Primary Care Centre Public Private Partnership Project
Market Launch Day

4 December 2013
Primary Care Centre Public Private Partnership Project

Welcome & Overview of Day

Mr. John Hennessy
National Director of Primary Care
Health Service Executive (HSE)
Primary Care Centre Public Private Partnership Project

➢ Overview of the Day

• Alex White T.D., Minister for Primary Care - Keynote Address
• Tony O’Brien, Director General, HSE – Primary Care Services
• Jim Curran, Head of Estates, HSE - Primary Care Centre PPP Project
• Steven Burgess, Head of Project Management, NDFA - Overview of indicative Procurement Procedure & Requirements
• Questions & Answers - Panel
Primary Care Centre Public Private Partnership Project

Keynote Address

Alex White T. D.
Minister for Primary Care
Primary Care Centre Public Private Partnership Project

Primary Care
Tony O’Brien
Director General
Health Service Executive
Primary Care Centre Public Private Partnership Project

Vision

➢ The vision for primary care which the Government is committing to implementing is one where:

• no one must pay fees for GP care;
• GPs work in teams with other primary care professionals;
• the focus is on the prevention of illness and structured care for people with chronic conditions;
• primary care teams work from dedicated facilities; and
• staffing and resourcing of primary care is allocated rationally to meet regularly assessed needs.
Steps to implement the Primary Care Vision include:

• Establishment of new Primary Care Directorate in 2013 to lead the implementation of primary care reform.

• International evidence supports that 90-95% of health services should be delivered in a primary care setting - 484 Primary Care Teams (PCTs) in place by end of 2013.

• Providing an integrated approach to ensure patients get the most appropriate care at the lowest level of complexity that they need as close to their home as possible.

• Development of high quality primary care centres (PCCs) to support the work of PCTs.
Primary Care Team (PCT)

- The PCT provide a wide range of services using a multidisciplinary team approach which include: GP services, public health nursing, physiotherapy, occupational therapy, social work, counselling, speech and language therapy, home help etc.

- The PCT is a central point for service delivery which actively engages to address the medical and social needs for a defined population.
Primary Care Centre Public Private Partnership Project

Strategy to Deliver Primary Care Centres (PCCs)

• The HSE recognises that the Government’s health reform programme places a new emphasis on developing the role of primary care within a universal healthcare system and as a consequence progress in delivering the necessary infrastructure is a priority.

• In February 2012, the HSE submitted to the Department its report on the Accommodation Needs Assessment for Primary Care Teams.

• The development of PCCs will be through a combination of public and private investment.

• The HSE is currently using 3 delivery methods to provide PCC infrastructure:
  1. HSE Direct Build;
  2. Operational Lease; and
  3. Public Private Partnership (PPP).
Primary Care Centre Public Private Partnership Project

Primary Care Centre PPP Project

Jim Curran
Head of Estates
Health Service Executive
Primary Care Centre Public Private Partnership Project

PCC-PPP Project Overview

• €2.25 billion Infrastructure Stimulus Package - 17 July 2012.
• Up to 20 Primary Care Centres (PCCs) to be developed by Public Private Partnership.
• Budget announced €115 million.
• HSE appointed Design Teams to bring 16 sites through planning process.
• Single bundle expected between 10-14 sites with planning permissions in place.
• Indicative number 12 based on affordability.
• Sites geographically spread across 4 HSE regions.
Primary Care Centre Public Private Partnership Project

Sites by HSE Region
1. West  Ballymote
2. West  Boyle
3. West  Westport
4. West  Claremorris
5. West  Ballinrobe
6. West  Tuam
7. West  Limerick City
8. South  Dungarvan
9. South  Carrick on Suir
10. South  Waterford City (East)
11. South  Wexford Town
12. DML  Crumlin/Drimnagh
13. DML  Kilcock
14. DML  Knocklyon/Rathfarnham
15. DNE  Dublin - Summerhill
16. DNE  Coolock/Darndale*

* Progressing as 1 site
## Primary Care Centre Public Private Partnership Project

### Status of Planning Applications

<table>
<thead>
<tr>
<th>Location</th>
<th>Planning Submission</th>
<th>Observations Deadline</th>
<th>Planning Due Date</th>
<th>Planning Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSE West</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballymote</td>
<td>15/11/2013</td>
<td>16/12/2013</td>
<td>20/01/2014</td>
<td></td>
</tr>
<tr>
<td>Boyle</td>
<td>03/10/2013</td>
<td>Observation made by NRA</td>
<td>RFI issued 22.11.2013</td>
<td></td>
</tr>
<tr>
<td>Claremorris</td>
<td>04/10/2013</td>
<td>No Observations</td>
<td>RFI issued 29.11.2013</td>
<td></td>
</tr>
<tr>
<td>Tuam</td>
<td>03/10/2013</td>
<td>No Observations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballinrobe</td>
<td>TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Limerick</td>
<td>TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSE South</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dungarvan</td>
<td>15/10/2013</td>
<td>22/11/2013</td>
<td>12/12/2013</td>
<td></td>
</tr>
<tr>
<td>Carrick-on-suir</td>
<td>18/10/2013</td>
<td>26/11/2013</td>
<td>16/12/2013</td>
<td></td>
</tr>
<tr>
<td>Waterford City (East)</td>
<td>11/11/2013</td>
<td>16/12/2013</td>
<td>13/01/2013</td>
<td></td>
</tr>
<tr>
<td>Wexford Town</td>
<td>18/10/2013</td>
<td>No Observations</td>
<td></td>
<td>22/11/2013</td>
</tr>
<tr>
<td>HSE Dublin Mid-Leinster</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crumlin/Drimnagh</td>
<td>19/11/2013</td>
<td>24/12/2013</td>
<td>21/01/2014</td>
<td></td>
</tr>
<tr>
<td>Kilcock</td>
<td>25/10/2013</td>
<td>29/11/2013</td>
<td>20/12/2013</td>
<td></td>
</tr>
<tr>
<td>Knocklyon/Rathfarham</td>
<td>08/11/2013</td>
<td>13/12/2013</td>
<td>10/01/2014</td>
<td></td>
</tr>
<tr>
<td>HSE Dublin North East</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summerhill</td>
<td>11/10/2013</td>
<td>15/11/2013</td>
<td>06/12/2013</td>
<td></td>
</tr>
<tr>
<td>Coolock/Darndale</td>
<td>14/11/2013</td>
<td>19/12/2013</td>
<td>16/01/2014</td>
<td></td>
</tr>
</tbody>
</table>
Primary Care Centre Public Private Partnership Project

Patient/Client Services in Project PCCs

- 1 or more Primary Care Teams (PCTs) will be based in each Project locations. PCTs provide a wide range of services which include:
  - GP services, physiotherapy, occupational therapy, public health nursing, social work, home help coordinator, area medical officer, dietician.

- Other services provided in some Project Locations include
  - Mental Health Day Hospital, Community Mental Health Services, Dental Service, Early Intervention Team, Addiction Services, Audiology, Ambulance Base

- PCCs will range in size based on local service requirements 1,500m² - 5,000m²
### Primary Care Centre Public Private Partnership Project

#### Patient/Client Services in Project PCCs

<table>
<thead>
<tr>
<th>Location</th>
<th>m2</th>
<th>Size</th>
<th>No. of Primary Care Teams</th>
<th>Dental</th>
<th>Mental Health</th>
<th>Ambulance Base</th>
<th>Child Adolescent &amp; Mental Health</th>
<th>Early Intervention Team</th>
<th>Alzheimers Day Centre &amp; Mother McCauley</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSE West</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballymote</td>
<td>2.558</td>
<td>Medium</td>
<td>1</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boyle</td>
<td>1.560</td>
<td>Small</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Claremorris</td>
<td>2.069</td>
<td>Medium</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westport</td>
<td>2.434</td>
<td>Medium</td>
<td>1</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuam</td>
<td>2.585</td>
<td>Medium</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballinrobe</td>
<td>1.560</td>
<td>Small</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Limerick</td>
<td>1.734</td>
<td>Small</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSE South</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dungarvan</td>
<td>3.803</td>
<td>Large</td>
<td>2</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrick-on-suir</td>
<td>2.558</td>
<td>Medium</td>
<td>1</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterford City (East)</td>
<td>4.679</td>
<td>Large</td>
<td>4</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wexford Town</td>
<td>3.625</td>
<td>Large</td>
<td>4</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>HSE Dublin Mid-Leinster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crumlin/Drimnagh</td>
<td>3.980</td>
<td>Large</td>
<td>1</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Kilcock</td>
<td>2.335</td>
<td>Medium</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knocklyon/Rathfarham</td>
<td>3.841</td>
<td>Large</td>
<td>4</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSE Dublin North East</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summerhill</td>
<td>4.325</td>
<td>Large</td>
<td>2</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Cooolock/Darndale</td>
<td>4.265</td>
<td>Large</td>
<td>2</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
Primary Care Centre Public Private Partnership Project

Claremorris Primary Care Centre – Co. Mayo

Gross Area: 2,069m²
Primary Care Centre Public Private Partnership Project

Carrick on Suir Primary Care Centre – Co. Tipperary

Gross Area: 2,558m²
Primary Care Centre Public Private Partnership Project

Crumlin/Drimnagh Primary Care Centre – Co. Dublin

Gross Area: 3,980m²
Primary Care Centre Public Private Partnership Project

Summerhill Primary Care Centre – Co. Dublin

Gross Area: 4,325m$^2$
Primary Care Centre Public Private Partnership Project

Scope of Primary Care Centre PPP Contract

• Design, Build, Finance and Maintain PPP Contract

• Range of Facilities Management services to be included:
  – Contract Management
  – Building Management & Maintenance
  – Grounds Maintenance
  – Security
  – Helpdesk
  – Pest Control
  – Cleaning
  – Porters
Primary Care Centre Public Private Partnership Project

Pre Procurement Tasks

• Business case completed – positive case for developing primary care centres.

• Stakeholder consultations with range of groups including GPs, HSE Staff, local communities, planning authorities.

• PPP and non PPP scope defined – output specifications and project costs well developed.

• Key policy issues related to procurement approach, GPs, planning resolved.

• Project to be handed over to NDFA early in 2014.
PRIMARY CARE PPP PROGRAMME

Overview of indicative Procurement Procedure and Requirements
€1.4 billion Stimulus PPP Programme

- **Education**
  - 2 groups of 6 schools
  - Grangegorman DIT - Central and East Quads

- **Health**
  - 10-14 Primary care centres

- **Justice**
  - 3 Garda regional HQs
  - 7 Courthouse developments

- **Transport**
  - Inter-urban roads programme: 3 projects (by NRA)
Role of the NDFA

• **NDFA Act 2002 and Amendment Act 2007**
  ▸ Acts as the State’s Financial Adviser for all public investment projects greater than €20 million in value (PPP & Non PPP)
  ▸ Acts as procurement & delivery authority for PPP Projects, excluding local authority and transport PPPs
  ▸ May deliver exchequer-funded developments for Minster for Education

• Delivery agent for the accommodation PPPs within the *Government’s €1.4 billion Stimulus PPP Programme* with projects in education, justice and health sectors.
  • Delivering 15 exchequer-funded school developments in 2014
  • NDFA manages the procurement process and construction stage through to Service Commencement (“turnkey”)

National Development Finance Agency
Expected Parties to the PPP Contract

**Contracting Authority:** Minister for Health

**Sanctioning Authority:** Department of Health

**Sponsoring Authority:** Health Service Executive

NDFA, as agent of the Minister, will manage the tender process and will be the Contracting Authority during the construction stage.

- Third Parties to the Agreement will include the GP practices present on the sites who will be operating under agreement to the HSE.
Overview of expected deal structure

• 25 year Design Build Finance & Maintain PPP Contract
  ▸ Standard risk allocation; largely SoPC4

• PPP Co remunerated by a monthly Unitary Charge paid by the Department of Health

• Construction contract value estimated at Ex VAT €115 million

• Construction and Availability risk passed to PPP Co.
  ▸ No payment of unitary charge until construction is completed and services commence
  ▸ Availability Based deductions
  ▸ Service Performance deductions
  ▸ “Off-Balance sheet” structure required (Eurostat/CSO)

• Utility consumption risk passed to PPP Co

• Change in Law and insurance gain share mechanics to reflect “PF2”
• **Outline Business Case developed and completed**

• **Project Development Stage substantially completed**
  - Technical Advisors appointed by HSE Q2 2013 to grouped site locations
  - Coordinating Technical Advisor appointed Q2 2013
  - Specimen designs prepared and planning applications submitted
    - Good engagement with relevant Planning Authorities
    - Submissions made for 15 of 16 sites
    - Coordinated technical development to provide consistency/commonality
  - Site acquisition (where required) is advanced
  - Geotechnical, topographical and other relevant surveys completed
• **PPP Project Development Stage substantially completed**
  - PPP Suitability report
  - GP participation at project sites will **NOT** form part of the PPP Project
  - Project definition established (works, services)
    - Contract will be for a defined list of sites published in OJEU Contract Notice
  - Programme affordability established and approved
  - Output Specification preparations well advanced

  - Tender and contract documentation preparations also well advanced
FM Services a key component

- 25 year service period, expected to include all aspects of:
  - Caretaking & Porterage (probable combined service)
  - Cleaning
  - Building maintenance
  - Equipment maintenance
  - Waste Management (non-clinical waste only)
  - Pest Control
  - Security
  - Energy management (consumption risk)
  - Life cycle replacement (Fixtures, Fittings, Building)
  - Limited ground maintenance requirements
Procurement Process - outline

- Procurement in accordance with Directive 2004/18/EC
- A **single PPP contract** is planned
- Project is characterised as a **Services Contract**
- Continue use of the negotiated procedure
- Some new features at selection stage...
  - Ability of Candidate to manage multi-site delivery will be a key focus
    - Programme/project management capability
    - Ability to assemble and manage “Key Supply Chain Members”
  - No requirement to necessarily identify contractors at PQQ stage
  - Confirmation of construction delivery team at interim tender stage
Anticipated process

3 months
- Pre-Qualify & Shortlist Tenderers (3)

6 months
- Invitation to Negotiate
- Interim stage submission
- Conclude Negotiation

2 months
- Submit Tenders
- Appoint Preferred Tenderer

5 months
- Debt funding sourced
- Contract Award

Target of 16 months

Contractor delivery team confirmation

Authority Term Sheet
Key Supply Chain Members

Essential delivery roles based on experience, competency, expertise

- **Lead Design/Build Contractor(s)**
  - Experience of project scale, complexity, integration
  - Minimum requirements on turnover/net assets expected ("bankability")
  - To be tested for compliance, financial robustness at interim tender stage prior to tender submission, i.e., NOT at pre-qualification stage
  - Confirmation of availability - non-exclusive basis permissible at PQQ
  - Equity participation: NOT required; will bring no relative advantage
  - Joint Venturing: NOT required; will bring no relative advantage

- **Principal subcontractors** (design, construction, supply, FM services)
  - Design, FM experience of project scale, complexity, integration
  - Minimum Turnover test only expected for FM Services Provider

- **“Reliance on Resources” at PQQ stage**
  - Expected to be present at tender submission stage
### Indicative financial requirements

<table>
<thead>
<tr>
<th></th>
<th>Minimum Turnover (annual, averaged over 2 years)</th>
<th>Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity Provider</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (Aggregate)</td>
<td>n/a</td>
<td>[€100m]</td>
</tr>
<tr>
<td><strong>Construction Contractor</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (Aggregate)</td>
<td>[€120m]</td>
<td>[€40m]</td>
</tr>
<tr>
<td>Individual</td>
<td>[€40m]</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>FM Services Provider</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (Aggregate)</td>
<td>[€10m]</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**IMPORTANT:** All values shown are indicative only at this stage. Actual minimum requirements will be as set out in the Project Information Memorandum accompanying the OJEU Contract Notice.
Opportunities in the supply chain: SMEs

• “Meet the Contractor”
  - To be held in conjunction with Enterprise Ireland
  - Opportunity for the prospective supply chain to meet with 3 shortlisted tenderers during tender preparation stage
  - Further opportunity to meet Preferred Tenderer pre-contract award
  - 2 events already held during 2013 in relation to Devolved Schools Programme

• NDFA tracking supply chain engagement within contracts
Other initiatives: Jobs activation

• **Job creation and activation measures**
  - Social clause on participation of the long-term unemployed
  - 10% construction jobs to come from Live Register (> 1 year)

• **Job-matching: “Intreo”**
  - single point of contact
  - offers practical, tailored employment services for employers

• **JobsPlus initiative**
  - Regular cash payments to qualifying employers to offset wage costs where they employ eligible jobseekers
  - Either €7,500 or €10,000 pa per employee
Bid costs – reduction and compensation

- Specimen designs for all site locations prepared by Authority
- Full Planning Permission and DACs secured by Authority
- Reduce tender timelines by ~6 months
- Policy decision agreed by Government in December 2012 on bid compensation regime

<table>
<thead>
<tr>
<th>Typical Accommodation Project with capital value €100 million or greater</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful Tenderer payment: each Tenderer</td>
</tr>
<tr>
<td>Authority decision not to award during Tender period: all Tenderers</td>
</tr>
<tr>
<td>Authority decision not to award during PT period: Preferred Tenderer (“PT”) payment</td>
</tr>
</tbody>
</table>

* Indicative maximum payment shown is the maximum available under the proposed compensation regime, being applicable to projects with an indicative capital value of €100 million or more. A minimum payment will apply for each stage. A scale may be used to apportion the payment depending on the point in the programme at which the decision not to proceed to the award stage is made. Details will be published in the OJEU Notice and Tender documents. Minimum payment to PT in the scenario shown would be €300,000 (decision not to proceed to the award stage is made at PT appointment).
Funding

• **Authority Term Sheet** envisaged at Tender stage
  - Authority retains risk of movement in reference interest rate and interest rate margin (subject to benchmarking)
  - Preferred Tenderer retains risk of security package costs
  - Preferred Tenderer retains risk of increased costs arising from any non-standard PPP capital structure to those included in ATS (eg., risk of increased gearing, cover ratios, reserve accounts, etc., from funders)

• **Debt funding to be finalised in Preferred Tender stage**
  - Defined, time-limited period for securing funding once Preferred Tenderer is appointed
  - 6 months currently anticipated; any extension at Authority’s discretion
Funding (continued)

- Open to bank debt and institutional funding solutions
- EIB funding – *in discussion*
- Deliverability and value for money key considerations

*Under consideration ....*
- Extension of Relief Events to include substitution or replacement of a defaulting Sub-Contractor within Works Co.
  - Relief will available for one substitution/replacement only

*Not Under consideration ....*
- Government equity participation
Closing comments

- Single 25-year availability-based PPP contract
  - multi-site locations
  - PCCs are generally modest in scale and complexity

- Specimen designs and full planning permission provided
  - Planning submissions already made at 15 of 16 potential sites

- GP practices do not form part of the PPP contract

- Selection of candidates will include:
  - Programme/project management and
  - supply chain management

- Construction delivery team confirmed at interim tender stage

- Social clauses will be included
## Status of PPP Stimulus Programmes

<table>
<thead>
<tr>
<th>Project</th>
<th>PIN</th>
<th>OJEU</th>
<th>ITN</th>
</tr>
</thead>
<tbody>
<tr>
<td>N17/N18 Gort Tuam</td>
<td>Funding selection underway</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N25 New Ross Bypass</td>
<td>Shortlisting complete</td>
<td>Q4 2014</td>
<td></td>
</tr>
<tr>
<td>Schools PPP SB4</td>
<td>Shortlisting complete</td>
<td>Issued</td>
<td></td>
</tr>
<tr>
<td>Schools PPP SB5</td>
<td>Shortlisting complete</td>
<td>Q2 2014</td>
<td></td>
</tr>
<tr>
<td>M11 Gorey/Enniscorthy</td>
<td>-</td>
<td>29.7.13</td>
<td>H1 2014</td>
</tr>
<tr>
<td>GDA-DIT PPP</td>
<td>29.8.13</td>
<td>31.10.13</td>
<td>Q1 2014</td>
</tr>
<tr>
<td>Primary Care PPP</td>
<td>15.11.13</td>
<td>Dec 13</td>
<td>Q2 2014</td>
</tr>
<tr>
<td>Courts PPP</td>
<td>Expected</td>
<td>Q1 2014</td>
<td>Q2 2014</td>
</tr>
<tr>
<td>Garda PPP</td>
<td>Q1 2014</td>
<td>Q2 2014</td>
<td>Q3 2014</td>
</tr>
</tbody>
</table>
Questions & Answers

Panel

• Alex White, T.D., Minister for Primary Care
• Tony O’Brien, Director General, HSE
• John Hennessy, National Director of Primary Care, HSE
• Jim Curran, Head of Estates, HSE
• Steven Burgess, Head of Project Management, NDFA