

Board Meeting

Letterkenny Hospital, Donegal
9 June 2015

Present:

Non Executive Directors

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

Executive Members

Mr Maurice Power, CEO (MP)
Mr Tony Baynes, A/Chief Financial Officer (AB)
Ms Jean Kelly, A/ Group Director of Nursing and Midwifery (JMK)
Ms Fiona McHugh, Secretary, (FMH)

Apologies:

Mr Colam O Neill, Non Executive Director (CON)

In attendance:

Ms Caitriona Meehan, Communications Manager

Joined by Teleconference :

Mr Zubair Javeed, Non Executive Director (ZJ)
Dr Pat Nash, Group Clinical Director (PN)
Mr Tony Canavan, COO (TC)

Agenda Item	Discussions / Comments	Action
1.	Minutes of Board Meeting/ Declaration of Interest Minutes of meeting of the 12/05/2015 were approved on the proposal of Dr Jim Browne and seconded by Ms Phyllis MacNamara. Conflict of Interest Declaration: No Declaration of Interest made.	
2.	Matters Arising and Review of Action Points Nil	
3.	Interim Chairman's update Meeting with Minister Varadkar Meeting between Minister Varadkar and the Non Executives of the Board	

	<p>to share the progress regarding the development of the Group and challenges faced as a Board took place on the 18 May 2015.</p> <p>Statutory Basis for Group and Board The Chairman briefed the Board on the progress regarding statutory status of Group Boards and advised the Board that initial proposals of the "Hospital Group Draft Terms of Reference" were rejected by the Chairs at the recent Chair Forum meeting. A further meeting of the Chairs is scheduled for Friday 12 June. The CEO agreed to prepare a short briefing on a possible MOU solution specific to Saolta Group in advance of this meeting for the Chair.</p> <p>CEO Appointment The Chair congratulated Mr Power on his recent appointment as CEO to the Group.</p> <p>Midland Regional Hospital Portlaoise HIQA Report The HIQA report into the investigations into the safety, quality and standards of services provided by the HSE to patients in the Midland Regional Hospital, Portlaoise (circulated 14/5/2015) was considered. The Board requested the actions that need to be taken to implement the various recommendations identified.</p> <p>Board Development Day Agreed to extend invitation to Mr Liam Woods Acute National Director and Ms Noreen Fahy, Senior Finance and Governance Specialists IPA to the third Board Development day scheduled to take place on 11 November 2015 in Galway.</p>	<p>CEO</p> <p>PN</p> <p>JK</p>
4.	Strategic Manpower Planning Committee	
	Dr John Killeen presented the Strategic Manpower Planning Committee Report (31/2015) as circulated and taken as read. Terms of Reference for Strategic Manpower Planning Committee noted.	JK
5.	Chief Executive Officer	
	<p>Mr Maurice Power presented a summary of his report, as previously circulated and taken as read.</p> <p>Areas of note:</p> <ul style="list-style-type: none"> • Unscheduled Care- Timeframe of January 2016 to create additional 30 bedded capacity in UHG not acceptable as the current overcrowding and high trolley numbers in GUH continues to be the single biggest risk to the Group with a total of 49 patients reported on trolleys on Tuesday 2 June. A request to pull timeframe back to end of October at the latest submitted to National Office. • Scheduled Care- End of June 2015 the Group expects to achieve the inpatient /day case waiting list target. • A Directive has been received from the National Office to outsource Outpatients. In response the CEO have sought an extension from the June deadline to manage the outpatient waiting list internally so the Group can manage the clearance plan in a controlled and systematic way. At the end of June 2015 the Group will have reduced the outpatient waiting list from 12,000 to 6,000. This is a significant achievement for the Group. • Branding- Naming of Hospitals as part of the Branding process agreed by the Executive Council at their meeting of the 27 June outlined. 	

	<ul style="list-style-type: none"> • CEO Awards – National Tender for Events Management Company to support CEO awards have been received and currently been evaluated. Expect decision by end of June. • Service Planning- process for 2016 has commenced at National Level. The initial phase of this is the estimates process for 2016. The turnaround time was very short with submissions due by 9 June 2015 • GUH Network Outage -A serious Incident review to fully investigate the GUH Network Outage on the 16 March 2015 has been commissioned by Dr Pat Nash and a site visit by the investigation team to interview relevant staff is scheduled for the middle of June. <p>Members received this report and noted the key areas of progress and ongoing issues.</p> <p>The Board considered a discussion lead by Dr Browne regarding the exclusion of University in the Hospital title agreed by the Executive Council. Following a lengthy discussion the Chair tabled a vote of the Non Executive Directors in respect of inclusion of University in the Hospital title. The motion was carried to include University in the Hospital title.</p>	
6.	Chief Clinical Director	
	<p>Dr Nash presented his report via teleconference (33/2015) as circulated and taken as read.</p> <p><u>Areas of note</u></p> <p>Clinical Directorate Development- A Project Lead has been identified (appointment is pending release from current role) and a steering group is being formed to oversee the further development of the Clinical Directorate Structure.</p> <p>Unscheduled Care</p> <ul style="list-style-type: none"> • Appropriateness Evaluation Protocol (AEP) conducted on 27th April 2015 at UHG and findings of report outlined. • Breakdown of Emergency Department Attendance requested by the Board at its March meeting summarised. <p>Quality and Safety- Ongoing issues relating to recruiting and retaining suitable experience staff members has been raised at a number of National Performance Meetings. 35 serious incident reviews under way in the Saolta University Health Care Group.</p> <p>Maternal Death Update -Since the EY review of implementation of HIQA recommendations, the Maternity Services Strategic Group has focused on those recommendations grade as 'Amber Red' and 'Amber'. Progress to date was summarised as per report as requested by the Board at its May Meeting.</p> <p>Portiuncula Hospital Maternity Review Update - The Review Team has now convened and had two meetings and individual case investigations are underway. 5 investigators need to be assigned from National Office to ensure that the Group comply fully with the terms of reference.</p> <p>Locum Radiologists review - continue to engage with the national team in the review of three locum Radiologists Consultants. To date, majority of the investigations reported on have been reviewed with no serious safety concerns having been identified for the Group.</p> <p>Open Disclosure- Saolta staff are currently undergoing Open Disclosure Training</p> <p>The Updated Corporate Risk Register overseen by the Quality and Safety Executive Group (QUALSEC)</p>	

	<p>Bespoke Campaign - The group based bespoke campaign to recruit 10 consultants to PHB is underway and the Group hope to appoint a sustainable workforce.</p> <p>Members received this report and noted the key areas of progress and ongoing issues. Concern was raised about the lack of applicants for the medical vacancy posts in PHB and the potential impact for patient services.</p>	
7.	Chief Operating Officer	
	<p>Performance Management Report April 2015</p> <p>Mr Canavan presented the April Performance Management report via teleconference (34/2015) as circulated and taken as read and updated the Board on the following activities</p> <ul style="list-style-type: none"> • Inpatient and outpatient waiting list by hospital. • Patient experience time (PET) as a 9 hour and 6 hour targets by hospital. • Key Performance Indicators for Symptomatic Breast; Rapid Lung; Rapid Access Prostate and Medical Oncology/ Haematology and also highlighted the progress to date in addressing the backlog in Letterkenny Hospital for Symptomatic Breast Service. <p>Members received this report and noted the key areas of progress and ongoing issues and agreed the following actions</p> <ul style="list-style-type: none"> • Investigate the merit in writing to GP's to review OPD cases to help reduce outpatient waiting times. <p>Equipment Expenditure for Radiotherapy Services at UHG</p> <p>Mr Canavan provided an update on progress with regard to equipment expenditure for Radiotherapy Services at UHG and the associated service and patient risks. He confirmed that the contingency planning programme would continue and that he would revert to the Board on this matter over the coming months.</p>	<p>TC</p> <p>TC</p>
8.	Chief Financial Officer	
	<p>Chief Financial Officer Report</p> <p>Mr Tony Baynes presented his report (35/2015) as circulated and taken as read.</p> <p><u>Areas of note</u></p> <p><u>Finance</u></p> <ul style="list-style-type: none"> • End of April the Group is forecasting a deficit of €34.8m against budget. This is an increase of €1.9m from the forecasted deficit at the end of March, with the main challenges lying in the areas of medical and other agency, drugs costs, bad debts and professional services. • The Group is overspent by €14.1m (-6.7%) compared to budget. €5.4. m of the variance relates to April. There is a negative variance of €11.5m (-5.4%) compared to the same period in 2014. • Payroll expenditure is over budget by €8m (4.8%); a negative variance of €7.1m (4.2%) with 2014. There have been increases in expenditure from 2014 in all categories of pay, and all categories of pay are over budget. • Non pay expenditure at the end of April has increased by €7.1m (9.4%) from prior year, and is €7m (9.2%) over budget. 	

	<ul style="list-style-type: none"> • Bad and doubtful debt have increased by €1.3m compared to prior year, and is due to ongoing issues with the Private Health Insurers in relation to payment of insurance claims, and the delay in completion of insurance claims by consultants. • Patient related debt at the end of April totals €75.9m, which is an increase of €6.9m since December 2014. • As previously reported, the Group faces a serious challenge in achieving financial breakeven the local, group and national issues which affect the achievement of the cost containment targets, and the progress to date outlined. <p>Members received this report and noted the key areas of progress and ongoing issues and agreed the following actions</p> <ul style="list-style-type: none"> • Approved the appointment of Mr Gerry McManus to Board Finance Committee • Actively manage unsubmitted debt to insurers and put in place a process to ensure claims by consultants are submitted on time. • Submit work force planning for Nursing to future Board <p>ICT Strategy The ICT Strategy was presented to the Board on 13th April by Richard Corbridge & Carol Murphy, Ernst & Young. We are following up with Mr. Corbridge and Ernst & Young on the next steps. We anticipate that we will need support to develop new IT structures and there is potential funding available to do that. Board members were asked to receive this ICT Strategy for consideration and approval. (Report No: 36/2015) as presented to the Board presented to the Board on 13th April by Richard Corbridge & Carol Murphy, Ernst & Young.</p> <p>The approval of the ICT Strategy was proposed by Mr Gerry McManus and seconded by Dr Brendan Day and agreed by the Board.</p>	<p>ZJ/TB</p> <p>TB JMK</p>
9.	Succession Planning	
	<p>Mr John Shaughnessy Director of Human Resources joined the meeting and presented his report on succession planning (37/2015) as previously circulated and taken as read.</p> <p>Members received this report and noted the key areas of progress and ongoing issues and agreed the following actions</p> <ul style="list-style-type: none"> • Explore putting in place a Leadership programme for NCHD's 	<p>JS</p>
10.	Any other Business	
	<p>Following updates were provided to Board Members</p> <ul style="list-style-type: none"> • The final report of the Letterkenny General Hospital Flood investigation awaited and will seek legal advice prior to publication of report. • Launch scheduled for 18th June of the Lambe Institute for Translational Research and HRB Clinical Research Facility postponed. New date from Taoiseach's Office awaited. • HSE Corporate Plan for 2015-2017 – Town hall meetings taking place on the 12 June - Bundoran, Co. Donegal –Dr. Stephanie O'Keeffe, National Director Health and Wellbeing – main presenter • 18 June– Croí House, - Mr Ian Tegerdine, National Director Human Resources - main presenter • Minister for Health Leo Varadkar has set up a National Cancer 	

	<p>Strategy Steering Group to advise the Department of Health on developing a new National Cancer Strategy for 2016 -2025.</p> <ul style="list-style-type: none"> • Roscommon Hospital received €7.85 million funding for development of new Rehabilitation Unit • Portiuncula Hospital received €10.7 Million funding for new ward block <p>The Board passed on its thanks to Letterkenny Hospital for hosting the Board Meeting and for the staff's hospitality.</p> <p>It was noted that due to annual leave the reporting to the Board will be at a summary level.</p>	
11.	Date of Next Public Board Meeting	
	Tuesday – 7 July 2015 4-6pm, Board Room, Nurses Home, UHG	

SIGNED DIRECTOR: _____

DATE: _____

Interim Chair of Board