

Minutes of the meeting of the
Health Service Executive Board
on
13th March, 2008.

Members present: L. Downey (Chair), D. de Buitleir, B. Drumm, (CEO), PJ. Fitzpatrick, M. Gaffney, J. Mooney, P. Farrell, E. McCague, and A. Scott.

Apologies: N. Brennan, M. Murphy and J. Macri.

Attendees: Dara Purcell (Secretary to the Board)

Joined the meeting: L. Woods, M. McDonald, A. Doherty, B. Gilroy, L. McGuinness, K. McGrane and T. Keane.

Time & Location: HSE – Employers Agency Building, Adelaide Road at 10a.m.

The items are presented in the order in which they were discussed at the meeting.

Item	Discussion / Comments	Action
1	Minutes of previous meeting	
	The minutes of the meetings held on 14 th February and 21 st February, 2008 were agreed.	
2	Matters arising from minutes and review of action points	
	<p>The action points from the previous meetings were reviewed and noted.</p> <p>Under matters arising the CEO circulated the timetable for completion of the Communications Strategy. A further update will be provided at the April 2008 Board meeting.</p>	CEO
3	CEO's Report	
	<p>The CEO spoke to his monthly report which had been circulated prior to the meeting.</p> <p>The main items discussed under the CEO's report were the consultants' contract negotiations; pharmacy services; HealthStat – the performance measurement programme; meetings of the Forum on Health Services, the Cabinet Committee on Health and Children and the Oireachtas Committee on Health and Children; the successful recruitment of a National Director of HR and the progress being made to recruit a National Director of ICT.</p>	
4	Correspondence for the Minister re Board Report on the Review at Midland Regional Hospital Portlaoise	
	<p>The Chairman introduced this item and spoke to the letter dated the 5th March, 2008 received from the Minister for Health and Children in reply to the report submitted by the Board on the management of events following the suspension of Breast Radiology Services at Midland Regional Hospital Portlaoise.</p> <p>The letter dated 12th March, 2008 from the CEO to the Chairman setting out the actions taken/planned to deal with the recommendations in the Board's report and issues raised in the Minister's letter was circulated at the meeting.</p>	

	<p>The Board discussed in detail the issues relating to the organisation design that require immediate action so as to have in place the ongoing organisational capability to consistently deliver high quality services and embed the reforms which are underway.</p> <p>The Board recommended that an essential outcome of the review of structures currently being undertaken by HSE management is the need to complete the filling of key leadership positions and further define the accountability and reporting lines within the HSE to regional and local areas including arrangements for engagement with external stakeholders such as Government Departments and trade unions/partnership forums.</p> <p>The Board decided that the Remuneration and Organisation Committee of the Board will engage with the CEO and McKinsey & Co on the organisational review work currently underway. The proposals in the letter from the CEO circulated at the meeting will be considered as part of this process.</p> <p>The Chairman of the Risk Committee, Professor A. Scott then reported on the work that had been done by management, in consultation with the Risk Committee, to develop an interim Serious Incident Management Policy (SIMP). This interim policy had been considered by the Risk Committee at its meeting on 12th March 2008. On the recommendation of the Committee, the Board adopted the interim policy as circulated at the meeting. It noted this interim policy will be reviewed by management and the Risk Committee within three months.</p> <p>It was agreed the CEO would, in consultation with the Board Chairman and Chairman of the Risk Committee, assign a person to be the Director of the Serious Incident Management team and establish the key members of the team.</p> <p>The Chairman will reply to the Minister's letter dated 5th March 2008 providing details on the actions taken by the Board on this matter.</p>	<p>Remuneration and Organisation Committee.</p> <p>SIMP to be reviewed within 3 months</p> <p>CEO/Chairman/Chairman Risk Committee</p> <p>Chairman.</p>
5.	The Reports from Committees of the Board	
	<p>Risk Committee The report from the Risk Committee was discussed under item 4.</p> <p>Audit Committee PJ. Fitzpatrick reported to the Board on the meeting of the Audit Committee held on the 6th March, 2008. He mentioned in particular the discussion at the Committee on:</p> <ul style="list-style-type: none"> • the budget process; • the management report on reviews for the statement of internal financial controls; • the progress on preparation of the National Financial Regulations Phase 2; • the progress being made on the finalisation of the Annual Financial Statement and Appropriation Accounts. The Committee noted that good progress was being made and these were on target. 	
6	Performance Monitoring Report (PMR) January 2008	
	<p>L. McGuinness, A. Doherty, L. Woods and M. McDonald joined the meeting for consideration of this item.</p> <p>L. Woods presented the summary performance monitoring report. He outlined, at a national level, progress against planned activity on the Financial and HR positions to the end of January 2008. He circulated the total vote outturn figures for the end of February 2008 and</p>	L. Woods

	<p>undertook to circulate the yearly profile of the monthly spend on the Vote to Board Members for their information.</p> <p>Finance Performance report L. McGuinness and A. Doherty reported on the significant budget pressures emerging in PCCC and NHO. L. Mc Guinness advised that the financial overrun in PCCC at the end of January 2008 is due to increased costs beyond budget provision mainly because drug savings have not been realised in the primary care re-imbursement scheme and drug payment scheme. A Doherty advised that hospitals are over budget in the January, 2008 across all networks and senior management are requiring actions by budget owners to correct these variances.</p> <p>Following a discussion the Board noted that management is closely monitoring the situation. A rigorous cost containment and business management programme is in place to address financial pressures and to ensure that activity levels can be managed in line with the resource availability for the remainder of 2008. The Board requested that an integrated overall management report on these cost containment measures would be provided for the April 2008 Board meeting.</p> <p>A letter dated 12th March, 2008 from the Department of Health and Children providing formal sanction for gross expenditure 2008 was circulated at the meeting. The Board noted that the HSE management is assessing the contents of the letter and will provide an update to the April 2008 Board meeting.</p> <p>HR Performance Report M. McDonald presented the details on the employment figures to the end of January 2008. He advised that the HSE is awaiting notification of the approved employment ceiling for 2008.</p> <p>The Board noted that there was an overall reduction in employment figures in January 2008 and that tight employment control process remains in place.</p> <p>Approval of Service Plan addendum The Board also noted the letter from the Minister, which had been circulated prior to the meeting, approving the addendum to the National Service Plan This addendum sets out the services which are to be provided for the additional funding allocated in the December 2007 Budget Day announcements.</p>	<p>L. Woods</p> <p>L. Woods</p>
7	Property Transactions/Disposals	
	<p>B. Gilroy spoke to the briefing paper he had circulated prior to the meeting in relation to three property transactions – site for the National Paediatric Hospital, St. Ita's Hospital in Newcastle West, Co. Limerick and Fever Hospital, Vergemount, Clonskeagh, Dublin.</p> <p>The approval of the transfer at nil value of the site from the Mater Hospital to the HSE for the National Paediatric Hospital was proposed by P.J. Fitzpatrick and seconded by D. de Buitleir and agreed by the Board (Decision No. 13.03(06)/2008).</p> <p>The approval of the disposal of land at St. Ita's Hospital, Newcastle West, Co. Limerick was proposed by L. Downey and seconded by P. Farrell and agreed by the Board (Decision No. 13.03(07)/2008).</p> <p>The approval of the disposal of land at Fever Hospital, Vergemount, Clonskeagh, Dublin was proposed by P.J. Fitzpatrick and seconded by D. De Buitleir and agreed by the Board (Decision No. 13.03(08)/2008).</p>	

	<p>B. Gilroy circulated the capital plan 2008 at the meeting. He advised that discussions had concluded with the Departments of Health and Children and Finance on the plan. This matter would be on the agenda for the April 2008 meeting.</p> <p>He also circulated at the meeting a progress report, which had been requested by the Board previously, on the provision of office accommodation for the National Shared Services HR Directorate at Merchants Quay Dublin.</p> <p>He also provided a verbal report to the Board on the work being done by the Consultants' Contract Implementation Steering Group which he is chairing.</p>	B. Gilroy
8	Implementation Plan for Education Training and Research in the HSE Phase 1 and 2	
	Consideration of this item was deferred so that the paper can be considered by the Board's Education, Training and Research Committee.	
9	National Cancer Control Programme	
	<p>T. Keane, Interim Director, National Cancer Control Programme, joined for the discussion on this item. He presented to the Board the work plan and deliverables which are to be completed during his two year appointment.</p> <p>He reported to the Board that he had engaged widely with oncologists across the country outlining the changes that are envisaged in clinical practice and operations in order to achieve best practices and evidence based decision making in oncology.</p> <p>To facilitate the transfer of services to the designated eight centres of excellence, a detailed review of the resource requirements in the 8 designated centres was completed in 2007. It is expected that 60% of surgical services will be transferred to the eight designated cancer centres in 2008 and 90% by the end of 2009.</p> <p>Following a discussion on the presentation the Board noted the progress being made on implementation of the programme.</p>	
10.	Manpower planning with a focus on Administrative Staffing Assessment Programme	
	<p>M. McDonald and K. McGrane joined the meeting for the discussion of this item. M. McDonald spoke to the briefing paper on the finalisation of a national workforce planning strategy which had been circulated prior to the meeting.</p> <p>K. McGrane presented the analysis from the Administrative Staffing Assessment Programme set up to review the effectiveness of the deployment of clerical, administrative and managerial staff since the establishment of the HSE.</p> <p>Following a discussion the Board noted the next steps and key actions for completion of the review and encouraged management to progress this work as a matter of priority. This matter will be on the agenda again for the June 08 Board meeting.</p>	M. Mc Donald

The meeting concluded at 4.30p.m.

Signed:

Date:

Liam Downey
Chairman