

MB / HSE Leadership meeting
11.00 AM, Thursday 13 September 2018
Room 522 Miesian Plaza
Minutes of Meeting

In attendance

Department of Health

Jim Breslin, Secretary General
Greg Dempsey, Deputy Secretary General, Governance and Performance
Tony Holohan, Chief Medical Officer
Tracey Conroy, Assistant Secretary, Acute Hospitals Division, Cancer and Blood Policy Unit
Fergal Goodman, Assistant Secretary, Primary Care and Eligibility
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

Anne O'Connor, Acting Director General & Chief Operations Officer
Dean Sullivan, DDG & Chief Strategy and Planning Officer
Stephen Mulvany, Chief Financial Officer
Colm Henry, Chief Clinical Officer
David Walsh, National Director Community Services
Rosarii Mannion, National Director, HR
Joe Ryan, National Director, National Services
Angela Fitzgerald, Assistant National Director Acute Operations
Jim O'Sullivan, Corporate Secretary

Agenda Item 1 – Welcome and Apologies

The Secretary General welcomed everyone to the meeting and apologies were noted. The Secretary General congratulated Dr Kathleen MacLellan on her recent appointment as Assistant Secretary, Social Care in the Department of Health.

Agenda Item 2 – Minutes of Meeting 19 July 2018 and matters arising

The minutes of the meeting of 19 July 2018 were agreed with one amendment from the Department of Health.

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.

Agenda Item 3 – April-June (Q2) and July Performance Profiles (PP)

The HSE provided an overview of performance on the community operations side. There is a re-focus on childhood immunisation with a view to bringing activity up to target. In relation to therapies, the number of patients being treated nationally is increasing and the HSE outlined the areas which have particular challenges. There was agreement on the need to balance investment in specialist intervention services with the development of a strong baseline service

in primary care to serve as a shared resource across the community operations side. Home support services, the Nursing Home Support Scheme and Paediatric Homecare Packages were also discussed. The HSE gave an update on the registration by HIQA of residential disability services. Significant progress has been made in this area with only 32 of the original 11,000 centres requiring registration. The HSE is engaging with providers and HIQA on these remaining centres.

The HSE gave an overview of performance on the acute operations side, including Patient Experience Times in EDs, waiting lists and Rapid Access Cancer Clinics. Breaches of the target timeframes for urgent colonoscopies was also the subject of discussion. The HSE outlined the factors behind breaches in some sites. The Department expressed strong concern at continuing breaches of the target timeframes and in relation to the clinical prioritisation of urgent cases. These issues have been the subject of regular discussion at MB-HSE performance review meetings over a considerable period. The Department asked the 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. In relation to BowelScreen, the HSE is to revert to the Department on its improvement plan setting out more robust and strategic proposals to address performance and governance issues.

There was a discussion in relation to the financial position including expenditure in corporate areas and the Value Improvement Programme. The finance functions in both organisations will seek to engage decisively on the forecasted 2018 end year position in order to come to a shared understanding on a number of specific issues. In particular, the Department has sought a comprehensive review of bad debts from 2014 to date in the context of the impact on the first charge, as well as implications for 2018 and 2019. It was agreed that the Department and the HSE need to come to a common understanding on VIP forecast savings to end 2018 and into 2019 which can then be carried forward into the NSP 2019 process. On PNS 2018, the HSE is to respond to the Department's latest queries with a view to closing out PNS 2018 in the coming week.

Agenda Item 4 – Implementation of NSP 2018

(i) Update on new developments under NSP 2018

Discussion on this topic was deferred to the October meeting as the HSE paper was not available.

(ii) Update on establishment of HSE Performance Management Unit

The HSE presented its paper under this agenda item. The HSE is to further consider the early operationalisation of HSE PMU's performance intervention remit in the context of overall performance reporting/performance improvement framework.

Agenda Item 5 – Value Improvement Programme (VIP) – update from HSE

The HSE presented its paper on the VIP and provided an update in relation to VIP 1 and 2. The Steering Group for VIP 3 has been initiated and engagement between the Department and the HSE is continuing. The Department reiterated the requirement for a longer-term view of savings under VIP to end 2018 and into 2019.

Agenda Item 6 – Approach to NSP 2019

The Department set out the broad contextual background to the development of NSP 2019 and indicated that overall staffing levels must be incorporated in the 2019 Plan. The Department expects to issue guidance to the HSE shortly on the overall strategic priorities for 2019 to assist

the HSE in the development of the NSP. It was agreed that early engagement between the Department and the HSE at a senior level to agree an overall approach would be useful.

Agenda Item 7 – Winter Planning

The HSE indicated that winter planning will be managed in a different way this year and will not be the subject of a separate stand-alone plan. The Department asked the HSE to document its approach for this year as outlined at the meeting and to submit this to the Department.

Agenda Item 8 – AOB

(i) Publication of minutes of MB-HSE performance meetings

It was noted that the minutes of MB-HSE performance meetings will be published by the Department on its external website once they have been formally approved, starting with the minutes of the September meeting.

(ii) Preview of agenda for October MB-HSE performance meeting (11/10/18)

The draft agenda for the October meeting was previewed. The topic of the theme discussion will be eHealth.

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

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at July meeting	Update provided at September meeting <i>(note: No meeting August)</i>
13/09/18 (new)	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	n/a
13/09/18 (new)	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	ASAP	n/a	n/a
13/09/18 (new)	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	ASAP <i>(standing agenda item)</i>	n/a	n/a
13/09/18 (new)	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	Next meeting (Oct'18)	n/a	n/a

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at July meeting	Update provided at September meeting <i>(note: No meeting August)</i>
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	Ongoing	n/a	HSE paper submitted in advance of meeting and a verbal update was provided at meeting. Significant progress has been made in this area. Only 32 of 11,000 centres remain to be registered. HSE are engaging with providers and HIQA in this regard.
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	12/10/18 (next meeting)	n/a	HSE will revert on this Action Point at next meeting setting out how the process will work and who is responsible.
14/06/18 <i>(merging of 2 existing Open Actions)</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	DoH assessment of 2017 financial position shared with HSE. HSE response received by DoH. The Deputy Secretary General (Governance & Performance) will send an email to relevant parties with regard to the establishment of the Working Group (including the HSE Planning and Strategy side as requested).	Engagement ongoing between Deputy Secretary General (Governance & Performance) and Chief Operations Officer.
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	DoH received information in relation to recruitment trends over the past three years. DoH received correspondence from HSE in relation to control procedures in place but has a number of queries in this regard.	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

	<i>Cont/d</i>			HSE will revert to DoH by end July 2018 setting out its collective and corporate view of how WTE numbers will move over the remaining months of 2018 in order to meet budgetary parameters, taking into account factors such as staff turnover, graduate nurses and 2018 developments.	
14/12/17	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.	Paper received from HSE in advance of the meeting. HSE to revert to DoH in relation to BowelScreen improvement plan with more robust and strategic proposals to address performance and governance issues.
12/10/17 <i>(moved from Ongoing Monitoring list as is now a deadline action)</i>	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	Ongoing	Engagement is continuing in this regard.	DoH to issue strategic priorities shortly to assist in development of NSP 2019. High level engagement between DoH and HSE to take place at an early stage to set out agreed approach to NSP 2019
14/09/17 <i>(wording amended following 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	Mediation has been completed and advertisement of the posts can now proceed.	HSE to consider these posts in the wider context of PNS 2018.

Summary Table of Open Actions requiring ongoing monitoring

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at July meeting	Update provided at September meeting <i>(note: No meeting August)</i>
14/06/18 (new)	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	Quarterly update from HSE next meeting, ie. September.	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.
31/05/18 (reworded)	DoH and HSE to maintain oversight with regard to consultants on the Medical Council specialist register.	R Mannion T Cody	Quarterly update Nov'18	<p>The specific information in relation to consultants working in private hospitals has been received by the Department. HSE will send DoH a copy of the DG's recent letter to HIQA on the issue.</p> <p>It was agreed that the wider action on the status of consultants on the Medical Council specialist register requires ongoing oversight at MB-HSE performance meetings and would be included in the list of Open Actions for quarterly update.</p>	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.

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at July meeting	Update provided at September meeting <i>(note: No meeting August)</i>
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	Quarterly update from HSE next meeting, ie. September.	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.
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	Quarterly update from HSE next meeting, ie. September.	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
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.	L. Woods	In advance of next meeting (12/10/18)	Some preliminary work done by SDU on this and further work is underway.	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)
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	DoH has proposed early August for an initial informal briefing with HSE senior management on a new Performance Oversight Framework.	Engagement ongoing and meeting to take place soon between relevant officials in DoH and HSE in relation to existing and new model
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	HSE's new protocol has been signed off and the HSE is liaising with relevant officials in DoH CMO's office in this regard.	Work will continue bilaterally between CMO's office and HSE to get this completed.

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at July meeting	Update provided at September meeting <i>(note: No meeting August)</i>
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	HSE indicated that it is awaiting DoH feedback in relation to the draft reports.	To be discussed at next meeting (12/10/18) if not closed out in the meantime.

Summary Table of Closed Actions

Meeting Date Action Agreed	Description of Action	Responsible	Update provided at September meeting <i>(note: No meeting August)</i>
19/07/18	HSE will submit a paper to DoH within the next few days setting out its proposals for the CAMHS service in the South East;	D. Walsh	This action was closed on the basis that the paper had been submitted by the HSE and that engagement would take place between the relevant service areas in the Department and the HSE.
19/07/18	DoH and HSE Finance Units will engage to ensure that the next published Performance Profile (Apr-June PP scheduled for publication end September 2018) correctly reflects the first charge and cash issues;	S. Mulvany C. Desmond	This action was closed on the basis that engagement between both Finance Units is ongoing and will be completed by the time of the next MB-HSE performance review meeting.
31/05/18	HSE to submit a paper to DoH on the rationale underpinning the HSE PMU's remit and approach. In the meantime, relevant officials to engage with regard to HSE PMU.	A.O'Connor G Dempsey	This action was closed on the basis that the establishment of the HSE's Performance Management Unit features as an agenda item on a quarterly basis.
18/01/18 <i>(reworded)</i>	HSE to provide an update on the Value Improvement Programme.	A. O'Connor D. Sullivan S. Mulvany G. Dempsey	This action was closed on the basis that VIP is a standing agenda item.