

## Board Meeting

University Hospital Galway  
12<sup>th</sup> October 2016

### Present

#### Non Executive Directors

Dr John Killeen, Interim Chair (JK)  
Ms Phyllis MacNamara, Director (PMN)  
Mr Gerry McManus, Director (GMM)  
Dr Jim Browne, Director (JB)  
Dr Brendan Day, Director (BD)  
Ms Sharon Moohan, Director (SM)

#### Executive Members

Mr Maurice Power, CEO (MP)  
Dr Pat Nash, Group Clinical Director (PN)  
Ms Ann Cosgrove I/Chief Operational Officer (AC)  
Ms Jean Kelly, I/Chief Director of Nursing & Midwifery (JMK)  
Mr Tony O’Gorman, Secretary (TOG)

### Apologies

Mr Zubair Javeed, Director (ZJ)  
Mr Tony Baynes, I/Chief Financial Officer (TB)

### In Attendance

Mr Michael Moloney, Communications  
Ms Caitriona Meehan, Communications

### Non Attendance

Mr Colam O Neill, Director (CON)

Agenda Item	Discussions / Comments	Action
1.	<b>Apologies / Minutes of Board Meeting / Declaration of Interest</b>	
	Minutes of meeting held on 14/09/16 were approved on the proposal of Gerry Mc Manus and seconded by Dr. Jim Browne.  <b>Conflict of Interest Declaration:</b> No Declarations of Interest were made.	
2.	<b>Matters Arising and Review of Action Points</b>	
	<b>GUH Bereaved Family Room.</b> Ms MacNamara advised the Board that a meeting was held with the GUH Bereavement Councillor to identify suitable areas for UHG site and that this work would continue in the immediate future.  <b>Recruitment of Group e-Health Director.</b> Mr McManus requested an update on the proposed recruitment of a Group e-health Director. Mr Power advised the Board that the post required DPER approval to appoint to Assistant National Director level. It was expected that the recruitment process would begin shortly.  <b>Staff Recognition Awards</b> Ms Kelly advised the Board that preparations had commenced for holding the Staff Recognition Awards in March 2017.	TOG/JK

	<p><b>HSE Leadership Team</b> Mr. Power advised the Board of that Tony O'Brien, Director General had made some changes to HSE Leadership Team. Copy of the notification to be circulated to Board Members.</p> <p><b>Headcount Benchmarking with a similar-sized UK Trust</b> In addition to contact already made by Mr Power with the NHS Northumbria Trust in relation to benchmarking, Ms Kelly advised that a report is expected in Q2 2017 from the National Taskforce on Nursing and Midwifery which will provide specific headcount metrics and ratios for Irish acute hospitals which address specific parameters regarding acuity and the use of HCA's.</p> <p><b>Board on Board Project.</b> Ms Kelly advised that the survey of Board members would be collected and submitted to the HSE Quality Improvement Division for review. Mr O'Gorman advised that planned follow-up work with QID is to be deferred until a new Board is appointed.</p> <p><b>e-Referrals/Healthlink System.</b> Dr Day observed that the electronic referral system eased the journey of the patient and queried whether endoscopy procedures could be part of the electronic referral system. COO to follow up.</p>	<p>TOG</p> <p>AC</p>
3.	<p><b>Chairperson</b></p>	
	<p><b>Chairman's Update (verbal)</b> The Chair, on behalf of the Board, offered condolences to the family of UHG staff member Ms Carmel Keane, OPD, and former staff members Mr Michael Corcoran, Urology Surgeon and Mr Albert Wilson, Orthopaedic Surgeon and acknowledged the outstanding contribution and service of all three employees.</p> <p><b>Board Development Day 9<sup>th</sup> November</b> The Chair advised that the Board Development Day, scheduled for 9<sup>th</sup> November, would be deferred until new Board Members are appointed.</p> <p><b>2015 Annual Report</b> The Chair acknowledged the work of Ms Ann Cosgrove and Ms Anne Conroy in preparing the Saolta 2015 Annual Report. The report was reviewed and was adopted by the Board.</p>	
4.	<p><b>Chief Executive Officer</b></p>	
	<p>The Chief Executive Officer's Report (45/2016) circulated prior to meeting was taken as read.</p> <p>Mr Power advised the Board that Ms Ann Cosgrove has been appointed to the permanent position of Saolta Group Chief Operating Officer and wished her well on her appointment.</p> <p><b>Waiting Lists</b> Mr. Power advised that there is significant national media attention currently on hospital waiting lists. The group is preparing an internal plan to assist in reducing waiting lists, in conjunction with the outsourcing initiative, funded by the NTPF, that is in place currently.</p>	

5.	<b>Chief Clinical Director</b>	
	<p>The Chief Clinical Director's Report (46/2016) circulated prior to meeting was taken as read.</p> <p><b>Scientific Management Practices in Healthcare to Tackle Patient Flow - Proof of Concept Programme</b></p> <p>Dr. Nash gave an update on progress with this programme. GE Healthcare Finnermore are working work with the Group and provide the external expertise and skills in order to optimize the use of resources and patient pathways on the UHG site. GE have a number of resources on site to run this programme. This programme is nationally funded.</p> <p><b>Portiuncula Hospital Maternity Services Review</b></p> <p>The status of the review was discussed. The review Chairman met six families last week. It is likely that the final report will not be completed until the end of January 2017.</p> <p><b>Clinical Quality and Risk Posts</b></p> <p>Dr. Nash advised the Board that the recruitment process for seven new Quality &amp; Safety posts has now concluded.</p>	
6.	<b>Chief Financial Officer Report</b>	
	<p>The Chief Financial Officer's Report (47/2016) circulated prior to meeting was taken as read.</p> <p>As Mr Baynes was unable to attend the meeting, Mr Power advised the Board that strict cost containment measures and savings plans are in place across the Group, with savings of €1.5m to be sought to year-end.</p> <p>Mr Power noted that filling permanent posts rather than using agency personnel is the preferred recruitment option for the Group as the latter option was more costly.</p>	
7.	<b>Chief Operating Officer</b>	
	<p>The Chief Operating Officer's Report (48/2016) circulated prior to meeting was taken as read.</p> <p><b>Waiting Lists</b></p> <p>Ms Cosgrove provided a report on waiting lists for Endoscopy procedures across the Group, noting that additional capacity in RUH would be available to the Group in future.</p> <p><b>Group Patient Administration System (PAS).</b></p> <p>Ms Cosgrave advised the Board that an integrated PAS system, functional across all Saolta hospital sites, is required to optimize patient flow across all sites. There will be a significant implementation challenge for the Group in adequately resourcing a project of this scale.</p> <p><b>Cardiology Cath Labs GUH and SUH.</b></p> <p>Ms Cosgrove advised that a business case for both sites was near completion based on demographic data, finances and patient/clinical data and national guidelines. The SUH proposal is likely to be formatted as a managed service with the mobile service ceasing on the SUH site. The UHG proposal will use the more</p>	

	traditional procurement format. The funding approval pathway is via HSE Estates Dept and then National Director, HSE Acute Hospital Services.	
<b>8.</b>	<b>Group Director of Nursing &amp; Midwifery</b>	
	<p>The Group Director of Nursing &amp; Midwifery Report (50/2016) circulated prior to meeting was taken as read.</p> <p>Ms Kelly advised the Board that Ms Dawn Johnson has resigned from her position as Group Director of Midwifery and leaves the Group on October 16<sup>th</sup>. The Board was advised that site Directors of Midwifery would be appointed, with a direct reporting relationship to the hospital GM and professional reporting relationship to the Group Director of Nursing &amp; Midwifery.</p> <p>Ms Kelly advised the Board that the implementation of Schwartz Rounds on the GUH site has been very successful and a proposal is being prepared for funding to roll this initiative out across other Group Hospitals. The evaluation of the Rounds in GUH will shortly be completed and will be distributed to the Board.</p> <p>The Board was informed that a second Patient Advice and Liaison Service Officer (PALS) will be recruited for Portiuncula University Hospital. Ms MacNamara welcomed this and informed the Board that the presence of the PALS service was of very significant benefit to patients and their families as well as to the hospital.</p>	JK
<b>9.</b>	<b>Any other Business</b>	
	<p>The following additional items were discussed:</p> <p><b>Family Space on Wards for End of Life</b> It was agreed that it is a priority of the Board to ensure that space be identified in each hospital for families to use when a patient/relative is nearing end of life. Ann Cosgrove to liaise with each hospital and follow-up on progress.</p> <p><b>Audit Committee Activity.</b> Mr Gerry Mc Manus informed the Board of current sub-committee activity across the Group, including the linkage with the Institute of Public Administration who undertook training and awareness for Board members and Saolta staff in Governance best-practice. Mr Mc Manus looked forward to inviting clinicians to future presentations in advance of the formation of clinical directorates. Mr Power commended the work of the audit committee and noted the adoption, by Saolta Hospital managers, of audit committee recommendations.</p> <p><b>Non-Executive Director Terms of Office.</b> The Chair noted that this would be the final meeting of the existing Board as the Non-Executive Director Terms of Office expire at the end of the month. The Chair acknowledged the work of the individual Directors, various sub-committees, Patient Council members and Saolta executives. The Non-Executive Directors, including former Chairman Mr Noel Daly, had provided expertise and had contributed greatly to the formation of the Group. Dr Killeen also acknowledged the contribution of Mr Bill Maher and Mr Tony Canavan. Mr Power acknowledged the work of all who have contributed to the formation and running of the Group and thanked the Non Executive Directors for their exemplary contribution and commitment to improving Healthcare for the population of the West and North West.</p>	AC  G Mc M

10.	<b>Date of Next Board Meeting</b>	
	It was agreed that the next Board Meeting would not take place until Board vacancies were filled and a quorum of Non-Executive Directors were in place. Next meeting scheduled for University Hospital Galway –date TBD.	

SIGNED DIRECTOR:                     *Dr. J. Killeen*                    

DATE: \_\_\_\_\_

**Dr John Killeen**  
**Interim Chair of Board**