuesday 14th June, 2016**

Directorate Members Present:	S. Mulvany (A/Chairman), L. Woods, S. O’Keeffe, J. Hennessy, P. Healy and P. Crowley
Members of Leadership Team present:	P. Lynch, J. Carolan, P. Connors, R. Corbridge, R. Mannion, J. Coffey, M. Flynn, Á. Carroll and D. McCallion
Apologies:	T. O’Brien, A. O’Connor, J. Ryan and J. O’Sullivan
In attendance	D. Purcell (Secretary)
Joined the Meeting:	B. Smyth (Health & Wellbeing) M. Corbett (Finance) and O. O’Reilly (CSP)
Time & Location:	Boardroom, Dr. Steevens’ Hospital, Dublin 8 at 9.30am

Item	Discussion / Comments	Action
1	Directorate Members’ Discussion	
	<ul style="list-style-type: none"> • P. Healy confirmed that a meeting had been arranged of the Winter Initiative group in relation to the additional €500m in funding. • L. Woods reported on the SOG meeting in preparation for the Cabinet Committee on Health meeting on the 16th June 2016. • P. Crowley reminded members of the talk to be given by Lloyd Provost on 16th June 2016 on the role of leaders in improving care. • <u>IPHA Agreement</u> – J. Hennessy reported on the recent meeting with IPHA and that IPHA have made a revised offer. He confirmed that negotiations are ongoing. • <u>Hepatitis C Treatment Programme</u> – it was noted that there would be an announcement of an extension of the Treatment Programme to the next group (covering 1,500 people), which is being provided within existing costs. • <u>Drugs Committee</u> - It was noted that the Drugs Committee had considered lbrutinib and the HSE was going ahead with reimbursement. J. Hennessy is following up on this formally with the Director General. 	
2	Report from Directorate Committees	
	<p>2.1 Risk Committee Meeting 20th May 2016</p> <p>S. O’Keeffe provided a verbal report on the following issues considered by the Risk Committee at its meeting on the 20th May 2016 including; the assurance and Healthcare Audit; implementation of major recommendations (HIQA); Safety Incident Management (including implementation of NIMS); raising concerns (complaints and Protected Disclosures); Risk Management (Risk Audit, Corporate Risk Register and Risk Appetite); HSE Escalation Report (Accountability Framework); ICT Risks (update) and the Occupational Health and Safety Function Workplan 2016.</p> <p>It was noted that that the advice of the Committee had been provided to the Director General in relation to issues arising at the meeting including; Serious Reportable Events; Controls Assurance Statement Process – Internal Controls Questionnaire; National Incident Management System and Open Disclosure.</p> <p><u>Action agreed:</u> Update on Trust in Care to be formally requested from R. Mannion.</p>	Secretary

	<p>2.1.1 Approved Minutes 19th February 2016 The minutes of the Risk Committee on the 19th February 2016 circulated prior to the meeting were noted.</p> <p>2.2 Acute Hospital Workforce Planning and Control Committee 2.2.1 Committee Meeting 2nd June 2016 L. Woods provided a verbal report on the following matters considered at the meeting of the Acute Hospital Workforce Planning and Control Committee which took place on the 2nd June 2016 including; the Acute Hospitals Division Pay and Numbers Analysis Report and Strategy and the position on student nurse retention and the stabilising of the financing of Acute Hospitals Staffing.</p> <p><u>Action agreed:</u> Approved minutes of meeting to be circulated to Directorate members.</p> <p>2.2.2 Committee Membership The appointment of P. Broe to the Acute Hospital Workforce Planning and Control Committee was proposed by L. Woods, seconded by P. Crowley and agreed. <i>Directorate Decision No.14.06(25)2016</i></p>	
3	Approvals in Accordance with the Reserved Functions of the Directorate	
	<p>Health Business Services J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p>3.1 Contract Approvals 3.1.1 Enhanced Homecare Tender 2016 Subject to clarification being provided to the Directorate regarding the selection methodology approval to award the contract for the provision of enhanced Homecare Packages to the preferred tenderers across all lots was proposed by L. Woods, seconded by J. Hennessy and agreed. <i>Directorate Decision No.14.06(26)2016</i></p> <p>3.1.2 Contract Award Notice Legal Services to Tusla Following consideration of the Contract Award Notice for the extension of the existing contract for legal services to Tusla, it was noted that approval was not a reserved function of the HSE Directorate and was therefore a matter for the Tusla Board.</p> <p>J. Hennessy confirmed that a review of the Memorandum of Understanding with Tusla had been conducted in 2015 and that a new MoU is to be put in place</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> J. Hennessy to provide a briefing note on the MoU with Tusla for a future Directorate meeting. <p>3.2 Property Transaction Lease of Alvernia House, St. Fintan's, Portlaoise, Co. Laois Approval to grant a lease to the Irish Wheelchair Association at nominal rent for the delivery of a disabilities day service on behalf of the HSE from Alvernia House, St. Fintan's, Portlaoise was proposed by S. O'Keefe, seconded by L. Woods and agreed. <i>Directorate Decision No.14.06(27)2016</i></p>	J. Hennessy
Leadership Team Members Join the Meeting		
4	Minutes of Directorate Meetings on the 17th and 19th May and 1st June 2016	
	<p>The minutes of the Directorate meetings on the 17th and 19th May and 1st June 2016 were approved.</p> <p><u>Matters arising</u> Palliative Care Services Three Year Development Framework (2016-2018) – The HSE Leadership Team endorsed the Development Framework on the basis</p>	

	<p>that it establishes a framework for the future of palliative care services and recognises the contribution palliative care makes to the health services and the importance of palliative care to patients and families. It was agreed that the Framework previously considered by the Leadership Team would be submitted to the DoH for consideration and endorsement and would form part of the 2017 Estimates in the context of all other priorities for the HSE. It was also noted that Palliative Care is a priority for the Primary Care Division with funding of €42m to be allocated over the next three years.</p> <p>Any other matters arising were dealt with under relevant agenda items.</p>	
5	Chairman's Remarks	
	<p>S. Mulvany, A/Chairman reported on his meeting with the Minister on management and communication of patient safety incidents.</p> <p>The proposed revised estimate for health which increases the total allocation for health by €500m was discussed. It was noted that the additional provision is being made available for the purposes of avoiding excess spending in 2016 (as well as funding a small number of agreed service initiatives), and operating within the revised funding limit set for 2016 represents a more achievable target but will require effective management control. The funding will be underpinned by an improved governance and accountability framework to be developed with DoH.</p> <p>The need to demonstrate effective financial management control at every level of the organisation was emphasised. It was noted that should any service provider not manage to operate within its funding limit for 2016, it will be obliged to carry forward and deal with its deficit from 2017's budget allocation</p> <p><u>Action agreed:</u> Actions arising to be an agenda item for the July Directorate meeting.</p>	
6	Ministerial Correspondence	
	<p>HSE Annual Report and Financial Statements 2015 – Letter dated 07/06/16 The Minister's letter regarding the approval of the HSE Annual Report and Financial Statements 2015 dated the 7th June 2016 was noted.</p>	
7	Performance Reporting	
	<p>7.1 Performance and Escalation Report April 2016 P. Lynch presented the April 2016 Performance Report outlining the key performance issues in month and the service issues that have been or remain in black 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 Performance report were reviewed in detail.</p> <p>It was noted that fixed publication dates and bimonthly reporting had been agreed with DoH.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • P. Lynch to liaise with National Directors individually to strengthen text/comments/messaging in the PR • L. Woods to review and update the Escalation Report actions for the Acute Hospitals Division. • Overdue actions to be cleared prior to submission to the DoH • Subject to the amendments outlined above the April 2016 Performance was approved for submission to the DoH. <p>7.1.1 NPOG Quality KPI Report 2015 The NPOG report of performance against Quality KPIs for 2015 circulated prior to the meeting was noted.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • National Directors to review the report to ensure factual accuracy and provide any feedback to P. Lynch before the next NPOG 	<p>P. Lynch/ National Directors</p> <p>L. Woods</p> <p>National Directors</p> <p>National Directors</p>

	<p>meetings.</p> <p>7.2 Finance Considered as part of Item 5 above</p> <p>7.3 Human Resources/Workforce R. Mannion provided updates on the following issues; submission of the Pay and Numbers strategy to the DoH; HR in Health Conference; staff engagement forum; HR accreditation; training ongoing from investigations and the Sligo Excellence Awards.</p> <p>National Co-ordinating Workplan Group</p> <p><u>Action agreed:</u> Following consideration of Trust in Care by the Directorate under item 2.1, R. Mannion to provide a briefing note for a future Directorate meeting.</p> <p>7.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 16th June 2016 The agenda for the DoH MB/HSE Leadership Team Performance Review meeting on the 16th June 2016 and open actions arising from previous meetings were reviewed.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • S. Mulvany to check status of action 4 regarding the consolidation of pay figures into overall financial projections and provision of an overall projection to year end. • P. Lynch to confirm if papers are required for Item 4: Status of Operational Management and Control Update. • National Directors to ensure papers for monthly theme discussions are prepared each month in time for consideration at Directorate meetings. <p>7.4.1 Accountability Framework Update P. Lynch spoke to the quarterly update on the implementation of recommendations arising from the Flory Review of the Accountability Framework which was reviewed and noted. It was noted that the additional funding allocation will be underpinned by an improved governance and accountability framework with management accountable for performing within the budget set by these additional resources.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • L. Woods to write to Hospital Group CEOs in relation to performance concerns and set out improvement plans. <p>7.5 Service Planning B. Smyth and M. Corbett joined the meeting for consideration of this item.</p> <p>7.5.1 NSP 2016 – Revised Estimate</p> <p>7.5.2 NSP 2017</p> <p>i. Planning for Health Paper – Trends and Priorities to inform Health Service Planning 2017 S. O’Keeffe introduced this item and B. Smyth spoke to the Planning for Health Paper circulated prior to the meeting, developed to support 2017 service planning, including the estimates process and priority setting. She reported that there had been very positive engagement and feedback in relation to this work.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • National Directors to provide feedback to B. Smyth on the content of the paper; any omissions or areas requiring clarification. • Validation phase to be completed and the report published. 	<p>R. Mannion Future Agenda Item</p> <p>S. Mulvany</p> <p>P. Lynch National Directors</p> <p>L. Woods</p> <p>National Directors B. Smyth</p>
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	<ul style="list-style-type: none"> B. Smyth to follow up with National Directors to develop a small number of strategic cross-cutting service priorities coming from the Paper that could be supported in the estimates and 2017 service planning process. <p>ii. Budgeting and Service Planning 2017 Guidance Notes The Existing Level of Service paper tabled at the meeting by S. Mulvany was discussed.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> S. Mulvany and P. Lynch to prepare paper based on discussion for consideration at the July Directorate meeting. M. Corbett to engage with Finance business partners and planning leads in each Division on developing ELS which the DoH has sought by the end of June. National Directors to engage with business partners to emphasise the need for engagement with S. Mulvany/M. Corbett <p>7.6 2016 Operational Plan - Quality Improvement Division The 2016 Operational Plan for the Quality Improvement Division circulated prior to the meeting was presented by P. Crowley and noted.</p>	<p>B. Smyth</p> <p>S. Mulvany/ P. Lynch</p> <p>M. Corbett</p> <p>National Directors</p>
8	Quality, Safety and Risk Matters	
	<p>Regulators</p> <p>8.1 HIQA Portlaoise Report</p> <p>8.1.1 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.</p> <p>8.1.2 Portlaoise Risk Assessment Report The report of the findings of risk assessments carried out by Hospital Groups against the specific findings in the Portlaoise HIQA Report circulated prior to the meeting was considered. A preliminary discussion took place and it was agreed that further consideration was required.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Portlaoise Risk Assessment Report to be considered further for one hour before the start of the Leadership Team Reform meeting on Tuesday 21st June 2016. 	<p>Secretary</p>
9	Key Strategic Priorities	
	<p>Programme for Health Service Improvement – Report from the Leadership Team Reform Meeting 24th May 2016 The draft minutes of the Leadership Team Reform meeting on the 24th May 2016 circulated prior to the meeting were noted.</p>	
10	Executive Accountability - Significant Operational Issues by Division	
	<p>10.1 Quality Improvement Division – National Person-Centred Culture Practice Development Consideration of the National Person-Centred Culture Practice Development, Programme Initiation Summary document circulated prior to the meeting was deferred due to time constraints</p> <p>10.2 Mental Health – Service User Engagement and Listening Report Consideration of the Service User Engagement and Listening report was deferred due to time constraints.</p> <p>10.3 Clinical Strategy & Programmes</p> <p>10.3.1 Self Management Support HTA – Summary and progress to date O. O'Reilly joined the meeting for consideration of this item and provided a summary of the findings of the Health Technology Assessment and an</p>	<p>Agenda Item 12/07/16</p> <p>Agenda Item 12/07/16</p>

	<p>update on the development of the Self Management Support Framework. The work to finalise the implementation plan in 2016 for commencement in 2017; and the inclusion of the Framework in the 2017 Estimates process was noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • One-to-one interviews to be held with National Directors as part of the consultation phase of the development of the Framework. <p>10.3.2 Guide to implementation of the Model of Care for Epilepsy The guide to implementation of the Model of Care for Epilepsy circulated prior to the meeting was considered in detail.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • The phased approach for implementation over five years as set out in the document was agreed and is to be put forward as part of the 2017 Estimates process. <p>10.3.3 Guide to implementation of the Model of Care for Paediatrics and Neonatology Á. Carroll presented the guidance document circulated prior to the meeting providing an overview of requirements for the implementation of the Model of Care for Paediatric and Neonatal services was discussed. The suggested timeline of ten years for implementation was noted. Á. Carroll proposed that a steering group be set up to develop a more detailed implementation plan.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • L. Woods and Á. Carroll to chair the steering group to develop the detailed implementation plan. • Model of Care to be communicated to the DoH as part of the development of the National Paediatric Hospital. • Implementation Plan to be developed. • Á. Carroll to develop protocol on staged approval of models of care similar to Capital Plan funding process. 	<p>National Directors</p> <p>Á. Carroll</p> <p>L. Woods/ Á. Carroll</p> <p>Á. Carroll</p> <p>Á. Carroll</p> <p>Á. Carroll</p>
11	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>11.1 Letter from Mr Jim Breslin DoH re Delivery of a Pay & Numbers Strategy for the HSE</p> <p>11.2 Nurture Programme-Infant Health and Wellbeing</p> <p>11.3 DoH Press Statement re Agreement on Committee to develop 10-year Vision for Health</p> <p>11.4 Letters of appointment to System Reform Programme Boards</p> <p>11.5 Memo from the Director General re Programme for Health Service Improvement (formerly the System Reform Group)</p> <p>11.6 Budgeting and Service Planning 2017 Guidance Notes and Supporting Documentation</p> <p>11.7 Memo from Ms. Eunice O'Raw, Head of Legal Services re Legal Service Training Requirements</p> <p>11.8 Revised Process for Examining Concerns Raised with the HSE's Confidential Recipient 2016</p> <p>11.9 Email from Irish Prison Service (IPS) re HSE Feedback as part of the external consultation process for the development of the new IPS Strategic Plan 2016-2018</p> <p>11.10 King's Fund Report - The Roles of Leaders in High-Performing Health Care Systems</p> <p>11.11 National Positive Staff Engagement Forum - Creating a Positive Culture in the HSE</p> <p>11.12 Update on Zika Virus Infection</p>	
12	Any Other Business	

<p>Electronic Health Record (EHR) R. Corbridge and Á. Carroll mentioned correspondence from the DoH regarding publication of the HER Business Case.</p> <p>Model Publication Scheme under the FOI Act P. Connors mentioned the need for Divisions to engage with this project which is due to go live from the 1st October 2016.</p>	
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The meeting concluded at 1.55pm

Signed:

Date:

S. Mulvany
A/Chairman