

**Minutes of the HSE Directorate meeting
Tuesday 26th April, 2016**

Directorate Members Present:	T. O'Brien (Chairman), S. Mulvany, L. Woods, A. O'Connor, S. O'Keeffe, J. Hennessy and P. Crowley
Members of Leadership Team present:	P. Lynch, J. Carolan, P. Connors, R. Corbridge, R. Mannion, J. Ryan, J. Coffey, M. Flynn and D. McCallion
Apologies:	Á. Carroll and P. Healy
In attendance	J. O'Sullivan and D. Purcell (Secretary)
Joined the Meeting:	T. Beegan (Chair Risk Committee), T. Lynch and E. O'Driscoll (CSPD)
Time & Location:	Boardroom, 3 rd Floor, National Cancer Control Programme Offices, Kings Inn House, Dublin 2 at 9.00am

Item	Discussion / Comments	Action
1	Directorate Members' Discussion	
	<p>1.1 Establishment of Acute Hospital Workforce Planning and Control Committee T. O'Brien presented the proposal tabled at the meeting to establish a Committee of the Directorate under 16M of the Health Act 2004 to oversee the work programme of the Taskforce on the Pay and Numbers Strategy for the Acute Hospitals Division which was noted and discussed in detail. It was noted that the members of the Taskforce have yet to be finalised; it was agreed that DoH to be invited to nominate to members to the Committee and that a nursing lead is to be nominated.</p> <p>Following consideration of the proposal, approval to establish the Acute Hospital Workforce Planning and Control Committee was proposed by T. O'Brien, seconded by L. Woods and agreed. <i>Directorate Decision No.26.04(19)2016</i></p> <p>1.2 Industrial Relations Support CHO Chief Officers have raised the issue of the lack of Industrial Relations (IR) support locally. Following discussion the consensus was that the change in the IR environment requires more robust central and local IR structures with better links to Service Divisions.</p> <p><u>Action agreed:</u> R. Mannion, National Director HR to progress with TOB</p>	R. Mannion
2	Report from Directorate Committees	
	<p>2.1 Audit Committee Meeting 18th April 2016 A. O'Connor and S. Mulvany provided a verbal report on the matters considered by the Audit Committee at its meeting on the 18th April 2016 mentioning in particular the C&AG audit findings; preparation of the Annual Financial Statements 2015; Review of Internal Financial Controls in Acute Hospitals (including Section 38s); and the Q4 2015 Internal Audit report.</p> <p>The minutes when approved by the committee will be circulated.</p> <p>2.1.1 Approved Minutes 17th February, 10th and 29th March 2016 Noted</p>	
3	Ministerial Correspondence for Noting	
	<p>Agreement with INMO on Emergency Departments – Letter dated 16th March 2016 The Minister's letter of the 16th March regarding the agreement with the INMO on</p>	

	Emergency Departments was noted. R. Mannion/L. Woods confirmed that implementation of the agreement is proceeding.	
4	Tom Beegan, Chair HSE Risk Committee	
	<p>T. Beegan and P. Lynch joined the meeting for consideration of this item.</p> <p>T. Beegan reported on the work of the Risk Committee highlighting the following areas of focus; the oversight role proposed for the Committee in relation to the National Independent Review Panel; Corporate Risk Register; Confidential Recipient Report 2015; the HSE Accountability Framework; Healthcare Audit; Safety Incident Management (including implementation of NIMS); oversight of implementation of HIQA recommendations; Divisional Risk Management Plans; and the Occupational Health and Safety Function.</p> <p>T. Beegan confirmed that the appointment of a National Director for Quality Assurance and Verification had brought a strong focus to area of risk management at national level and he emphasised that the focus now needs to be on creating a culture of risk management within the Hospital Groups and CHOs and sought the views of the Directorate members' on how best to address this area.</p> <p>T. O'Brien thanked T. Beegan and the Committee for their work and asked that the Committee reflect on their strengths and weaknesses as part of a review of their performance.</p> <p><u>Action agreed:</u> Risk Committee to consider overseeing a project which would look at benchmarking HSE Risk Management practices/culture against international best practice.</p>	T. Beegan
Leadership Team Members Join the Meeting		
5	Approvals in Accordance with the Reserved Functions of the Directorate	
	<p>5.1 Adoption of the HSE Annual Report 2015 in accordance with section 37 of the Health Act, 2004 P. Lynch presented the HSE Annual Report 2015 as circulated prior to the meeting which was considered in detail.</p> <p>Subject to no material changes being made prior to submission with the Annual Financial Statements to the Minister for Health, adoption of the Annual Report 2015 in accordance with section 37 of the Health Act, 2004 was proposed by A. O'Connor, seconded by S. O'Keeffe and agreed. <i>Directorate Decision No.26.04(20)2016</i></p> <p>5.2 Health Business Services - Property Transactions J. Carolan spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p> <p>5.2.1 "Orchard Vale", Ballina, Killucan and "Knockeone View", Crookedwood, Co. Westmeath. Approval to grant leases to the Muiriosa Foundation for their occupancy and provision of services for clients with a disability from the two residential properties at Orchard Vale, Ballina, Killucan, Co. Westmeath and Knockeone View, Crookedwood, Co. Westmeath was proposed by J. Hennessy, seconded by S. O'Keeffe and agreed. <i>Directorate Decision No.26.04(21)2016</i></p> <p>5.2.2 211 Arden View, Tullamore, Co. Offaly & "Stradbrook", Stradbally Road, Portlaoise, Co. Laois. Approval to transfer the two HSE properties at 211 Adren View, Tullamore, Co. Offaly and Stradbrook, Stradbally, Co. Laois to HAIL Housing Agency was proposed by A. O'Connor, seconded by J. Hennessy and agreed. <i>Directorate Decision No.26.04(22)2016</i></p>	
6	Minutes of Directorate Meetings on the 10th and 31st March 2016	

	<p>The minutes of the Directorate meetings on the 10th and 31st March 2016 were approved.</p> <p><u>Matters arising</u> Matters arising were dealt with under relevant agenda items.</p>	
7	Chairman's Remarks	
	T. O'Brien briefed the meeting on the Directorate decision to establish the Acute Hospital Workforce Planning and Control Committee.	
8	Performance Reporting	
	<p>8.1 Performance Report February 2016 P. Lynch presented the February 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"> Urgent Colonoscopies – L. Woods to develop a proposal for NPOG on escalation measures and sanctions to apply in the case of breaches to the 'zero tolerance target' Publication of PR – A new bi-monthly publication schedule for the Performance Reports is under discussion with the DOH. Consideration to be given to aligning PR publication with NTPF reporting schedule. <p>8.2 Finance S. Mulvany spoke to the letter tabled at the meeting to J. Breslin regarding the preliminary year-end financial outlook based on March data. The items which will require funding in 2016 which are outside of the National Service Plan 2016 and do not represent a deficit in terms of financial performance include; outstanding funding related to the 2015 waiting list initiative; Programme costs for the National Paediatric Hospital/Children's Hospital Group; costs associated with WRC ED nurses agreement and any funding that may be required arising if the pay claim by consultants under the 2008 contract is granted.</p> <p>8.3 Human Resources/Workforce 8.3.1 Staff Engagement Update R. Mannion spoke to the briefing paper tabled at the meeting in relation to the 2016 Staff Survey. Ways to improve the participation rates were considered noting the low feedback from the 2014 survey. A recent HBS survey had a 43% response rate and this was suggested as a good model.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> The recommendation that the survey be conducted in September 2016 was agreed. Survey to be done through operational units, Hospital Groups and CHOs. R. Mannion to discuss the use of technology to conduct the survey with R. Corbridge. R. Mannion to provide regular reports to the Leadership Team throughout the survey process. 	<p>R. Mannion</p> <p>R. Mannion</p> <p>R. Mannion/ R. Corbridge</p> <p>R. Mannion</p>
9	Quality, Safety and Risk Matters	
	<p>9.1 Quality Assurance and Verification 9.1.1 Divisional Risk Register – National Cancer Control Programme J. Coffey presented the NCCP Risk Register circulated prior to the meeting which was reviewed and noted.</p> <p>9.2 Regulators 9.2.1 HIQA Portlaoise Report – Implementation Plan Progress Report The Implementation Plan Progress Report up to 31st March 2016 was noted and approved for submission to the DoH oversight group. No issues</p>	

	were escalated for Directorate consideration.	
10	Key Strategic Priorities	
	<p>10.1 System Report Group – Report from the Leadership Team Reform Meeting 15th March 2016 The draft minutes of the Leadership Team Reform meeting on the 15th March 2016 circulated prior to the meeting were noted.</p> <p>10.2 Primary Care</p> <p>10.2.1 Drugs Committee Recommendations J. Hennessy and J. Coffey spoke to the paper tabled at the meeting in relation to the reimbursement of Ibrutinib. It was noted that the cost of Ibrutinib exceeds the QALY threshold but has a positive recommendation from the Drugs Committee.</p> <p>In the context of the negotiations with IPHA now underway and a strong endorsement of this product from the NCCP, approval of the application for onward referral to the DoH under the revised approval process for new drugs was endorsed by the Leadership Team.</p> <p><u>Action agreed:</u> J. Hennessy to draft letter to the DoH.</p> <p>10.2.2 Palliative Care Services – Three Year Development Framework 2016-2018 J. Hennessy presented the briefing document and the draft Development Framework circulated prior to the meeting, providing an overview of the process of analysis and consultation undertaken to develop the draft Framework. The recommendations set out in the Development Framework to deliver an integrated, comprehensive, effective and economic palliative care service were considered in detail.</p> <p><u>Action agreed:</u> Feedback provided at the meeting to be included in the draft Development Framework and reconsidered at a future meeting.</p> <p>10.3 Office of the CIO – Electronic Health Record Business Case R. Corbridge presented the briefing paper circulated prior to the meeting noting that the business case had been considered at the Leadership Team Reform meeting on the 19th April 2016.</p> <p><u>Action agreed:</u> Following consideration the Strategic Business Case was approved for publication in draft form.</p> <p>10.4 National Ambulance Service – Capacity Review D. McCallion presented the summary paper and review report circulated prior to the meeting. He provided a briefing on the background, methodology and recommendations of the review. It was noted that the report and action plan has been shared with the DoH and implementation will require a commitment to additional investment funding over the next five to ten years.</p> <p><u>Action agreed:</u> D. McCallion to advise the DoH of the funding requirement and timescales involved.</p>	<p>J. Hennessy</p> <p>J. Hennessy</p> <p>R. Corbridge</p> <p>D. McCallion</p>
11	Executive Accountability – Significant Operational Issues by Division	
	<p>11.1 Internal Audit - Q4 2015 Internal Audit Reports and Findings M. Flynn presented the summary of Q4 2015 Internal Audit reports and findings circulated prior to the meeting which was noted. M. Flynn reported that while there was good engagement with National Directors in relation to the implementation of recommendations, issues were arising regarding the</p>	

	<p>accuracy and quality of responses regarding the implementation of audit recommendations.</p> <p>11.2 Clinical Strategy & Programmes - Neurology Model of Care T. Lynch and E. O'Driscoll joined the meeting for consideration of this item. T. Lynch provided an overview of the Neurology Model of Care. He briefed the meeting on the implementation requirements for the Neurology Model of Care which were considered in detail.</p> <p><u>Action agreed:</u> Following consideration the Leadership Team approved the recommendations outlined in the report on the Neurology Model of Care.</p>	L. Woods/ T. Lynch
12	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>12.1 Memo from Mr. Patrick Lynch National Director, QAV re Framework Agreement for Investigations, Reviews and Audits</p> <p>12.2 National Paediatric Hospital Development Board Meeting 02 03 16 (Agenda & Papers)</p> <p>12.3 Individual Health Identifier - Public Consultation on the Privacy Impact Assessment for the IHI</p> <p>12.4 Letter from Mr. Michael Donnellan Irish Prison Service re Strategic Plan Consultation</p> <p>12.5 Memo from Dr. Stephanie O'Keeffe, National Director Health and Wellbeing, re Strategic Realignment of Emergency Management Function</p> <p>12.6 Memo from Director General re National Centre Transformation Programme</p> <p>12.7 Type C Committee (Consultants Contract) Annual Report 2015</p> <p>12.8 Letter & Response from Mr. Jim Breslin, Secretary General re Policy on the Funding and Management of Drugs in the Health Service</p> <p>12.9 HSE Legal Activity Report February 2016</p> <p>12.10 HSE Legal Activity Report March 2016</p> <p>12.11 Memo from Ms. Eunice O'Raw, Head of Legal Services re Retention of Legal Services from 01/04/16</p> <p>12.12 Memo from Director General re Deputy Director General</p> <p>12.13 Memo from Patrick Lynch re A/Head of Planning Performance and Business Intelligence</p> <p>12.14 Strategic Review of Medical Training and Career Structure - Publication of 3rd Progress Report</p> <p>12.15 National Standards for Bereavement Care following Pregnancy Loss and Perinatal Death</p>	
13	Any Other Business	
	No matters were raised under this item	
14	Leadership Team Risk Management Workshop	
	C. Stuart joined the meeting here and facilitated a Risk Management Workshop with the Leadership Team	

The meeting concluded at 4.00pm

Signed:

Date:

Tony O'Brien
Chairman