

**MB / HSE Leadership meeting**  
**11.00 AM, Friday 12 October 2018**  
**Room 704 Miesian Plaza**  
**Minutes of Meeting**

**In attendance**

**Department of Health**

Jim Breslin, Secretary General  
Greg Dempsey, Deputy Secretary General, Governance and Performance  
Colm O’Riordan, Deputy Secretary General, Policy and Strategy  
Tony Holohan, Chief Medical Officer  
Teresa Cody, Assistant Secretary National HR  
Muiris O’Connor, Assistant Secretary, R&D and Health Analytics  
Colm Desmond, Assistant Secretary Finance and Evaluation  
Kathleen MacLellan, Assistant Secretary, Social Care  
Alessandra Fantini, Principal Officer, Performance Management Unit  
Martin Woods, Assistant Principal Officer, Performance Management Unit  
Antoinette François, Assistant Principal Officer, Performance Management Unit  
Fionn Sotscheck, Administrative Officer, Performance Management Unit

**HSE**

John Connaghan, Director General  
Dean Sullivan, Deputy Director General & Chief Strategy and Planning Officer  
Anne O’Connor, Deputy Director General & Chief Operations Officer  
Stephen Mulvany, Chief Financial Officer  
Colm Henry, Chief Clinical Officer  
Liam Woods, National Director Acute Operations  
David Walsh, National Director Community Services  
Rosarii Mannion, National Director, HR  
Jim O’Sullivan, Corporate Secretary

**Agenda Item 1 – Welcome and Apologies**

The Secretary General welcomed everyone to the meeting and apologies were noted. John Connaghan, Director General and Colm O’Riordan, Deputy Secretary General were late arrivals to the meeting due to other engagements.

**Agenda Item 2 – Minutes of Meeting 13 September 2018 and matters arising**

The HSE proposed some amendments to the minutes of the 13 September 2018 and the revised minutes will therefore be held over for approval at the November meeting.

Updates were provided on Open Actions from the last meeting and a number of Actions were closed. All updates and changes are reflected in the summary tables below. Under the Open Action on the specialist registration of consultants, the HSE had circulated a short update paper in advance and provided a further verbal update on the inspections that have begun at site level. In response, concern was expressed about the findings of these inspections as regards supervision and the Department indicated that the highest priority should be given to addressing this matter at individual hospital, Hospital Group and national level. The HSE stated that the issue is a standing agenda item for its performance meetings with Hospital Groups. The HSE will be meeting HIQA shortly and the matter will be discussed again at the December

MB-HSE performance review meeting when a further update is due from the HSE following this engagement.

### **Agenda Item 3 – August Performance Profiles (PP)**

The HSE provided an update in relation to urgent colonoscopy breaches. There is a recognition of ownership by the Ireland East Hospital Group of the situation at St Columcille’s Hospital as regards colonoscopy services. A plan to assist the hospital been put in place by the Group and will come into effect on Monday 15 October 2018. St Columcille’s Hospital has been elevated to Level 3 (NPOG) under the HSE’s Performance and Accountability Framework for its performance in meeting target timeframes for urgent colonoscopies. Performance at Mayo Hospital improved in August.

The HSE indicated that it is also looking at the relationship between regular colonoscopy activity and BowelScreen activity in the various sites in order to ensure that the governance arrangements in place at hospital level cover both of these activity streams.

The Department indicated that both issues should be addressed in a programmatic way in NSP 2019, which should include a specific commitment to achieving the target timeframes for colonoscopy services (including through the BowelScreen programme) at all levels of priority.

The HSE also presented a paper on its Improvement Plan for cancer services i.e. symptomatic breast clinics and lung and prostate rapid access cancer clinics. Overall the improvement track is good although issues remain at some sites. It was agreed that the relevant service areas in the Department and the HSE would engage in relation to the Improvement Plan.

An update was provided in relation to Community Operations. The Department acknowledged the real milestone achieved in meeting the HIQA regulatory deadline for disability residential services. The HSE indicated that the network manager posts will be advertised on 1 December 2018. The Department stressed the critical nature of these posts and asked that they be progressed as soon as possible. There was also a discussion on CAMHS and the HSE highlighted how the increasing complexity of the cases presenting is impacting on the service. The HSE mentioned the recent agreement with SIPTU on the reorganisation of working arrangements for home support staff. Separately, the HSE will revert to the Department’s Social Care Division with further underlying detail on the waiting list for home support for older persons. On the Acute side, it was noted that attendances at EDs remain high at present and a lot of surge capacity is already in operation. On a positive note, it is expected that waiting list targets for in-patient/day cases will be reached.

The HSE provided an update in relation to the 2018 income issue and the intensive work underway to manage this, including engagement with private health insurers. Following on from the Budget, there was a discussion on the HSE’s finances to year end 2018. The Department undertook to revert to the HSE to provide some further clarity in this regard.

### **Agenda Item 4 –Value Improvement Programme (VIP) – update from HSE**

It was noted that a high-level DoH-HSE meeting on the VIP had taken place on 3 October 2018 and that the paper from this meeting had been re-circulated. The DG indicated that a further iteration of this paper would be required for VIP actions in 2019 which would include a separate workstream on drugs.

### **Agenda Item 5 – Budget and NSP 2019**

The Department set out the broad parameters for the development of NSP 2019 and indicated that, in light of significant resources being made available by the Government, it is imperative

for the funding to be used in an effective manner and for the health service to operate within the funding ceiling provided. The requirement in developing NSP 2019 will be to look at the entirety of the budget allocation for 2019 with a view to prioritising in line with Slaintecare and achieving value across the system. While this will be challenging for both organisations, the Department will assist the HSE in developing an effective Plan. The Department hopes to be in a position to issue the Letter of Determination to the HSE shortly. The HSE gave a broad outline of its schedule for the development and submission of the NSP. The requirement for high level stock-take meetings during the process was agreed.

**Agenda Item 6 – AOB**

The draft agenda for the November MB-HSE performance meeting (15/11/18) was previewed. It was agreed that there will be an agenda item on the NSP and on Winter Planning and that VIP would remain as a specific agenda item. It was confirmed that establishment of the HSE's PMU would remain on the agenda for a quarterly update. The topic for the theme discussion will be eHealth.

**Summary Table of Open Actions with specific outcome and/or deadline**

<b>Meeting Date Action Agreed</b>	<b>Description of Action</b>	<b>Responsible</b>	<b>Deadline</b>	<b>Update provided at September meeting</b>	<b>Update provided at October meeting</b>
13/09/18	HSE to consider how to immediately address the ongoing breaches of the target timeframe for urgent colonoscopies and the clinical prioritisation issue. HSE to look at the level of escalation attaching to these matters and the effectiveness of the NPOG escalation process in ensuring oversight and resolution of same.	L. Woods A. O'Connor	ASAP	n/a	This item was discussed under Agenda Item 3. The HSE outlined the actions being undertaken in this regard. The Department indicated that this issue should be addressed in a programmatic way in NSP 2019 which should include a specific commitment to achieving the target timeframes for colonoscopy services (including through the BowelScreen programme) at all levels of priority.
14/12/17 <i>(linked to urgent colonoscopy action above)</i>	HSE to continue efforts to address the clinical prioritisation issue for BowelScreen colonoscopies including consideration within its own Leadership team of whether instances where Units perform routine colonoscopies ahead of urgent cases (including BowelScreen cases) should be considered as Serious Reportable Events.	L. Woods J. Coffey T. Conroy T. Holohan	Week of 23/07/18	Follow up meeting (telecon) took place. HSE has written to sites involved and has received or is expecting improvement plans. HSE will submit its plan of immediate steps for improving compliance with BowelScreen timeframes at these sites to DoH week beginning 23/07/18.	As above (urgent colonoscopy action).
13/09/18	HSE to document its approach to winter planning this year as outlined at MB-HSE performance meeting of 13/09/18 and submit to DoH	A. O'Connor	15/11/18 (Nov meeting)	n/a	The HSE indicated that winter planning meetings have taken place with Hospital Groups and CHOs and a paper will be available for next month. It was agreed that there would substantive agenda item on this topic for the November meeting.

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13/09/18	HSE to further consider the early operationalisation of HSE PMU's performance intervention remit in the context of overall performance reporting/performance improvement framework	A. O'Connor G. Dempsey	15/11/18 (Nov meeting)	n/a	The HSE signalled that this item was not ready for discussion at the October meeting.  There is a substantive agenda item on this topic (quarterly update) for the November meeting.
19/07/18	HSE to follow up in relation to appropriate arrangements for timely notification to the Department of release of HSE internal audit reports	J. O'Sullivan	Ongoing	HSE will revert on this Action Point at next meeting setting out how the process will work and who is responsible.	The DoH indicated that the DoH-HSE communications protocol has been revised and now makes specific reference to arrangements for the release of HSE audit reports.  The HSE will write to the DoH setting out its further proposals to ensure timely notification to the Department of release of audit reports.
18/01/18 <i>(merging of 3 separate Open Actions)</i>	DoH and HSE to continue to engage on PNS 2018. HSE to submit (i) pay forecast for 2018 by 31 January 2018 (ii) report of recruitment in 2017 and impact into 2018 asap and (iii) composition of numbers under the Management/Admin category in PNS 2017 asap.	T. Cody R. Mannion S. Mulvany C. Desmond	Ongoing	There has been ongoing engagement between DoH and HSE since HSE response received 03/08/18. The HSE is to respond to the Department's latest queries with a view to closing out PNS 2018 in the coming week	DoH will revert to the HSE shortly in relation to PNS 2018 including monitoring and reporting arrangements.
14/09/17 <i>(wording amended post meeting of 15/02/18)</i>	HSE to report on progress on filling of Network Manager posts, following the resolution of IR issues.	R. Mannion	Ongoing	HSE to consider these posts in the wider context of PNS 2018.	The HSE indicated that these posts will be advertised on 1 December 2018. DoH stressed the critical nature of these posts and asked that they be progressed as soon as possible.

### Summary Table of Open Actions requiring ongoing monitoring

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at September meeting	Update provided at October meeting
14/06/18	HSE to consider wider strategic issues around the recruitment process including patient safety and high levels of agency staff in certain locations and bring its considerations to DoH for further discussion.	J. Connaghan R. Mannion	Quarterly update Oct'18	It was agreed that an update on this action would be provided at the October meeting. The expectation of DoH is that the HSE has a process in place to look at this issue strategically and that DoH will get a quarterly update on progress. It was agreed that consideration of the recruitment procedures at NCHD level would be incorporated in this exercise.	The HSE indicated that quite an amount of work has been undertaken on examining this issue. A HSE paper will be ready for discussion at the November meeting.
31/05/18 <i>(wording amended post meeting of 12/10/18)</i>	HSE to maintain oversight of the specialist registration of consultants from two angles (i) steps being taken to mitigate patient safety risks arising and (ii) ongoing HSE process to improve compliance.	R Mannion T Cody	Quarterly update Dec'18	DoH and HSE National HR Units will keep in contact on this matter with a view to providing an update at the November MB-HSE performance review meeting.	The HSE had circulated a short update paper in advance and provided a further verbal update on the inspections that have begun at site level. In response, concern was expressed about the findings of these inspections as regards supervision and the Department indicated that the highest priority should be given to addressing this matter at individual hospital, Hospital Group and national level. The HSE stated that this issue is a standing agenda item for its performance meetings with Hospital Groups. The HSE will be meeting HIQA shortly and the matter will be discussed again at the December MB-HSE performance review meeting when a further update is due from the HSE following this engagement.

<b>Meeting Date Action Agreed</b>	<b>Description of Action</b>	<b>Responsible</b>	<b>Deadline</b>	<b>Update provided at September meeting</b>	<b>Update provided at October meeting</b>
19/04/18	Relevant officials in HSE and DoH to engage in relation to the financial position in disability services (in particular emergency places).	D. Walsh K. MacLellan	Quarterly update Dec'18	Engagement ongoing in the context of the Estimates process. DoH expectation on this action is that work is ongoing in the HSE on strategic planning and financial control in disability services and that DoH will get a quarterly update on progress.	DoH indicated that a comprehensive update on the HSE's strategic planning in relation to disability services will be required in advance of the December meeting.
19/04/18	HSE to provide DoH (Primary Care and Acute Hospitals Divisions) with more information on the increasing level of demand for Paediatric Home Care Packages and implications.	D. Walsh F. Goodman	Quarterly update Dec'18	The HSE submitted a paper in advance of the meeting. Engagement is continuing between the relevant service areas in the Department and the HSE on this. Next quarterly update due December meeting	DoH indicated that a comprehensive update on the HSE's strategic planning in relation to paediatric homecare packages will be required in advance of the December meeting.
19/04/18	HSE Acute Services to carry out a deep dive data review of ED attendances in a number of high volume hospitals incl analysis of age profile, reason for attendance etc. in order to provide an evidential base for increases in volume YTD 2018.	J. Ryan	In advance of next meeting (15/11/18)	HSE submitted a paper in relation to ED presentations in advance of the meeting. HSE will provide another paper on the causal factors behind ED presentations in advance of next MB-HSE performance review meeting (12/10/18)	The HSE indicated that work is underway on this exercise and confirmed that a paper exploring causal factors of ED attendances will be available in advance of the November meeting.
14/09/17	DoH and HSE to examine effectiveness of monthly performance process and bring outcomes to a future MB-HSE Leadership meeting	G. Dempsey A. O'Connor	Ongoing	Engagement ongoing and meeting to take place soon between relevant officials in DoH and HSE in relation to existing and new model	The DoH and HSE are engaging in this regard.

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14/06/18 <i>(merging of 2 existing Open Actions) (12/10/18 moved to Ongoing Monitoring list. Linked to action on monthly performance process)</i>	A Working Group to be established to consider how acute hospital performance can be better understood and reported	A. O'Connor G. Dempsey	Ongoing	Engagement ongoing between Deputy Secretary General (Governance & Performance) and Chief Operations Officer.	The DoH and HSE are engaging in this regard.
22/06/17	HSE to consider and propose for discussion how DoH should link in to the HSE's emergency planning procedures in the event of a major incident	D. McCallion T. Holohan	Ongoing	Work will continue bilaterally between CMO's office and HSE to get this completed.	HSE National Director National Services will work with the CMO's office to reach agreement on some outstanding issues and a proposal will then be submitted to the CMO's office.
18/10/16	HSE to report to DoH on its review of "internal financial movements/reimbursements". <i>(reworded).</i>	S. Mulvany C. Desmond	Quarterly update – Oct '18	To be discussed at next meeting (12/10/18) if not closed out in the meantime.	A draft report from the external consultant has been received and the DoH is to respond in this regard.

### Summary Table of Closed Actions

Meeting Date Action Agreed	Description of Action	Responsible	Update provided at October meeting
13/09/18	DoH and HSE to continue to engage on VIP and to come to an understanding on VIP forecast savings to end 2018 and into 2019	C. Desmond G. Dempsey S. Mulvany J. Ryan	This action was closed – no specific task under this action this month. VIP is a standing item on the monthly agenda.
19/07/18	HSE to submit a status report for DoH by end August 2018 on those residential care services which are approaching the regulatory deadline (Sept 2018) after which next steps will be discussed including reconvening the mechanism for engagement with HIQA on the issue	D. Walsh K. MacLellan	This action was closed. HIQA has indicated that all disability centres will be registered by the deadline.
12/10/17	DoH and HSE to carry out separate internal review processes and also engage with each other in relation to “lessons learned” from 2018 Estimates and NSP processes and planning for 2019.	G. Dempsey D. Sullivan	This action was closed on the basis that the NSP 2019 process is underway at present and that it will feature as a substantive agenda item for the November meeting.