



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## Special HSE Performance and Delivery Committee Meeting

### Minutes

A special meeting of the HSE Performance and Delivery Committee was held on Monday 8 June 2020 at 10.00 am via video conference.

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

In attendance: Dean Sullivan (CSO), Terrie O'Neill (Planning Manager), Dara Purcell, Rebecca Kennedy.

Apologies: Anne O'Connor, Stephen Mulvany.

#### 1. Governance, Administration and Chairperson's Remarks

The Chair welcomed members to the meeting noting that the purpose of this meeting was to update the Committee Members on progress and timelines of the corporate planning process, and other corporate processes, as a follow up to the discussion at the Committee meeting on 22 May.

No conflict of interest was declared.

#### 2. Corporate Process Timelines

D Sullivan (CSO) led on this item and presented a paper which outlined the key planning milestones in 2020 in respect of finalisation of the Corporate Plan; the preparation of the annual Estimates Requirements 2021; the National Service Plan 2021 (NSP); and commencement on the preparation of the HSE Annual Report 2020. He emphasised that finalising the Corporate Plan in parallel with Estimates 2021 and preparation of the National Service Plan 2021 will be challenging, in conjunction with COVID-19 and recovery planning – all of which need to be aligned. He advised that the HSE is working towards a submission of a Corporate Plan, approved by the HSE Board, to the Minister by 30 September.

The following key timelines were noted:

- End July 2020:
  - Draft Corporate Plan (key corporate priorities) considered
  - Proposed outline for HSE Annual Report 2020 considered
- End August 2020:
  - Consideration of draft Estimates 2021
  - Corporate Plan considered further with P + D Committee

- End September 2020:
  - Final draft Corporate Plan reviewed, adopted and submitted
  - Final Estimates 2021 considered
  - Draft NSP2021 framework considered
- Mid October 2020: Letter of Determination received post-budget and impact discussed
- Mid November 2020: final NSP2021 approved and submitted to Minister for Health.

The Committee discussion then focused on the overall approach to developing the Corporate Plan and timelines for finalising it noting it will need to accommodate uncertainty within this planning context. The CSO noted progress made on the Corporate Plan pre-COVID-19 was significant and an attempt will be made to retain relevant work even though the environment in which the Corporate Plan now needs to be finalised has fundamentally changed. The Corporate Plan will be closely aligned to the recovery planning work and will detail programmes of work to be undertaken, relating to COVID-19 priorities but also to wider transformation opportunities in line with Sláintecare objectives. It was also noted that the upcoming change in Government may impact on the strategic priorities for the Corporate Plan.

The Committee discussed the importance of addressing risk management in the Corporate Plan, with B Lenihan noting the importance of addressing risk appetite and mitigating solutions following assessment of the relevant data gathered. The Corporate Plan should outline measurable delivery targets which include risks and responsibilities.

The Chair raised the issue of the possibility of a further surge of COVID-19 or other crises arising in the next 18-24 months impacting on provision of services and stated that a plan for pausing certain services to help deal with these situations may be necessary. S McLoughlin suggested that engagement with these services should be a particularly important part of planning in this area. S Barry highlighted the importance of learning from the crisis. R Moran noted that newer technologies need to be part of this planning and should be utilised in an effort to prevent reduction of services and that technology will be of significant assistance in the intelligent reallocating of sources. S McLoughlin also sought clarification on whether other countries' experience dealing with SARS and MERS were being assessed as this kind of prior knowledge could have assisted with the COVID-19 response. The CSO noted that these areas are being considered currently.

The Chair noted that learning should also be central to this process. For example, the movement of staff during the crisis should be considered carefully as such engagement would have seemed unlikely, particularly in respect of staff movement across government departments and this should potentially be utilised going forward. The Chair also requested that L Flynn engage with the CSO on the topic of institutionalising learning. L Flynn noted that how relevant and current data capturing is happening at present will be key, along with performance flow and substantial change. S Barry referenced an example of this idea in use with the current engagement between TCD, DOH and the HSE which was initially focused on RHAs but has now been refocused on the health system reaction to COVID-19 instead, and how this aligns to Sláintecare. In response to these points, the CSO noted that there is work stream in the recovery planning process which focuses on this learning.

The Committee considered timelines of the Corporate Plan process and confirmed it will engage regularly with the Executive on the drafting and finalisation of the Plan during this period. Additional meetings will be arranged as required.

The Chair concluded by thanking attendees for their time and once again encouraged as much engagement as possible between the Committee and the Executive during the corporate planning processes.

**3. A.O.B**

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

Date of Next Meeting: 19 June 2020

The meeting concluded at 11:05am.

Signed:   
Tim Hynes  
Chairperson

24/11/2020  
Date

