

**Minutes of the HSE Directorate Meeting
held on
Monday 7th and 14th November, 2016**

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, J. Coffey, M. Flynn, Á. Carroll, D. McCallion and J. Ryan
	*Joined by teleconference 07/11/16 only
Apologies:	J. O'Sullivan (14 th November 2016 only) and R. Corbridge
In attendance	J. O'Sullivan and D. Purcell (Secretary)
Joined the Meeting:	J. Curran and J. Browner (HBS), K. Mulvey (former CEO of Labour Relations Commission), S. Patten (HR), M. Corbett (Finance), B. Hyland and C. Stuart (QAV)
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
1	Directorate Members' Discussion	
	<p>S. Mulvany reported on the task transfers costs of approximately €20m referred to in Appendix 1 of the National Service Plan 2017 and the need for a process to be put in place on the management side to approve funding of negotiated settlements in the Industrial Relations process. Discussion on the development of such a process to take place at Item 6 with K. Mulvey.</p> <p>The Director General briefed the meeting on the Dignam Report which had been published by the DoH. It was noted that the letter from the Minister for Disabilities tabled at the meeting dated the 1st November 2016 required a response within two weeks. The letter from the Director General to the Garda Commissioner tabled at the meeting in relation to the publication of the two reports referred to in the Dignam Report was discussed. Following consultation with the Directorate, it was agreed that a special Directorate meeting would be held to consider the response from the Garda Commissioner, once received.</p>	
2	Approvals in accordance with the reserved functions of the Directorate	
	<p>2.3 Directorate Committee Membership</p> <p>2.3.1 Risk Committee (Chair) The nomination of S. Ryan, as Chair of the Risk Committee to replace T. Beegan whose term has ended was proposed by L. Woods, seconded by J. Hennessy and agreed. <i>Directorate Decision No.07.11(41)2016</i></p> <p>2.3.2 Risk Committee (Directorate Member) The reappointment of S. O'Keeffe, National Director, Health and Wellbeing Division as a member of the Risk Committee up to the 31st December 2016, in line with her term of office as a Directorate member was proposed by L. Woods, seconded by P. Healy and agreed. <i>Directorate Decision No.07.11(42)2016</i></p>	
Leadership Team Members Joined the Meeting		
	<p>Health Business Services J. Carolan joined by teleconference and J. Curran attended the meeting for consideration of this item. They spoke to the papers circulated prior to the meeting which were considered by the Directorate as follows:</p>	

	<p>2.1 Contract for the Construction of the New Radiotherapy Unit in Cork University Hospital Approval to award the contract for the construction of the new radiotherapy unit in Cork University Hospital to the preferred tenderer was proposed by P. Crowley, seconded by L. Woods and agreed. <i>Directorate Decision No.07.11(43)2016</i></p> <p>2.2 Contract for the Provision of Universal New-born Hearing Screening Services to the HSE Approval to award the contract for the provision of the continuation of the Universal Newborn Screening service by a negotiated procedure under Article 31(1)(b) of the EU Procurement Directives was proposed by J. Hennessy, seconded by A. O'Connor and agreed. <i>Directorate Decision No.07.11(44)2016</i></p> <p>It was noted that while only one company submitted a tender, by using the negotiated procedure, the overall cost of the tender was reduced.</p>	
3	Minutes of Directorate Meetings on the 11th and 17th October 2016	
	<p>The minutes of the Directorate meetings on the 11th and 17th October 2016 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. 	
4	Chairman's Remarks	
	<p>The Director General briefed the meeting on the Dignam Report which had been published by the DoH. It was noted that the letter from the Minister for Disabilities tabled at the meeting dated the 1st November 2016 required a response within two weeks. The letter from the Director General to the Garda Commissioner tabled at the meeting in relation to the publication of the two reports referred to in the Dignam Report was discussed. The Director General advised that that it had been agreed that a special Directorate meeting would be held to consider the response from the Garda Commissioner, once received.</p>	
5	Performance Reporting	
	<p>5.1 Performance and Escalation Report September 2016 P. Lynch presented the September 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 would be reviewed in detail at the next Directorate meeting on the 14th November 2016 as the Escalation Report had not been finalised due to NPOG meeting changes.</p> <p>5.2 Finance S. Mulvany reported on the financial performance as set out in the report. It was noted that at the 30th September 2016, there was a deficit of 0.18% (€18.1m), primarily due to overspends in Acute Hospitals, Disability Services, pensions and demand-led areas. It was noted that the forecasts for Mental Health, Health and Wellbeing, Primary Care and Social Care – Older Persons were that these areas will be within budget at year-end.</p> <p><u>Action agreed:</u> Following consideration, the Performance Report September 2016 was approved.</p> <p>5.3 Human Resources R. Mannion reported that the 2017 Pay and Numbers Strategy is proving challenging, an issue which has been raised at NPOG. The Strategy is expected to be finalised by the end of November 2016. She reported on the meeting, on the 28th October 2016, of the National Co-ordination Group with responsibility for coordinating the implementation of the HSE Pay and Staff</p>	

	<p>Numbers Strategy.</p> <p>9.4 Diversity, Equality and Inclusion Strategic Plan S. Patten joined the meeting for consideration of this item. R. Mannion spoke to the paper circulated prior to the meeting setting out the HSE's statutory responsibilities in relation to diversity, equality and inclusion and the development of the Diversity, Equality and Inclusion (DEI) Strategic Plan 2015-2018 by the DEI Steering Group. Following consideration of the recommendations the following was agreed:</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • The Leadership Team endorsed the Diversity, Equality and Inclusion Strategic Plan 2015-2018 • The Leadership Team agreed to work with the National Director HR to support the delivery of the DEI Strategic Plan • DEI Steering Group to consider how best to get representation/traction at CHO and Hospital Group level for the implementation of the DEI Strategic Plan. • DEI Steering Group to submit a report on the progress of implementation to a future Directorate meeting. <p>5.4 DoH Management Board/HSE Leadership Team Performance Review Meeting 15th November 2016 The draft minutes of the DoH MB/HSE Leadership Team Performance Review meeting on the 18th October 2016 were reviewed. P. Lynch provided an update on the open actions. It was noted that the next meeting was on the 15th November 2016.</p> <p><u>Action agreed:</u> Draft agenda to be circulated to attendees once received.</p>	<p>National Directors</p> <p>R. Mannion</p> <p>R. Mannion</p> <p>Future Agenda Item</p> <p>Secretary</p>
6	Executive Accountability - Significant Operational Issues by Division	
	<p>Human Resources – Facilitated Session regarding Industrial Relations K. Mulvey joined the meeting to facilitate a session on Industrial Relations in the current environment with the Leadership Team.</p> <p>The main challenges faced by the HSE in relation to employment issues including staff recruitment and retention and implementing various HR policies and procedures across the system were considered.</p>	

The meeting was adjourned at 1.25pm on the 7th November 2016 and resumed at 11am on the 14th November 2016

7	Discussion of National Service Plan 2017 including Capital Plan 2017-2021 and ICT Capital Plan 2017	
	<p>Capital Plan 2017-2021 J. Curran and J. Browner joined the meeting for consideration of this item. J. Curran presented the revised Capital Plan highlighting the changes made since it was last considered.</p> <p>ICT Capital Plan 2017 It was noted that no changes were required to be made to the ICT Capital Plan since it was last considered</p> <p>National Service Plan 2017 S. Mulvany spoke to the report tabled at the meeting in relation to the matters progress at the high-level meeting with the DoH on the 11th November 2016.</p> <p>It was noted that issues in relation to acute hospitals, disability services and homeless services required further engagement with the DoH prior to finalisation.</p>	

	<p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • Director General to consider establishing a Directorate Committee in relation to Homelessness. • National Directors to review additional comments received from the DoH during the meeting. Discussion to resume at 3.30pm <p>Resumed consideration of the National Service Plan 2017 S. Mulvany updated the meeting on discussions just concluded with the DoH. He emphasised that budget profiles will be set by year end and that budget will not be moved between profile headings during the year.</p> <p>Following consideration of each section of the Plan, and subject to any material changes arising from discussions with the DoH on the 15th November 2016, adoption of the HSE National Service Plan 2017 (including the Capital Plan 2017-2021 and ICT Capital Plan 2017) in accordance with section 31 of the Health Act 2004 was proposed by S. Mulvany, seconded by P. Healy and agreed. Directorate Decision No.14.11(45)2016</p> <p>Performance and Accountability Framework 2017 P. Lynch presented the revised draft Performance and Accountability Framework 2017 circulated prior to the meeting. Following consideration, the Performance and Accountability Framework 2017 was approved by the Leadership Team and will be sent to the DoH for information.</p> <p><u>Action agreed:</u> The draft document circulated by S. Mulvany in relation to the issue of prioritising within the four quadrants to be considered at the next Directorate meeting.</p>	<p>Director General National Directors</p> <p>Agenda Item December 2016</p>
8	<p>Quality, Safety and Risk Matters</p>	
	<p>Quality Assurance and Verification</p> <p>8.1 Divisional Risk Register Quality Assurance & Verification Division P. Lynch presented the Quality Assurance and Verification Divisional Risk Register circulated prior to the meeting which was reviewed. He mentioned in particular the transfer of responsibility for Radiological Protection to HIQA; Protected Disclosures; Safety Incident Management and Healthcare Audit. No issues were escalated for consideration by the Directorate.</p> <p>8.2 Corporate Risk Register The revised Corporate Risk Register circulated prior to the meeting was reviewed and each risk considered in detail.</p> <p>The process to identify new/emerging risks for escalation to the Corporate Risk Register was discussed in detail.</p> <p>8.3 eRegister Project C. Stuart joined the meeting for consideration of this item. P. Lynch spoke to the presentation circulated prior to the meeting providing an overview of the HSE Corporate e-Risk Register (using Project Vision) and the work to date. The next steps were noted, including; inputting of the current Corporate risks onto the live E-Register; training by QAV of the action owners; phased implementation with each National Division; and development of Phase 2 of the project.</p> <p><u>Action agreed:</u> M. Flynn and J. Ryan to consider if the e-Register model on Project Vision could be used to track the implementation of Internal Audit recommendations.</p> <p>Regulators</p> <p>8.4 HIQA Portlaoise Report - Implementation Plan Progress Report The Implementation Plan Progress Reports up to 31st October 2016 were noted and approved for submission to the DoH oversight group. No issues</p>	<p>M. Flynn/ J. Ryan</p>

	<p>were escalated for Directorate consideration.</p> <p>L. Woods also briefed the meeting on progress of the Action Plan for a New Model of Clinical Service Delivery in the Dublin Midlands Hospital Group. It was noted that the DoH had provided feedback for inclusion in the final Plan for formal submission to the DoH by the HSE. The need to ensure an integrated approach to implementation between the Hospital Group and CHO was emphasised.</p> <p>8.5 Correspondence – Letter from HIQA re Healthcare Technology Assessment Workplan dated 19th October 2016 The letter from HIQA circulated prior to the meeting in relation to the Health Technology Assessment workplan was noted.</p>	
9	Key Strategic Priorities	
	<p>9.1 Programme for Health Service Improvement - Report from the Leadership Team Reform Meeting 25th October 2016 The draft minutes of the Leadership Team Reform meeting on the 25th October 2016 circulated prior to the meeting were noted.</p> <p>9.2 Emergency Management - National Crisis Management Team – Standard Operating Procedure D. McCallion spoke to the Guide circulated prior to the meeting outlining the Standard Operating Procedures surrounding the National Crisis Management Team (NCMT), and each National Director's role as a member of the NCMT in the event of a major emergency.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • National Directors to review the SOP to the Activation of the National Crisis Management Team and provide any feedback to D. McCallion. • Once the SOP has been finalised a training exercise will be carried out in 2017. • Any National Director with a preference for a separate phone contact to notify D. McCallion will be supplied with one. • National Directors to ensure they notify their alternates of upcoming system testing. <p>9.3 Quality Improvement Division</p> <p>9.3.1 Global Health Programme Consideration of this item was deferred to the next Directorate meeting.</p> <p>9.3.2 National Framework for Developing Policies, Procedures, Protocols and Guidelines Á. Carroll presented the National Framework for Developing Policies, Procedures, Protocols and Guidelines circulated prior to the meeting which were considered in detail. Following consideration the Framework was endorsed by the Leadership Team.</p> <p><u>Actions agreed:</u></p> <ul style="list-style-type: none"> • The additional staffing requirement for the establishment and management of the National Central Repository for all national HSE PPPGs to be met from within existing resources. • Suggestion that QPulse be used as a tool to manage PPPGs in the Community to be considered by R. Corbridge. • Issue of PPPGs to be considered again at a future Directorate meeting in the context of reducing the number and range of existing PPPGs. <p>9.3.3 National Quality Profile (Proof of Concept) Consideration of this item was deferred to the next Directorate meeting.</p>	<p>National Directors</p> <p>D. McCallion</p> <p>National Directors</p> <p>National Directors</p> <p>Agenda Item December 2016</p> <p>R. Corbridge</p> <p>P. Crowley Future Agenda Item</p> <p>Agenda Item December 2016</p>
10	Items Previously Circulated for Noting	
	<p>The following correspondence previously circulated was noted:</p> <p>10.1 Memo from Director General re Attendance at Conferences</p>	

	10.2 Memo from Director General re HSE Nominees to State Boards 10.3 Invitation to HIMSS Executive Leadership Summit on 24 th November 2016 10.4 Briefing Note for Leadership Team on the Annual Report to Government on Emergency Planning 10.5 Letter from DoH re Incremental Credit in Respect of Nursing/Midwifery Clinical Placement - 2011-2015 Graduates 10.6 Memo from Dr. Philip Crowley, National Director re Schwartz Rounds - Information and Registration of Interest	
11	Any Other Business	
	No matters were raised under this item	

The meeting concluded at 8.25pm

Signed:

Date:

Tony O'Brien
Chairman