

MB / HSE Leadership meeting
11.30 AM Wednesday 21 November 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
Tracey Conroy, Assistant Secretary, Acute Hospitals Division, Cancer and Blood Policy Unit
Teresa Cody, Assistant Secretary National HR
Colm Desmond, Assistant Secretary Finance and Evaluation
Kathleen MacLellan, Assistant Secretary, Social Care
Paul Bolger, Director, Scheduled and Unscheduled Care Unit
Alessandra Fantini, 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
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 from Fergal Goodman, Assistant Secretary Primary Care, Siobhan O’Halloran, Chief Nursing Officer and Muiris O’Connor, Assistant Secretary R&D and Health Analytics. Apologies were also noted from Jerome Coffey, National Director National Cancer Control Programme and from Liam Woods, National Director Acute Operations. Angela Fitzgerald, Assistant National Director Acute Operations attended on his behalf.

Agenda Item 2 – Minutes of Meetings of 13 September 2018 and 12 October 2018 and matters arising

The minutes of the meetings of 13 September 2018 and 12 October 2018 were approved as tabled.

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 – September Performance Profiles (PP)

The HSE indicated that following the November meeting of the HSE's National Performance Oversight Group (NPOG), Dublin Midlands Hospital Group has issued a Performance Notice to St James's Hospital for non-compliance with access performance targets for symptomatic breast cancer and BowelScreen. The HSE indicated that performance under the Inpatient and Day Case Action Plan is positive. There is progress in respect of total volume and on numbers waiting >9 months. More work is needed in relation to the numbers waiting >18 months. Tackling the outpatient waiting list will be more challenging. The Department emphasised the need for increased focus and delivery in this area. The National Treatment Purchase Fund (NTPF) has allocated an increased budget to this area in 2019. This will support HSE outpatient activity and initiatives. The HSE indicated that more work is needed in relation to improved data, validation and the shift in care to the community. The HSE also indicated that work between the Department, the HSE and the NTPF on the 2019 outpatient action plan is at an advanced stage. An update was provided on the implementation of the improvement plan for cancer Rapid Access Clinics. Cork University Hospital has been put into level 3 escalation under the HSE's Performance and Accountability Framework in respect of non-compliance with breast cancer target timeframes.

In relation to Community Operations, the HSE advised that the posts of Children's Disability Network Manager are now being advertised and that agreement has been reached on the Standard Operating Procedure for the assessment of needs. Both of these developments are very positive in terms of service delivery. The Department welcomed the significant progress on these two fronts. The HSE again signalled the significant challenges being placed on CAMHS inpatient units by the complex needs of some patients. There was a discussion in relation to home support for older persons, centred on a paper presented by the HSE, which was welcomed by the Department. The Department requested more detailed information from the HSE in relation to the cost drivers for home support provision and the validation methods for home support waiting lists. The HSE undertook to provide this information. The Department is keen to see a focus in 2019 on value for money in relation to the management of home support services, including the advancement of the use of a Single Assessment Tool across the whole of services for older people.

The management of WTE numbers to end 2018 was discussed. The Department indicated that confirmation is required from the HSE in relation to its end 2018 position and on the monitoring & reporting arrangements for same. A further reminder to the HSE issued recently from the Department in this regard. The HSE's approach to income was also briefly discussed.

Agenda Item 4 –Recruitment and Patient Safety

The HSE paper on this topic was considered. The Department indicated that while the paper was useful in setting out the general issues, more detail on the specific actions foreseen is required. The HSE agreed to revise the paper, to include more concrete information on the actions planned, and to submit it for further discussion at the December meeting.

Agenda Item 5 – NSP 2019

The Department and the HSE outlined their current respective positions in relation to the development of NSP 2019. A high-level meeting is scheduled to take place immediately after the performance review meeting, with another meeting planned for Friday, 23 November.

Agenda Item 6 – Winter Planning

The HSE has begun to implement winter planning measures in conjunction with Hospital Groups, CHOs and the NTPF.

Agenda Item 7 – Implementation of NSP 2018 (Q3 update)

- (i) Update on new developments under NSP 2018

The HSE paper on this topic was noted and service areas in the Department and the HSE will engage bilaterally in this regard, particularly in relation to mental health developments in 2018.

- (ii) Update on establishment of HSE Performance Management Unit

The HSE presented its paper under this agenda item. The Department indicated that more detail is required in relation to next steps and timelines and the intervention remit of the proposed Unit needs to be further elaborated on. The HSE is to revert to the Department in relation to the next steps required. The matter will be re-visited at the December MB-HSE performance review meeting.

Agenda Item 8 - Value Improvement Programme (VIP) – update from HSE

The HSE paper on this agenda item was noted. The Department will revert to the HSE shortly in this regard.

Agenda Item 9 – AOB

The HSE gave a brief outline of the findings of its staff survey which includes some positive results in relation to staff engagement and morale. The Director General stressed that the HSE is not complacent and is aware that more needs to be done in this area. The results of the survey will be published soon. The Department noted that the results of the Patient Experience Survey will also be available shortly and both surveys will complement each other in offering a different perspective on the health service.

The Department acknowledged the input of the HSE National Women and Infants Health Programme in preparing the report on Transvaginal Mesh Implants which will be published soon.

The draft agenda for the December MB-HSE performance meeting (13/12/18) was previewed. It was agreed that the agenda item on NSP 2019 will be focused on the implementation of the NSP, on the basis that the Plan should be finalised by the time of the meeting. There will also be items on Recruitment and Patient Safety and the Establishment of the HSE's Performance Management Unit.

Agenda items on Activity Based Funding and the outpatient waiting lists were also proposed, however, it was agreed that these would be more appropriate for discussion at the meeting in January 2019. The Department indicated that the January meeting will also feature a review by the HSE of its performance in 2018 across Acute, Community and National services.

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

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at October meeting	Update provided at November meeting
21/10/18 (new)	HSE to provide more detailed information to DoH in relation to the cost drivers for home support provision and the validation methods for home support waiting lists.	D. Walsh	ASAP	n/a	n/a
13/09/18 <i>(linked to BowelScreen action below)</i>	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	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.	Measures are in place in respect of St Columcille's Hospital. The HSE are incorporating routine, urgent and BowelScreen colonoscopies in their consideration of this matter. The HSE confirmed that the prioritisation issue for urgent colonoscopies is being dealt with and that NSP 2019 will include commitments in relation meeting the target timeframes for colonoscopy services at all levels of priority (including through the BowelScreen programme).

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at October meeting	Update provided at November meeting
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	As above (urgent colonoscopy action).	As above <i>and</i> An improvement plan is in place for the BowelScreen programme. It is expected that November data will demonstrate compliance with target timeframes at 12 sites with remaining 2 sites complying by the December cycle. The reporting mechanism has been improved with performance now based on the offer of an appointment within the timeframe rather than attendance (which is impacted by DNAs etc).
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)	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.	The HSE has begun to implement winter planning measures in conjunction with Hospital Groups, CHOs and the NTPF.

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at October meeting	Update provided at November meeting
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)	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.	The HSE presented its paper under this agenda item. The Department indicated that more detail is required in relation to next steps and timelines and the intervention remit of the proposed Unit needs to be further elaborated on. The HSE is to revert to the Department in relation to the next steps. The matter will be re-visited at the December MB-HSE performance review meeting.
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 will revert to the HSE shortly in relation to PNS 2018 including monitoring and reporting arrangements.	The Department indicated that confirmation is required from the HSE in relation to its end 2018 position and on the monitoring & reporting arrangements for same. A further reminder to the HSE issued recently from the Department in this regard.

Summary Table of Open Actions requiring ongoing monitoring

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at October meeting	Update provided at November meeting
21/10/18 (new)	Service areas in DoH and the HSE to engage bilaterally on the HSE paper <i>Q3 update on new developments under NSP 2018</i> , particularly in relation to mental health developments in 2018.	D. Walsh S. O'Halloran	Quarterly update (Q4) Feb'19	n/a	n/a
14/06/18 <i>(linked to action on consultants and specialist register – below)</i>	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	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.	The HSE paper on this topic was considered. The Department indicated that while the paper was useful in setting out the issues, more detail on the specific actions foreseen is required. The HSE agreed to revise the paper, to include more concrete information on the actions planned, and to submit it for further discussion at the December meeting.

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at October meeting	Update provided at November meeting
31/05/18 <i>(wording amended post meeting of 12/10/18)</i> <i>(linked to action on recruitment and patient safety– above)</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	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.	(as above) The HSE paper on this topic was considered. The Department indicated that while the paper was useful in setting out the issues, more detail on the specific actions foreseen is required. The HSE agreed to revise the paper, to include more concrete information on the actions planned, and to submit it for further discussion at the December meeting.
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	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.	The Department re-iterated that a paper will be required on this topic 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	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.	The Department re-iterated that a paper will be required on this topic in advance of the December meeting.

Meeting Date Action Agreed	Description of Action	Responsible	Deadline	Update provided at October meeting	Update provided at 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	The DoH and HSE are engaging in this regard.	Engagement between the DoH and the HSE is ongoing.
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	The DoH and HSE are engaging in this regard.	Engagement between the DoH and the HSE is ongoing.

Summary Table of Closed Actions

Meeting Date Action Agreed	Description of Action	Responsible	Update provided at 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	The HSE wrote to the Secretary General on 14/11/18 outlining its proposal for notification of release of internal audit reports to the Department. The Secretary General responded to the HSE on 15/11/18, agreeing with the approach outlined.
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	The posts have recently been advertised by the HSE. This was welcomed by the Department as it is considered that these posts together with the roll-out of the Standard Operating Procedure will have a very positive impact on service delivery.
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	The HSE paper was submitted in advance of the meeting.
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	HSE submitted a briefing note on this matter. Relevant officials in HSE and CMOs office are engaging in advance of the submission of a paper to HSE Leadership proposing revisions to the NCMT procedures, including in relation to engagement between both organisations during major incidents.
18/10/16	HSE to report to DoH on its review of "internal financial movements/reimbursements" <i>(reworded)</i>	S. Mulvany C. Desmond	DoH responded to HSE with feedback in a letter on 24/10/18.