

**Minutes of the HSE Directorate meeting  
Tuesday 17<sup>th</sup> May, 2016**

<b>Directorate Members Present:</b>	T. O'Brien (Chairman), S. Mulvany, L. Woods, A. O'Connor, S. O'Keeffe, J. Hennessy, P. Healy and P. Crowley
<b>Members of Leadership Team present:</b>	P. Lynch, J. Carolan, P. Connors, R. Corbridge, R. Mannion, J. Ryan, J. Coffey, M. Flynn, Á. Carroll and D. McCallion
<b>Apologies:</b>	None
<b>In attendance</b>	J. O'Sullivan and D. Purcell (Secretary)
<b>Joined the Meeting:</b>	L. Kinneen (HR), S. O'Reilly, M. Feeley (DMHG), C. Henry (Acute Hospitals Division), P. Lachman (RCPI) and J. Gallagher (Office of the Director General)
<b>Time &amp; Location:</b>	Boardroom, Dr. Steevens' Hospital, Dublin 8 at 9.30am

Item	Discussion / Comments	Action
<b>1</b>	<b>Directorate Members' Discussion</b>	
	<p>The Director General reported on his informal meeting with Minister Harris on the 11<sup>th</sup> May 2016. He reported that a schedule of weekly meetings involving the Minister, Secretary General and the Director General has been established.</p> <p>The Director General confirmed that R. Mannion will be meeting with Service Divisions on HR requirements and new HR Operating Model. R. Mannion to provide a report to the Director General on the outcome of these meetings.</p> <p>J. Hennessy updated the Directorate on the State's negotiations with the Irish Pharmaceutical Healthcare Association.</p>	
<b>2</b>	<b>Report from Directorate Committees</b>	
	<p><b>Reports from Directorate Committees</b></p> <p><b>2.1 Audit Committee Meeting 12<sup>th</sup> May 2016</b></p> <p>A. O'Connor provided a verbal report of the matters considered at the Audit Committee meeting on the 12<sup>th</sup> May 2016 which had considered some final key accounting issues and judgements. The draft Operating and Financial Review (OFR), Statement on Internal Financial Controls, a report on the implementation of DPER Circular 13/2014, and an update on the C&amp;AG audit of the HSE's Financial Statements 2015. She reported specifically on the following matters from the meeting; accounting issues relating to the CIS and a technical adjustment; the context/drafting of the OFR and the Letter of Representation. These matters were considered under Item 6.3.1: AFS 2015, below.</p> <p><b>2.1.1 Approved Minutes 18<sup>th</sup> April 2016</b></p> <p>The approved minutes of the Audit Committee meeting on the 18<sup>th</sup> April 2016 were noted</p> <p><b>2.2 Acute Hospital Workforce Planning and Control Committee Meeting 3<sup>rd</sup> May 2016</b></p> <p>L. Woods provided a verbal report on the meetings of the Acute Hospital Workforce Planning and Control Committee on the 3<sup>rd</sup> May 2016 and 17<sup>th</sup> May 2016. He reported on the items considered at the meetings including Committee and Taskforce membership; Taskforce Work Programme (including implementation of governance model and consultants structured overtime); Controls Assurance requirements; analysis of WTE movements for Q4 2015/ Q1 2016 and funded workforce plans. He mentioned in particular that the Acute Hospitals Division Workforce Plans are to be completed for inclusion in the HR submission to the DoH on the 17<sup>th</sup> May 2016.</p>	

	<p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>Minutes will be circulated when approved by the Committee.</li> </ul> <p><b>2.3 Risk Committee Chair</b></p> <p>The Director General advised the Directorate that T. Beegan's term of office as Chair of the Risk Committee is due to end in October 2016 and succession planning for the role is underway.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>It was agreed that, in line with best corporate governance practice, a review of the chairing arrangements for the Directorate, and the Audit and Risk Committees would be undertaken.</li> </ul>	
<b>3</b>	<b>Approvals in Accordance with the Reserved Functions of the Directorate</b>	
	<p><b>3.1 Health Business Services – Contract Approval Requests</b></p> <p>J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p><b>3.1.1 National Framework Agreement (NFA) for Diagnostic Imaging Equipment</b></p> <p>Following consideration, approval to appoint the successful suppliers to the NFA for Diagnostic Imaging Equipment from which mini competitions will be carried out for the items included in the NFA was proposed by P. Crowley, seconded by L. Woods and agreed.</p> <p><b><i>Directorate Decision No.17.05(23)2016</i></b></p> <p><b>3.1.2 Provision of External Professional Support for the Implementation phases of the Reform Programme</b></p> <p>Approval to award the contract for the provision of external profession support for the implementation phases of the Reform Programme for all four Lots to the preferred tenderer was proposed by S. Mulvany, seconded by L. Woods and agreed, subject to approval by the DoH of the recruitment requirements to staff the Programme Offices.</p> <p><b><i>Directorate Decision No.17.05(24)2016</i></b></p> <p>It was noted that the drawdown from the contract will be subject to the approval of the Director General.</p>	
<b>Leadership Team Members Join the Meeting</b>		
<b>4</b>	<b>Minutes of Directorate Meeting on the 26<sup>th</sup> April 2016</b>	
	<p>The minutes of the Directorate meeting on the 26<sup>th</sup> April were approved.</p> <p><u>Matters arising</u></p> <p>Matters arising were dealt with under relevant agenda items.</p>	
<b>5</b>	<b>Chairman's Remarks</b>	
	<p>The Director General briefed the meeting on;</p> <ul style="list-style-type: none"> <li>the new arrangements for meetings with the Minister;</li> <li>review of the chairing arrangements of the Directorate and Audit and Risk Committee</li> <li>members to consider potential succession planning for the Chair of the Risk Committee</li> </ul> <p>The Director General also thanked the Leadership Team for their contribution to the DG Leaders Masterclass on the 11<sup>th</sup> and 12<sup>th</sup> May 2016</p>	<b>All National Directors</b>
<b>6</b>	<b>Performance Reporting</b>	
	<p><b>6.1 Performance Report March 2016</b></p> <p>P. Lynch presented the March 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>The following was noted:</p> <ul style="list-style-type: none"> <li>• The PR will now be published quarterly</li> <li>• Escalation Report – the actions in relation to the NTPF and Beaumont Hospital were noted. These actions are to be completed before the meeting with the DoH Management Board on the 19<sup>th</sup> May 2016.</li> <li>• The signed SLA with the National Maternity Hospital, Holles St. remains outstanding. The Hospital is to receive 80% of its cash funding on a weekly basis until such time as the SLA is signed.</li> </ul> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• The March 2016 Performance was approved for submission to the DoH.</li> </ul> <p><b>6.2 Review of Performance Reporting</b></p> <p>P. Lynch presented the briefing note and report of the Review of HSE Performance Reporting recently carried out by KPMG which was considered. The review was commissioned to develop proposals in relation to the design, delivery, and use of the HSE's Performance Report and supporting KPIs to ensure it is an effective management tool and aligns with the National Service Plan 2016 and the Corporate Plan 2015-2017.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Following consideration, the report was approved for implementation.</li> <li>• The Divisional Heads of Planning and Performance are to be included in the implementation phase of the report.</li> </ul> <p><b>6.3 Finance</b></p> <p>S. Mulvany referred to memo to Secretary General in relation to the projected year-end financial position.</p> <p><b>6.3.1 Annual Financial Statements 2015</b></p> <p>M. Dolan joined the meeting for consideration of this item.</p> <p>S. Mulvany presented the update on the preparation of the Annual Financial Statements 2015. S. Mulvany reported that as a result of the reversal of the prompt payment provision of €13.8 million and other audit adjustments the reported a deficit of €19.8m in the AFS at 29<sup>th</sup> March 2016 is now reduced to €7.9m. He also reported that the C&amp;AG has indicated that the HSE has received an unqualified audit opinion. He confirmed that sanction had been received from DPER in relation to the pre-funding arrangements operated by the HSE under DPER Circular 13/2014.</p> <p>He addressed the issues raised by the Audit Committee regarding the accounting treatment for CIS provisions and technical adjustment. He confirmed the proposed accounting treatment had been agreed with the C&amp;AG. On that basis the Directorate approved the accounts.</p> <p>The suggestions from the Audit Committee in relation to the context of the OFR would be addressed in the context of the 2016 AFS.</p> <p>The Letter of Representation to the C&amp;AG to accompany the AFS and explanatory memo tabled by S. Mulvany was reviewed and approved. It was noted that no additional representations are being requested by the C&amp;AG for 2015 relative to 2014.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Director General to sign the Letter of Representation and AFS and submitted to the C&amp;AG.</li> <li>• AFS to be submitted with the Annual Report to the Minister to be laid before the Houses of the Oireachtas in line with statutory provisions.</li> </ul>	<p>P. Lynch</p> <p>P. Lynch</p> <p>P. Lynch</p>
--	--	---

	<p><b>6.4 Human Resources/Workforce</b> The monthly HR activity report, including the HR Helpdesk report and memo on employee relations support to the delivery system, circulated prior to the meeting was noted. R. Mannion mentioned in particular the graduate training scheme; Integrated Workforce Plan and meetings with National Directors regarding the HR model taking place in the next few weeks.</p> <p><b>6.4.1 Staff Engagement Update</b> L. Kinneen joined the meeting and spoke to the presentation tabled at the meeting setting out the plan for the initial phase of the project; the main messages from engagement events; the proposed structure to support staff engagement and the next steps. The Leadership Team noted the presentation and welcomed the work being undertaken in this area.</p> <p><b>6.5 DoH Management Board/HSE Leadership Team Performance Review Meeting 19<sup>th</sup> May 2016</b> The agenda and meeting themes document for the meeting on the 19<sup>th</sup> May 2016 were noted. The Early View Data Report and PCRS probity project report would be submitted for consideration at that meeting.</p> <p><b>6.6 2017 Service Planning and Estimates Process</b> P. Lynch spoke to the paper circulated prior to the meeting which was considered in detail.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• Following consideration, the Guidance Material on Budgeting and Service Planning 2017 was approved.</li> <li>• The Guidance Material is to be issued following the outcome of the Director General's meeting with the Minister.</li> </ul>	P. Lynch
7	<b>Quality, Safety and Risk Matters</b>	
	<p><b>7.1 Regulators</b> <b>7.1.1 HIQA Portlaoise Report – Implementation Plan Progress Report</b> The Implementation Plan Progress Report up to 30<sup>th</sup> April 2016 was noted and approved for submission to the DoH oversight group. No issues were escalated for Directorate consideration.</p> <p>The report of the HSE Midwifery Workforce Planning Project including the Brithrate Plus Report was noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> <li>• Brithrate Plus Report to be considered by the Acute Hospital Workforce Planning and Controls Committee.</li> </ul>	L. Woods
8	<b>Key Strategic Priorities</b>	
	<p><b>8.1 System Report Group – Report from the Leadership Team Reform Meeting 19<sup>th</sup> April 2016</b> The draft minutes of the Leadership Team Reform meeting on the 19<sup>th</sup> April 2016 circulated prior to the meeting were noted.</p>	
9	<b>Executive Accountability – Significant Operational Issues by Division</b>	
	<p><b>9.1 Report from Executive Management Committee Meetings</b> P. Healy presented the briefing note in relation to the operation of the Executive Management Committee Community Services which operates as part of the Accountability Framework and allows for structured performance management and implementation of the reform agenda across the nine CHOs. The report on CHO Transition Arrangements – Phase 2 Heads of Service Appointments, was considered in detail, in particular, the arrangements to ensure continuity of service during transition outlined in the report.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> <li>• Following consideration, the CHO Transition Arrangements – Phase 2</li> </ul>	P. Healy

