

**Minutes of the HSE Directorate Meeting
held on
Tuesday 17th and Tuesday 24th January, 2017**

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| Directorate Members Present: | T. O'Brien (Chairman), S. Mulvany, A. O'Connor, S. O'Keeffe, J. Hennessy, P. Healy, L. Woods 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: | 17 th January 2017: D. McCallion, J. O'Sullivan *24 th January 2017: J. Coffey, R. Corbridge |
| In attendance | D. Purcell (Secretary) |
| Joined the Meeting: | K. Kelleher (Health & Wellbeing), C. Gleeson (QID) |
| Time & Location: | Indigo Meeting Room, Dr. Steevens' Hospital, Dublin 8 at 10am |

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 |
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| 1 | Directorate Members' Discussion | |
| | <p>The Director General reported that:</p> <ul style="list-style-type: none"> • the re-appointment by the Minister of Directorate Members' whose terms of office ended on the 31st December 2016, for a period of six months; • discussions were taking place at DoH/Ministerial level regarding the 2017 Daycase Initiative, 2017 Waiting List Action Plans for both inpatient and daycase procedures, and outpatient appointments and Cardiology Waiting List Initiative in particular the deployment of a mobile cath lab for specific periods in specific locations; <p>In addition, a number of topical issues within Divisions were discussed including the:</p> <ul style="list-style-type: none"> • posts in Primary Care, Social Care and Finance Divisions to support implementation of the National Service Plan 2017 which would be discussed under item 7.3; • challenge in maintaining the monthly performance oversight process (NPOG meetings), due to multiple ad hoc meeting demands • negotiations with Vertex regarding Orkambi, the outcome of which is expected to be submitted for consideration at the February Directorate meeting. | |
| 2 | Reports from Directorate Committees | |
| | <p>Audit Committee</p> <p>2.1 Report from Meeting 19th December 2016 The paper circulated prior to the meeting detailing the matters discussed at the Audit Committee meeting on the 19th December 2016 was noted</p> <p>2.2 Minutes of Meeting 12th September 2016 The approved minutes of the Audit Committee meeting on the 12th September 2016 were noted.</p> | |
| 3 | Approvals in accordance with the reserved functions of the Directorate | |
| | <p>Health Business Services</p> <p>J. Carolan joined the meeting for consideration of this item and briefed the Directorate on the property transactions and contract approvals papers circulated prior to the meeting. These were approved by the Directorate in accordance with its reserved functions as follows:</p> <p>3.1 Property Transactions</p> <p>3.1.1 Lease of Property at Roslevan Lawns, Athlone, Co. Westmeath Approval to grant a lease to St. Hilda's Services to formalise the St. Hilda's occupancy of the property at Roslevan Lawns, Athlone, Co.</p> | |

Westmeath, by way of a lease tied into the period of their SLA at nominal rent was proposed by P. Healy, seconded by L. Woods and agreed. *HSE Directorate Decision No.17.01(01)2017*

3.1.2 Lease of Building at Listowel Community Hospital, Greenville, Listowel, Co. Kerry

Approval of the renewal of the lease of an entire building at Listowel Community Hospital, Greenville, Listowel, Co. Kerry for Áras Mhuire Nursing Home was proposed by P. Healy, seconded by J. Hennessy and agreed. *Directorate Decision No.17.01(02)2017*

3.2 Contract Approval

3.2.1 National Contract for Phlebotomy and Blood Collection Product

It was noted that the key objective of this tender process was to develop and maintain a sustainable and competitive marketplace for this critical healthcare service delivery product whilst achieving maximum value for money together with legal and financial compliance. Approval to award the National Contract for Phlebotomy and Blood Collection Product to the successful tenderers on the basis of a maximum value market share for each economic tender was proposed by L. Woods, seconded by A. O'Connor and agreed. *Directorate Decision No.17.01(03)2017*

3.2.2 National Central Maintenance Agreement with Olympus Ireland

Approval of the renewal of the 3 year National Central Maintenance Agreement with Olympus Ireland across all HSE / HSE funded agencies was proposed by S. Mulvany, seconded by L. Woods and agreed. *Directorate Decision No.17.01(04)2017*

3.2.3 National Central Maintenance Agreement with Siemens Healthcare Medical Solutions Ltd.

Approval of the renewal of the 3 year National Central Maintenance Agreement with Siemens Healthcare Medical Solutions Ltd. across all HSE / HSE funded agencies was proposed by A. O'Connor, seconded by L. Woods and agreed. *Directorate Decision No.17.01(05)2017*

3.2.4 National Central Maintenance Agreement with GE Healthcare

Approval of the renewal of the 3 year National Central Maintenance Agreement with GE Healthcare across all HSE / HSE funded agencies was proposed by P. Healy, seconded by P. Crowley and agreed. *Directorate Decision No.17.01(06)2017*

It was noted that a National Central Maintenance Agreement with Philips had also been agreed by HBS Procurement, but as the value was below the threshold, it did not require Directorate approval. The excellent work done by all involved in this Procurement process to achieve these new contracts was noted.

Directorate Committee Membership

3.3 Audit Committee

3.3.1 Audit Committee Chairman

Approval to extend the appointment of P. Cross as Chairman of the HSE Audit Committee for a period of six months up to the 30th June 2017 was proposed by T. O'Brien, seconded by L. Woods and agreed. *Directorate Decision No.17.01(07)2017*

The Director General reported that P. Cross had agreed to this extension to ensure appropriate succession management but that due to work commitments he will not be in a position to continue beyond this date. T. O'Brien asked Directorate members to consider a potential candidate for Chair of the Audit Committee.

3.3.2 Audit Committee DoH Representative

Approval to extend the appointment of D. Smith as the DoH representative on the HSE Audit Committee up to the 31st March 2017

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| | was proposed by T. O'Brien, seconded by P. Crowley and agreed. <i>Directorate Decision No.17.01(08)2017</i> | |
| Leadership Team Members Joined the Meeting | | |
| 4 | Minutes of Directorate Meetings on the 24th November, 12th and 23rd December 2016 | |
| | The minutes of the Directorate meetings on the 24 th November, 12 th and 23 rd December 2016 were approved. The Secretary reported the drafting changes which had been notified to him in relation to items 7 and 11. <u>Matters arising</u> <ul style="list-style-type: none"> Any matters arising were dealt with under relevant agenda items. | |
| 5 | Chairman's Remarks | |
| | The Director General briefed the Leadership Team on the items considered by the Directorate at its meeting, as follows: <ul style="list-style-type: none"> appointment of P. Cross as Chair of the HSE Audit Committee had been extended for six months, but that he would not be seeking a further extension. S. O'Keeffe leading a small working group to develop a cross divisional gap analysis describing urgent actions necessary to address rising service demands. This was dealt with more fully under Item 12.2. Health Service Improvement Programme Conference to take place on the 23rd February 2017 | |
| 6 | Ministerial Correspondence – for Noting | |
| | <p>6.1 Emergency Department Performance – Letter dated 5th January 2017 The letter from the Minister dated 5th January 2017 in relation to Emergency Department performance circulated prior to the meeting was noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> National Directors to provide input to D. McCallion to prepare reply. <p>6.2 National Service Plan 2017 – Letter dated 10th January 2017 The letter to the Minister of the 10th January 2017 regarding the National Service Plan 2017 circulated prior to the meeting was noted.</p> <p>The proposal by the Minister that where the HSE has discretion over expenditure decisions, it considers delaying the initiation of such expenditure until confidence exists that savings targets will be achieved, while delivering on the service levels committed to in the NSP 2017, was considered. It was noted that that this proposal did not relate to priority funding provided to develop services, but did relate to other initiatives (exclusive of Homelessness) and the Programme for Health Service Improvement.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> J. Ryan to review this proposal and report back to the February Directorate meeting. | <p>National Directors D. McCallion</p> <p>J. Ryan Agenda Item 14/02/17</p> |
| 7 | Performance Reporting | |
| | <p>7.1 Performance and Escalation Report November 2016 P. Lynch presented the November 2016 Performance 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 were reviewed in detail.</p> <p>P. Lynch mentioned in particular that:</p> <ul style="list-style-type: none"> A number of matters had been de-escalated by the NPOG including the Primary Care Financial Position as CHO 1 had made significant progress on delivering on its financial recovery plan for 2016. Performance Notices had been issued to University Hospital Limerick and Tallaght Hospital in relation to their financial performance. A special meeting of the NPOG is to take place to assess current ED performance across specific hospital sites and to determine if there are | |

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| | meeting. | 14/02/17 |
| 8 | Key Strategic Priorities | |
| | <p>Office of the Chief Information Officer</p> <p>8.1 Maternal and Newborn Clinical Management System R. Corbridge spoke to the update circulated prior to the meeting on the implementation of the Maternal and Newborn Clinical Management System in Cork University Maternity Hospital. The Leadership Team noted the significant work done to develop this project and welcomed the plans for the extension of the system to four more hospitals in 2017 (Kerry General Hospital to go live in March 2017).</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> R. Corbridge to have discussions with the relevant National Directors regarding the funding required for additional sites. <p>Health and Wellbeing</p> <p>8.2 Briefing on CPE Spread in the Irish Healthcare System K. Kelleher joined the meeting for consideration of this item and spoke to the briefing paper on the CPE spread in the Irish Healthcare System circulated prior to the meeting.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> K. Kelleher to prepare a paper setting out the actions currently in place and the additional corporate response required to ensure the delivery system is supported to address the emerging situation with CPE. Paper to include clear recommendations and decisions required for the consideration of the Leadership Team. | <p>R. Corbridge</p> <p>K. Kelleher</p> |
| 9 | Items Previously Circulated for Noting | |
| | <p>The following correspondence previously circulated was noted:</p> <p>9.1 Memo from Dr Philip Crowley & Dr Áine Carroll re HSE National Framework for Developing PPPGs</p> <p>9.2 Department of Health Statement of Strategy 2016-2019</p> <p>9.3 Memo from Mr Patrick Lynch ND QAV re Process & Timelines for HSE Annual Report 2016</p> <p>9.4 Request for Feedback on Corporate Manslaughter (No 2) Bill 2016 (Private Members Bill)</p> <p>9.5 Request for Feedback on Health Information and Patient Safety Bill – Revised General Scheme</p> | |

The meeting was adjourned at 12.45pm on the 17th January 2017 and resumed at 10am on the 24th January 2017

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| 8 | Key Strategic Priorities (resumed) | |
| | <p>Centre Transformation Programme – Evidence Informed ‘Commissioning’ Cycle</p> <p>8.3 Directorate Submission to Oireachtas Committee on Future of Healthcare J. O’Sullivan spoke to the proposal circulated prior to the meeting that a submission would be made to the Oireachtas Committee on the Future of Healthcare containing high level information in relation to the Evidence Informed ‘Commissioning’ Cycle developed by the National Centre Transformation Programme.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> J. O’Sullivan to circulate draft submission to Leadership Team for final inputs and submit to the Oireachtas Committee on the Future of Healthcare. | <p>J. O’Sullivan</p> |

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| | <p>8.4 Specialised Commissioning Á. Carroll spoke to the briefing note and presentation circulated prior to the meeting in relation to incorporating specialised commissioning into the work plan of the National Centre Transformation Programme, including identifying services which could be commissioned in 2017/2018.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • The Leadership Team approved progressing with identification and planning areas of specialised commissioning in order to plan for commissioning in 2018. This will be undertaken by the National Centre Transformation Programme. • J. O'Sullivan and Á. Carroll to provide update at future Directorate meeting. • National Directors to revert to Á. Carroll with suggested areas for specialised commissioning in 2018. | <p>J. O'Sullivan/ Á. Carroll Future Agenda Item</p> |
| 10 | <p>Quality, Safety and Risk Matters</p> | |
| | <p>Divisional Risk Register 10.1 Quality Improvement Division P. Crowley presented the Quality Improvement Divisional Risk Register circulated prior to the meeting which was reviewed and noted. The implementation of the QI Framework being led by the Division was welcomed.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • P. Crowley to review the rating for Risk 3. <p>Regulators 10.2 HIQA Portlaoise Report - Implementation Plan Progress Report</p> <ul style="list-style-type: none"> • The Implementation Plan Progress Reports up to 31st December 2016 to be circulated following the meeting. • L. Woods to write to Minister seeking to progress the Dublin Midlands Hospital Group's proposals to reform the delivery of services within the Group. | <p>P. Crowley</p> <p>Secretary</p> <p>L. Woods</p> |
| 11 | <p>Executive Accountability - Significant Operational Issues by Division</p> | |
| | <p>Quality Improvement Division 11.1 Assisted Decision Making – HSE National Programme 2017 C. Gleeson joined the meeting for consideration of this item. P. Crowley introduced the briefing note, circulated prior to the meeting, outlining the actions taken by QID to support and co-ordinate the preparations for the commencement of the Assisted Decision Making (Capacity) Act 2015.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • P. Healy, L. Woods and A. O'Connor to meet to consider the operational aspects of the legislation and the input required at Hospital Groups/CHO levels, and provide an update at the February Directorate meeting. <p>11.2 Global Health Programme D. Weakliam joined the meeting for consideration of this item and spoke to the update circulated prior to the meeting on the work plan of the Global Health Programme which aims to improve health and quality of healthcare in both less developed countries and in Ireland. The proposal to establish a Global Health Office within QID was considered in detail.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • The Leadership Team supported the proposal to establish a Global Health Office within QID. • Resource requirements are to be met from within QID initially and any negative impact on the Division's budget to be resolved with the CFO. <p>Mental Health Division 11.3 Delivering Specialist Mental Health Services 2014-2015 A. O'Connor presented the report. The improved performance</p> | <p>P. Healy/ L. Woods/ A. Connor Agenda Item 14/02/17</p> |

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| | demonstrated in the report was noted and welcomed. | |
| 12 | Any Other Business | |
| | <p>12.1 Mid-Term Review of the Capital Plan J. Carolan reported on the letter from DPER regarding the Mid-Term Review of the Capital Plan circulated prior to the meeting. She also spoke to the Project Initiation Document, tabled at the meeting, in relation to the project to produce the submission for the DPER review. It was noted that the project will be run jointly by the DoH and HSE, and J. Browner will be the HSE project manager. It was recommended that the review include ICT and Equipment, in addition to capital infrastructure.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • HBS Estates to engage with National Directors to develop submission. • Update to be provided at the February Directorate meeting. <p>12.2 Gap Analysis S. O’Keeffe provided an update on the gap analysis work underway to develop a paper describing urgent actions deemed necessary to address: population need, disease/frailty projections and resulting service demands along with cost projections; actions required to change the current model of care specific to service areas, e.g. acute hospital services or older persons services <i>and</i> across service areas e.g. rebalancing of provision to the community/primary care, integrated care models for designated conditions/population sub groups, other key demands and requirements e.g. drugs, capital, safety, IT; transitional budget implications and timelines; assumptions and policy/legislative considerations and requirements.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Draft document to be available for February Directorate meeting • National Directors to identify nominees to co-ordinating team. <p>12.3 Operational Plans The following was noted in relation to the finalisation and publication of Divisional, Hospital Group and CHO Operational Plans 2017:</p> <ul style="list-style-type: none"> • The financial plans and Pay & Numbers Strategy are due the week of the 30th January 2017. • Hospital Group and CHO Operational Plans to be published by the third week in February with briefings for the Regional Health Forums and staff to be arranged locally. | <p>J. Carolan Agenda Item 14/02/17</p> <p>S. O’Keeffe Agenda Item 14/02/17</p> <p>National Directors</p> |
| 8.2 | Briefing on CPE Spread in the Irish Healthcare System (resumed) | |
| | <p>K. Kelleher joined the meeting for consideration of this item. He presented the paper tabled at the meeting, outlining the current position, actions taken at Divisional, Hospital Group and CHO levels and the response required at corporate level, which was considered in detail.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Cross-Divisional group to be co-ordinated by S. O’Keeffe to be established to develop a plan to deal with the emerging issue. • Dedicated national response team, led by K. Kelleher to be established. • A phased and planned approach to contain the spread of CPE to be adopted. • Fully costed implementation plan to be developed over the next 4 – 6 weeks and submitted for consideration by the Leadership Team • A special meeting of the Leadership Team will be arranged, if necessary, when the fully costed implementation plan has been developed. | <p>S. O’Keeffe</p> <p>K. Kelleher</p> <p>K. Kelleher</p> <p>L. Woods/ S. O’Keeffe/ D. McCallion Future Agenda Item</p> <p>Secretary</p> |

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| 13 | Emergency Management - National Crisis Management Team – Leadership Team Briefing Session | |
| | <p>T. McGuinness, B. Lawlor and T. Markham joined the meeting for consideration of this item.</p> <p>1. National Framework for Emergency Management T. McGuinness provided an overview of the National Framework for Emergency Management; the HSE Major Emergency Plan; and the process of activation of the National Crisis Management Team.</p> <p>2. Information Management process. B. Lawlor provided a presentation on the Information Management System which is a common method of information management, adopted by each of the Principal Response Agencies. It is a visual tool to display information combined with a method to filter large amounts of information into usable data for informed decision making.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • 2006 National Framework and Appendix (Roles and Responsibilities of Lead and Support Government Departments/Agencies) to be circulated • Table Top exercise for the National Crisis Management Team to take place in Q3 2017. • Activation test to take place within one week • National Directors encouraged to attend local emergency management meetings | <p>Secretary</p> <p>T. McGuinness</p> <p>T. McGuinness</p> <p>National Directors</p> |

The meeting concluded at 1.10pm

Signed:

Date:

Tony O'Brien
Chairman