

Minute of the meeting of the  
**Board of the Health Service Executive**

on  
Thursday, 11<sup>th</sup> November 2010

**Members present:** F. Dolphin (Chairman), C. Magee (CEO), P. Farrell, J. Fitzgerald, N. Brennan, S. Langford, J. Lavelle, J. Mooney, D. Power, E. McCague, A. Scott and N. Hunt

**In Attendance:** D. Purcell (Secretary)

**Apologies:** None

**Joined the meeting:** S. McGrath, L. McGuinness, L. Woods, B White, S. O'Reilly and J. Carolan

**Time & Location:** HSE National Control Offices, Kings Inns House, 200 Parnell Street, Dublin 1 at 8.30a.m

*At the start of the meeting the Chairman informed the Board that items 6 (Community Nursing Units) and 8 (National Paediatric Hospital) would not be taken at the meeting as B. Gilroy, National Director of Commercial and Support Services was not in a position to attend the meeting.*

Item	Discussion / Comments	Action
<b>1</b>	<b>Minutes of the previous meeting</b>	
	The minutes of the board meeting held on the 14 <sup>th</sup> October 2010 were approved.	
<b>2</b>	<b>Matters arising from minutes</b>	
	The action points from the previous meeting were reviewed and noted. No matters were arising.	
<b>3</b>	<b>Reports from Committees of the Board</b>	
	<p><b>Audit Committee:</b> J. Mooney reported on the meeting of the Audit Committee held on 1<sup>st</sup> November 2010. He reported that the Committee had considered with officials from the Comptroller and Auditor General's Office the draft response by management to the matters raised by the C&amp;AG following audit of the 2009 HSE accounts; the proposed audit plan for the HSE in 2011; management reports on progress towards implementing recommendations in a number of reports including the Considine Report, Torpey Report, income collection/debtor days, salary overpayments and amalgamation of subsidiary companies; progress on the National Finance and Procurement system; internal control regulations relating to property/procurement, contract approvals and the completed Quarter 3 internal audit reports.</p> <p><b>Remuneration &amp; Organisation Committee:</b> P. Farrell, Chairman of the Remuneration &amp; Organisation Committee reported on the meeting of the Committee held on the 11<sup>th</sup> November 2010. The National Director of HR had reported to the Committee on the applications/expressions of interest received under the voluntary early retirement / redundancy programmes and the contingency/re-deployment arrangements being developed to address critical vacancies arising from the programme; and an update had also been provided on the recruitment process for National Director positions of Chief Operations Officer and Quality and Risk.</p> <p><b>Risk Committee</b> Prof. A. Scott, Chairman of the Risk Committee reported on the meeting of the Risk Committee held on 3<sup>rd</sup> November 2010. She reported that, implementation of the recommendations arising from the Committee's review of its operation was ongoing, and that the CEO had been requested to carry</p>	

	<p>out a review of the current operating risk management framework control system. The Committee had also received progress reports from Quality and Clinical Care Directorate on the Corporate Risk Register, work programme of the Serious Incident Management Team and the Healthcare Assurance Audit programme. The Committee had also reviewed an update report on compliance with statutory responsibilities in Childcare and Disability Services. Service impacts arising from any non replacement of maternity leave had been discussed at the Committee and Prof Scott asked management to circulate an update on actions to mitigate any such impacts.</p>	<p>S. McGrath / L. McGuinness</p>
<b>4 Performance Report, October, 2010 &amp; Vote Report, November 2010</b>		
	<p>The CEO spoke to the management overview of performance for September, 2010 as set out in the monthly performance report.</p> <p>S. McGrath, B. White, L. McGuinness, L. Woods, S. O'Reilly and J. Carolan joined the meeting. L. Woods, L. McGuinness and S. McGrath reported on the finance, HR and service delivery performance as set out in the September monthly performance report and the October Vote expenditure report. L. Woods was asked to circulate an explanatory note on the reference in the Vote report to overdrafts being cleared in voluntary hospitals in 2009.</p> <p>The Board considered the analysis of key performance data from finance, HR, Hospital and Primary &amp; Community Services from the PR report. The Board noted that HSE is on target to achieve break-even against its budget for 2010, following significant cost restructuring during the course of the year. However, there is a substantial shortfall in health levy collections, which are not under the direct control of the HSE, and this may require a supplementary estimate. With the exception of ICT capital spend and a shortfall in the disposal of mental health lands, the HSE expects to fully complete its capital programme for 2010.</p> <p>The following items were discussed in particular:</p> <p><u>HSE allocations/budgets 2011</u> - management reported it is in an ongoing dialogue with the Department of Health and Children with regard to the likely scale of reductions to be addressed in 2011 and is continuing to assess the potential to drive savings out of the back office and procurement through a strategy of non pay cost reduction, drug price improvements and non service impacting reductions associated with improved work practices and the capacity to grow income billed and collected by HSE.</p> <p><u>Roscommon review</u> - management reported serious deficiencies were identified in the report published on the 27<sup>th</sup> of October 2010 and a plan to implement the recommendations has been defined. A national audit of neglect cases is underway, commencing in Roscommon and two other areas. Workshops are also being arranged with Principal Social Workers to ensure that the learning from this report is taken on board, and practice improvements are enhanced. The Board also noted the Social Workers Registration Board has recently been appointed by the Minister for Health and Children to foster high standards of professional conduct, professional education, training and competence among social workers.</p> <p><u>NCHD recruitment</u> - Some hospitals continue to experience significant difficulties in relation to shortages of NCHDs but this is being actively managed. Posts will be advertised to existing staff, locally, to agency staff nationally and on a broader international basis by the end of November. Involving the relevant postgraduate training body in a regional recruitment process is also being explored. Other key short-term actions including medical recruitment agencies, International training and restructuring training rotations are underway.</p> <p><u>Tallaght Hospital Review (Hayes Report)</u> B. White reported on the actions in place to implement the recommendations arising from the recently published</p>	<p>L. Woods</p>

	<p>review of radiology services at Tallaght Hospital. The Board considered the weaknesses in accountability arrangements arising for the HSE when it enters arrangements with voluntary organisations for the provision of a health or personal social service but that organisation is not directly accountable to HSE. The CEO reported that these governance issues should be addressed through service level arrangements under sections 38 and 39 of the Health Act 2004.</p> <p>The Chairman undertook to write to the chairpersons of the Roscommon enquiry and the Review of Radiology Services (Tallaght Hospital) to acknowledge the work they had undertaken for the HSE.</p>	Chairman
<b>5</b>	<b>Corporate Plan / Service Plan</b>	
	<p>J. Carolan spoke to the paper on this item which was circulated prior to the meeting. She updated the Board on the work underway to finalise the National Service Plan 2011 and the engagements that are taking place with the Department of Health and Children. She outlined the process and time lines to finalise the NSP 2011. The Board requested that a report providing an analysis of performance for 2010 would be available for the February 2011 Board meeting.</p> <p>The Board noted that the development of the Corporate Plan, 2011 – 2014 would be completed in quarter one 2011.</p>	J. Carolan
<b>6</b>	<b>Contract Approvals</b>	
	This item was deferred.	
<b>7</b>	<b>Property Transactions</b>	
	<p>J Browner joined for consideration of this item.</p> <p><b>Item 7.1 – Sale of lands at St. Conals</b> Approval for the sale land at St Conal's Letterkenny to Letterkenny Institute of Technology was propose by E. McCague and seconded by A. Scott and approved by the Board (<i>HSE Board Decision No. 11.11(32)2010</i>)</p> <p><b>Item 7.2 – Due diligence re transfer of National Cervical Screening services to HSE</b> J. Browner spoke to the report from the National Director of Estates on the internal control weakness concerning the lease arrangements for offices at Parnell Square identified as part of the due diligence exercise conducted when responsibility for the National Cervical Screening services transferred to the HSE in 2009. The Board noted that the Audit Committee had requested the Head of Internal Audit to provide more information on this issue and that the CEO would be issuing a circular to all staff to re-emphasise the need to maintain strict adhere to all control procedures.</p>	CEO/Internal Auditor
<b>8</b>	<b>National Paediatric Hospital</b>	
	This item was deferred.	
<b>9</b>	<b>Any other Business</b>	
	It was noted that an additional Board meeting, to approve the National Service Plan 2011, in accordance with the statutory time lines as set out in the Health Act, 2004, was provisionally scheduled for the 21 <sup>st</sup> December 2010.	

The meeting concluded at 11.30am

Signed:

Date:

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F. Dolphin  
Chairman