

**Minutes of the HSE Directorate Meeting
held on
Tuesday 18th and Tuesday 25th July, 2017**

Directorate Members Present:	S. Mulvany (A/Chair), L. Woods, S. O’Keeffe and P. Crowley
Members of Leadership Team present:	P. Connors, R. Mannion, P. Lynch, R. Corbridge*, J. Coffey, M. Flynn, Á. Carroll, D. McCallion and J. Ryan
Apologies:	18 th July 2017: T. O’Brien, A. O’Connor, J. Carolan J. Hennessy and P. Healy *25 th July 2017: T. O’Brien, A. O’Connor, J. Carolan, J. Hennessy, P. Healy and R. Corbridge
In attendance	J. O’Sullivan and D. Purcell (Secretary)
Joined the Meeting:	18 th July 2017: J. Swords (HBS), Jim Ryan (Mental Health), J. McCarthy, A. Hughes (QID), P. O’Dowd (Primary Care) 25 th July 2017: M. Carroll (QAV), J. Smith (HBS), Y. O’Neill (Mental Health), G. Crowley (Social Care), B. Murphy (Primary Care) and F. Thompson (Office of the CIO)
Time & Location:	Indigo Meeting Room, Dr. Steevens’ Hospital, Dublin 8 at 10am and 9am 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	Directorate Members’ Discussion A number of topical issues within Divisions were discussed including; the establishment, by the Minister, of an independent review group to examine the role of voluntary organisations in publicly funded health services and the appointments to Hospital Group Boards.	
2	Approvals in accordance with the reserved functions of the Directorate Committee Membership R. Corbridge joined the meeting for consideration of this item. 2.1 eHealth Committee 2.1.1 Reappointment of Committee Chair Approval to reappoint Prof. Mark Ferguson as Chair of the eHealth Committee until 31 st March 2018 was proposed by S. Mulvany, seconded by L. Woods and agreed. <i>Directorate Decision No.18.07(53)2017</i> 2.1.2 Reappointment of Committee Members Approval to reappoint 23 members as set out in the paper circulated prior to the meeting until 31 st March 2018 was proposed by S. Mulvany, seconded by L. Woods and agreed. <i>Directorate Decision No.18.07(54)2017</i> 2.1.3 External Member – Colin McHale Approval to appoint Mr. Colin McHale to replace Mr. Martin Curley as the Intel representative on the Committee for a period of two years was proposed by S. Mulvany, seconded by L. Woods and agreed. <i>Directorate Decision No.18.07(55)2017</i> 2.1.4 External Member – Rachel Flynn	

	<p>Approval to appoint Ms Rachel Flynn, Head of Information, HIQA to the Committee for a period of years to replace Prof. Jane Grimson was proposed by S. Mulvany, seconded by L. Woods and agreed. <i>Directorate Decision No.18.07(56)2017</i></p> <p>2.1.5 Patient Representative – Tibbs Pereira Approval to appoint Mr. Tibbs Pereira as the patient representative on the Committee for a period of two years was proposed by S. Mulvany, seconded by L. Woods and agreed. <i>Directorate Decision No.18.07(57)2017</i></p> <p>Health Business Services J. Swords joined the meeting for consideration of these items.</p> <p>2.2 Contract Approvals</p> <p>2.2.1 OGP HSE/Health Sector Supplementary Request for Tender (SRFT) Natural Gas Contract Approval to award the contract for the supply of natural gas to all HSE/health sector meters/tariffs to the preferred tenderer was proposed by L. Woods, seconded by P. Crowley and agreed. <i>Directorate Decision No.18.07(58)2017</i></p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> L. Woods and J. Swords to discuss the issue of the voluntary hospital which is outside this contract until its current contract expires in 2018. <p>2.2.2 Tender for Inclusion on Independent Specialist Medical Panel for Personal Injuries Assessment Board (PIAB) Approval to appoint the preferred tenderers for inclusion on the independent specialist medical panel providing independent medical reports to the personal injuries assessment board (PIAB) was proposed by P. Crowley, seconded by S. Mulvany and agreed. <i>Directorate Decision No.18.07(59)2017</i></p> <p><u>Action agreed:</u> J. Swords to provide additional information on the expenditure associated with the PIAB contract for circulation to the Directorate.</p>	<p>L. Woods/ J. Swords</p> <p>J. Swords</p>
Leadership Team Members Joined the Meeting		
3	Minutes of Directorate Meetings on the 13th June 2017	
	<p>The minutes of the Directorate meeting on the 13th June 2017 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. <p>1.2 Actions arising from previous meetings National Directors to review actions and provide written updates as appropriate for the next Directorate meeting.</p>	
4	Chairman’s Remarks	
	S. Mulvany reported that the Minister is establishing an independent review group to examine the role of voluntary organisations.	
5	DoH Correspondence – for Noting	
	<p>5.1 Health Identifiers Act 2014: Commencement Order and Regulations – Letter dated 8th June 2017 The letter from the DoH regarding the Health Identifiers Act 2014: Commencement Order and Regulations circulated prior to the meeting was noted.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> R. Corbridge to meet with D. McCallion, J. Hennessy and L. Woods to determine governance for Individual Health Identifiers within the HSE. 	R. Corbridge

	<ul style="list-style-type: none"> R. Corbridge to draft response to the letter of the 8th June 2017. 	R. Corbridge
6	Performance Reporting	
	<p>6.1 Performance and Escalation Report May 2017</p> <p>P. Lynch presented the May 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 inclusion of data in relation to Bowelscreen for the first time; the issuing of Performance Notices. It was noted that B. Hyland is working on performance targets for 2018.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Inputs provided by P. Crowley to be provided to NPOG for consideration. Access Report to be circulated to the Leadership Team. National Directors to review Access report to ensure no duplication with Estimates process Following consideration, the May 2017 Performance Profile was approved for submission to the DoH and publication. <p>6.2 Finance</p> <p>S. Mulvany reported on the the financial performance as set out in the Performance Report and in the Finance summary report position based on May 2017 Income and Expenditure Data available. He mentioned in particular the key areas of focus in the coming months including acute hospital drugs costs and the Performance Notices that have been issued. It was noted that the matter of the first charge will be considered by DoH Finance.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Subject to the updating of the income details, the report was approved for submission to the DoH for the DoH MB/HSE Leadership Team Performance Review meeting on the 20th July 2017. <p>6.3 Human Resources</p> <p>R. Mannion presented the monthly census and employment monitoring reports and June 2017 National HR Report circulated prior to the meeting which were reviewed and noted.</p> <p>6.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 20th July 2017</p> <p>The actions arising from the DoH MB/HSE Leadership Team Performance Review meeting on the 22nd June 2017 and draft agenda for the meeting on the 20th July 2017 circulated prior to the meeting were reviewed in detail.</p> <ul style="list-style-type: none"> Themed Discussion Paper: Mental Health Improvement Plan Jim Ryan joined the meeting and briefed on the themed discussion paper regarding the Mental Health Improvement Plan circulated prior to the meeting which was reviewed and approved for submission to the DoH. <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> R. Mannion to engage with DoH counterpart in relation to what is required for the Pay and Numbers Strategy 2017 item on the agenda for the meeting on the 20th July 2017. Jim Ryan to circulate a two-page report in relation to the methodology used in this Programme of Change to the Leadership Team within a week for submission to the DoH and consideration at September 2017 DoH MB/HSE Leadership Team Performance Review meeting. 	<p>R. Lynch Secretary National Directors</p> <p>S. Mulvany</p> <p>R. Mannion Jim Ryan</p>
8	Quality Improvement Division	
	8.1 Clinical Leadership in Ireland	

	<p>J. McCarthy and A. Hughes joined the meeting for consideration of this item and presented the paper circulated prior to the meeting in relation to the issues with the implementation of the Clinical Director Programme. Following consideration of the paper the following actions were agreed:</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • The HSE Leadership Team supported the ongoing development and prioritisation of Clinical Leadership through the health system. • P. Crowley/Clinical Director Programme to consult with relevant National Directors to reform of the existing terms of reference of the Joint HSE/Forum of Irish Postgraduate Training Bodies CD Steering Group to provide oversight of Clinical leadership implementation models with reports on outcomes to the HSE leadership team or National Clinical Director (as appropriate). • The design, implementation and support of a distributed clinical leadership model would be done in collaboration with the CD Programme through the Health Service Improvement Programme working at Hospital Group level. • A further iteration of the paper to be circulated to take account of the inputs/views at the meeting regarding the strengths and challenges with the implementation of the programme. 	<p>P. Crowley</p> <p>P. Crowley/ J. Ryan</p> <p>P. Crowley</p>
7	Estimates	
	<p>7.1 Estimates 2018 – Unmet Critical Need and Existing Levels of Service P. Lynch presented the paper circulated prior to the meeting providing a summary of the additional resources required to maintain the existing level of services (ELS) and to address unmet critical need (UCN) which was reviewed in detail.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Estimates papers to be further considered at the Directorate meeting on the 25th July 2017 which will commence at 9am to accommodate consideration. <p>7.2 Estimates Process 2018 and Beyond Consideration of this item was deferred until the 25th July 2017.</p>	<p>Secretary</p>
9	Key Strategic Priorities	
	<p>Office of the Chief Information Officer</p> <p>9.1 Out of Hours Service R. Corbridge presented the paper circulated prior to the meeting setting out the proposal for the provision of ICT out of hours support and the cost implications for the Office of the CIO. The impact of this precedent setting arrangement on other areas providing out of hours services was considered. It was noted that there had been input into the development of the business case.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • The proposal to put in place an ICT out of hours support service was approved • R. Mannion to provide a risk assessment of the impact of this arrangement on other areas. • R. Mannion to notify DoH HR of the arrangement for this out of hours service. • The operation of the ICT Out of Hours service to be reviewed after three months and a report provided to the Leadership Team by December 2017. <p>9.2 General Data Protection Regulation (GDPR) R Corbridge presented the report circulated prior to the meeting setting out the HSE response to the GDPR and the steps required to comply by May 2018.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • R. Corbridge to establish a task force to develop a governance and 	<p>R. Mannion</p> <p>R. Mannion</p> <p>R. Corbridge Agenda Item Dec 2017</p>

	<p>resourcing plan including the impact of the GDPR at CHO and Hospital Group level.</p> <ul style="list-style-type: none"> • The EMC and Hospital Groups to nominate representatives to the task force. • Governance and Resourcing Plan to be submitted for consideration at the September Directorate meeting. <p>Primary Care</p> <p>9.3 Recommendations from the Drugs Committee</p> <p>P. O'Dowd joined the meeting for consideration of this item and presented the recommendations of the Drugs Committee in relation to the pricing and reimbursement of five drugs. The Leadership Team considered the recommendations of the Drugs Committee and decided as follows:</p> <p>Applications at final decision stage:</p> <p>9.3.1 Ataluren (Translarna) - for the treatment of Duchenne Muscular dystrophy. The Leadership Team supported the recommendation of the Drugs Committee not to reimburse Ataluren (Translarna).</p> <p>9.3.2 Nivolumab - for the treatment of advanced or metastatic non-small cell lung cancer. The Leadership Team supported the recommendation of the Drugs Committee not to reimburse Nivolumab.</p> <p>9.3.3 Alpha-1 Proteinase Inhibitor Respreeza - for the treatment of emphysema. The Leadership Team supported the recommendation of the Drugs Committee not to reimburse Alpha-1 Proteinase Inhibitor (Respreeza).</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • Primary Care (PCRS) and Communications Divisions to develop and manage the communications plan in relation to these drugs. <p>New Applications:</p> <p>9.3.4 Mepolizumab - for the treatment of severe refractory eosinophilic asthma. The Leadership Team supported the recommendation of the Drugs Committee to reimburse Mepolizumab.</p> <p><u>Action agreed:</u> Mepolizumab to be included in letter to the DoH.</p> <p>9.3.5 Migalastat - for the treatment of fabry disease. The Leadership Team supported the recommendation from the Drugs Committee to reimburse Migalastat, subject to clarification of funding.</p> <p>9.3.6 Correspondence with DoH in relation to Drug Reimbursement</p> <p>The letter from the DoH of the 13th July 2017 regarding the funding of new drugs was considered. It was noted that 2017 funding arrangements are through PCRS but that clarity is required in relation to 2018.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • P. O'Dowd and S. Mulvany to draft response to the letter from the DoH of the 13th July 2017 	<p>R. Corbridge</p> <p>R. Corbridge</p> <p>R. Corbridge Agenda Item Sept 2017</p> <p>J. Hennessy/ P. Connors</p> <p>P. O'Dowd/ S. Mulvany</p>
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The meeting was adjourned at 1.55pm on the 18th July 2017 and resumed at 9am on the 25th July 2017

10	<p>Actions/matters arising</p> <p>The actions from previous meetings circulated prior to the meeting were reviewed and noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> • National Directors to review actions and provide written updates as appropriate to clear actions for the next Directorate meeting. 	<p>National Directors</p>
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11	<p>Quality, Safety and Risk Matters</p> <p>Divisional Risk Registers</p> <p>11.1 Human Resources R. Mannion presented the Human Resources Divisional Risk Register circulated prior to the meeting which was reviewed and noted. She reported in particular on the risk relating to the Specialist Division of the Medical Register.</p> <p>11.2 Health and Wellbeing S. O’Keeffe presented the Health and Wellbeing Divisional Risk Register circulated prior to the meeting which was reviewed and noted. She reported in particular on the escalation of the HCAI/AMR and Chronic Disease risks to the CRR.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Feedback provided on HR and Health and Wellbeing Divisional Risk Registers to be used to inform the further development of the registers. • Relative risk ratings to be reviewed to ensure that risk ratings across risks reflect prioritisation of these risks in the service for example it was noted that HCAI rating should be higher etc. • S. O’Keeffe to consider escalation of vaccine risk from operational to Divisional Risk Register. • Audit of risk management to be conducted by QAV, reviewed by the Risk Committee and be the subject of a focussed discussion at a future Directorate meeting. <p>Quality Assurance and Verification Division</p> <p>11.3 Patient Safety Programme P. Lynch presented the Patient Safety Programme project initiation document circulated prior to the meeting setting out a summary of the organisation and delivery of a National Patient Safety Programme and Programme Management Office.</p> <p>11.4 Corporate Risk Register Q2 Review P. Lynch presented the Corporate Risk Register (CRR) following completion of the Q2 2017 review setting out the risk status; risk rating; risk categories; decisions for the Leadership Team and feedback from the Risk Committee’s review of the CRR. The Leadership Team reviewed the proposed changes to existing risks following the Q2 2017 review which were agreed.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • P. Lynch to discuss risk owner for CRR58 Medical Device with J Carolan. • P. Lynch to engage and provide feedback to Divisions on risk rating management. 	<p>National Directors</p> <p>National Directors</p> <p>S. O’Keeffe</p> <p>P. Lynch Future Agenda Item</p> <p>P. Lynch/ J. Carolan</p> <p>P. Lynch</p>
12	<p>Key Strategic Priorities</p> <p>Human Resources</p> <p>12.1 A National Strategic Framework for Health Workforce Planning 2017 R. Mannion presented the draft consultation document “A National Strategic Framework for Health Workforce Planning” circulated prior to the meeting which was noted. It was also noted that the HR Division will be establishing a Workforce Planning Unit to be operational by the end of the year.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Enabling Services Programme Board to oversee implementation of Strategic Framework for Health Workforce Planning and establishment of Workforce Planning Unit. • Progress report on the implementation of the National Strategic Framework for Health Workforce Planning to be provided at the December Directorate meeting. <p>12.2 Reducing Agency Expenditure & Progressing Agency Conversion</p>	<p>J. Ryan</p> <p>R. Mannion</p>

	<p>Proposal R. Mannion presented the draft proposal in relation to reducing agency expenditure and progressing agency conversion to give effect to the Minister's section 10 Directive while at the same time ensuring compliance with the 2017 Pay and Numbers Strategy. The proposal was considered in detail.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> R. Mannion to finalise implementation of proposal with L. Woods and EMC and to provide a report outlining the final position at the September Directorate meeting. <p>Health and Wellbeing 12.3 HSE Position on Antiretroviral Therapy for all HIV infected people in Ireland S. O'Keeffe presented the position paper circulated prior to the meeting in relation to Antiretroviral Therapy for all HIV infected people in Ireland circulated prior to the meeting. Following consideration the Leadership Team approved the recommendation that reflects the current position as set out in the paper.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> PCRS to reimburse the drugs, consolidating the current practice with no additional costs. Health and Wellbeing lead to consult with Finance and Primary Care leads. 	<p>R. Mannion/ L. Woods/ A. O'Connor</p> <p>J. Hennessy S. O'Keeffe</p>
13	Executive Accountability - Significant Operational Issues by Division	
	<p>Internal Audit M. Flynn presented the report circulated prior to the meeting covering the following areas:</p> <p>13.1 Q1 2017 Internal Audit Reports Summary and Audit Tracking The Q1 Internal Audit Reports summary and tracking was reviewed and noted. M. Flynn reported that the implementation of internal audit findings will be monitored by the NPOG. M. Flynn to progress reporting to the NPOG on a quarterly basis.</p> <p>13.2 Confidential Documents The memo to the Director General in relation to a recent audit and the need to ensure the circulation of confidential documents is kept to a minimum and that documents are password protected was reviewed and noted.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> Secretary to draft memo for the Director General to issue in relation to confidential documents. <p>13.3 Internal Audit Charter The revised draft Internal Audit Charter was reviewed.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> National Directors to provide any feedback on the Internal Audit Charter to M. Flynn ahead of finalisation and submission to the Directorate for approval. <p>13.4 Q2 & Q3 2016 Internal Audit Reports FOI Release It was noted that the Q2 and Q3 2016 Internal Audit reports FOI release had been issued.</p>	<p>Secretary</p> <p>National Directors</p>
14	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>11.1 Report from JCH on Pre-legislative scrutiny on Health Information and Patient Safety Bill</p> <p>11.2 Comprehensive Report in Accordance with Code of Practice – Letter to</p>	

	<p>Minister dated 01/06/17</p> <p>11.3 Letter to Secretary General re Performance and Accountability Framework Escalation in Acute Hospitals Division</p> <p>11.4 PCRS Performance Report May 2017</p> <p>11.5 Speech by Minister on Report of the Oireachtas Committee on the Future of Healthcare 22/06/17</p> <p>11.6 Letter from IPHA re Revised Editions of IPHA Codes</p> <p>11.7 Health Service Capacity Review - Notification of Consultation Process</p> <p>11.8 National Cancer Strategy 2017-2026</p> <p>11.9 Report on Complaints 2016</p> <p>11.10 National Clinical Incidents Claims and Costs Report: Lessons Learned, A Five-Year Review 2010 to 2014</p>	
15	Any Other Business	
	No matters were raised under this item.	
16	Estimates 2018 (Resumed Consideration)	
	<p>M. Carroll, J. Smith, Y. O'Neill, G. Crowley, B. Murphy and F. Thompson joined the meeting for the resumed consideration of this item.</p> <p>16.1 Estimates 2018 – Unmet Critical Need and Existing Levels of Service P. Lynch presented the paper circulated prior to the meeting setting out the estimate of service requirements for Unmet Critical Need and the detailed list of specific Scheduled Care proposed measures based on the Access Report.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> National Directors to provide any written comments on the Access Report within the next two weeks to D. McCallion to include in the strategic report for the Director General. A number of strategic papers to be developed to accompany the submission of UCN and ELS to the DoH. P. Lynch to issue memo on the strategic papers. Divisional Leads to consult with relevant National Directors when compiling strategic papers and provide to P. Lynch by the 8th August 2017. J. Ryan to review papers against the work of the Programme for Health Service Improvement. <p>16.2 Estimates Process 2018 and Beyond S. Mulvany presented the discussion paper circulated prior to the meeting in relation to the Estimates process approach for 2018 and beyond which was considered in detail.</p> <p>The Leadership Team endorsed the approach outlined in the discussion paper.</p> <p><u>Action agreed:</u></p> <ul style="list-style-type: none"> All relevant National Directors to progress engagement required to determine "what aspects/within what Divisions" can practically be implemented for the 2018 Estimates cycle and what process will be established to fully implement for 2019. Workshops to take place for 2019 process which needs to fit with the new ways of working. 	<p>National Directors</p> <p>P. Lynch</p> <p>Divisional Leads</p> <p>J. Ryan</p> <p>S. Mulvany</p> <p>S. Mulvany</p>

The meeting concluded at 12.35pm

Signed:

Date:

Stephen Mulvany
A/Chairman