



Féidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## HSE Performance and Delivery Committee Meeting

### Minutes

A meeting of the HSE Performance and Delivery Committee was held on Friday 24 July 2020 at 9:00 am via video conference.

Members Present: Tim Hynes (Chair), Sarah McLoughlin, Brendan Lenihan, Fergus Finlay, Regina Moran, Louis Flynn, Sarah Barry, Deirdre Madden.

In attendance: Stephen Mulvany (CFO, Item 2-3), Dean Sullivan (CSO), Yvonne Goff (Scheduled Care, Item 2), Justine McCarthy (EY, Item 2), Pat Healy (ND Community Strategy and Planning, Item 2), Stephanie O’Keeffe (ND Strategic Planning and Transformation), Siobhán Ní Bhriain (Integrated Care, Item 2), Connor Cleary (Item 2), Anne O’Connor (COO), Orla Treacy (Item 4), Michael Redmond (Acting CIO, Item 5), Niamh Drew (Secretary), Rebecca Kennedy.

#### 1. Governance and Administration

The Chair welcomed members to the meeting and in advance of the arrival of EMT, the Committee discussed and agreed the agenda and approach to the meeting.

The Committee approved the minutes of the meetings of 19 June and 15 July 2020.

The Chair confirmed with the Committee the transfer of Corporate Risk Register Risk 18 (Policy and legislation development and implementation) from the Performance and Delivery Committee to the Safety and Quality Committee for oversight.

The Chair proposed holding a ‘touch point’ meeting in August with the CSO and COO to discuss ongoing work on the Corporate Plan and National Score Card.

No conflict of interest was declared.

#### 2. Corporate Plan

##### 2.1 Update on Corporate Plan

The CSO presented an overview of the proposed service-related Objectives of the Corporate Plan and its supporting content which was further progressed following EMT members’ feedback and the Performance and Delivery Committee Meeting on 15<sup>th</sup> July.

As requested by the Committee, the CSO provided information on: the rationale for the prioritisation of the 6 Service-related Objectives; the Corporate Plan development process and timeline; a recap on policy relating to RHAs; alignment between risks included in the Corporate Plan and the Corporate Risk Register; a summary of existing HSE strategies and policies and their alignment with the Objectives; and a suggested outline of the full Corporate Plan document.

Subject to the points raised by the Committee, it was agreed that the draft priorities should now be forwarded for consideration by the HSE Board.

*CSO, S Ní Bhriain, J McCarthy, Y Goff, P Healy, S O’Keeffe and C Cleary left the meeting*

### **3. Integrated Financial Management Systems**

#### **3.1 Update on IFMS Programmes**

The CFO provided the Committee with an update on two projects; the SAP Ariba Snap Project and the IFMS SAP Implementation Project. He noted that the SAP Ariba Snap Project which, after a technical go-live live on the 19th May 2020, has exited a period of extended HyperCare on the 17th July 2020 as planned and was formally handed over to business operations. However, he noted that user uptake is slower than expected and work remains ongoing in relation to change management.

The CFO advised that in relation to the IFMS SAP Implementation Project, it continues to be impacted by the COVID-19 emergency. This has necessitated a re-planning exercise by DXC Technology, (Systems Integrator), which is currently being finalised and agreed with the project for submission to the IFMS Change Authority and FRP Steering Committee in August and for update to the external Peer Review Group. DXC had indicated that this re-plan would be fully completed before the end of July to coincide with this update for Committee.

However, the timeline has proved challenging, involving complexity in determining the net impact of the SAP Ariba Snap project on IFMS timelines overall, as well as the ongoing impact of COVID-19, particularly on project activities traditionally or necessarily structured around face-to-face and/or onsite interaction. He confirmed the executive is monitoring progress of re-planning against milestones on a weekly basis.

The Committee asked that each project be examined, and learning be drawn from whichever aspects did not run according to plan. It was agreed that next IFMS update will be submitted to the October 2020 meeting of the Committee to include the IFMS Re-plan and the Business Case review.

*CFO left the meeting*

## **4. Performance Oversight**

*O Treacy Joined the meeting*

### **4.1 National Scorecard – Progress on Development**

The COO reviewed with the Committee the work done on the development of a new two-dimensional National Scorecard for the HSE that will assist the Committee and Board in their oversight and governance role. At the last Committee meeting it had been agreed that the Office of the COO would engage with all Board and Performance & Delivery Committee members to gain insight into what should be included in the National Scorecard. The COO advised that there had been a strong response rate of 75%. The consultation feedback and the feedback from the written questionnaires were collated and analysed and a set of key findings were developed to represent the shared view points and considerations provided as part of the feedback.

The Committee reviewed and discussed the key findings from this feedback which were in the areas of Suitability of the existing National Scorecard (NSC) for the Board, the KPIs and Domains for the new National Scorecard, KPI gaps in existing National Scorecard, alignment of the National Scorecard with strategic focus areas, COVID specific scorecard, and alignment of new NSC with Board and Board Committee scorecards.

The Committee highlighted the importance of the Board being provided with a scorecard in order for it to operate with an appropriate level of oversight. It was also stressed that continuity across data provided to the Board and to Committees as part of their scorecards was crucial.

The Chair emphasised the need to develop a single aggregation point for providing relevant metrics/scorecard to the Board and confirmed he would discuss this further with the COO.

Following the discussion, it was decided that a draft scorecard would be brought to the Committee in September and then to the Board for consideration.

### **4.2 Performance Profile May 2020**

The COO provided a high-level overview of the monthly May 2020 report. She informed the Committee the Performance Profile is published on a quarterly basis and provides an update on key performance areas for Community Healthcare, Acute Hospitals and National Services in addition to Quality & Patient Safety, Finance and Human Resources. It was noted that some areas of reporting remain heavily impacted by the COVID-19 pandemic but improvements should be seen in the June report in relation to this.

An update on year to date performance was provided on a heat map for each metric on the National Scorecard. The service area updates provided an update to the Committee on performance in graph and table format for the metrics on the National Scorecard and also for other key metrics taken from the National Performance Indicator Suite in the National Service Plan.

The Committee welcomed the update but felt that workforce and culture need to be better highlighted in future performance indicator suite.

**5 Corporate Risk Register**

*M Redmond joined the meeting*

**5.1 Review of Risks assigned to Committee**

Due to time constraints this item was deferred to the next Committee meeting. However, the Chair agreed to hold one-to-one meetings with the relevant national directors to further discuss.

**5 AOB**

The Committee agreed that it will continue to hold other special meetings outside of its usual monthly meeting to provide the required oversight on corporate planning processes.

Date of Next Meetings: 'Touch point' meeting 3 September 2020 (TBC).

Monthly meeting 18 September (TBC).

The meeting concluded at 12:05pm.

Signed:   
**Tim Hynes**  
**Chairperson**

24/10/2020 

**Date**