



Public Board Meeting

Clarion Hotel, Clarion Road, Sligo
12 May 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, A/ CEO (MP)
Mr Tony Canavan, COO (TC)
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 Zubair Javeed, Non Executive Director (ZJ)
Mr Colam O Neill, Non Executive Director (CON)
Dr Pat Nash, Group Clinical Director (PN)

In attendance:

Mr Michael Moloney, Communications
Ms Caitriona Meehan, Communications Manager

Joined the meeting:

Ms Grainne McCann, General Manager, SRH
Ms Rosaleen White, CNM11, SRH
Ms Fildelma Kerrins, CNM11, SRH

Agenda Item	Discussions / Comments	Action
	Dr John Killeen Chairman welcomed all Board Members, Public Representatives, Media, Staff and members of the public attending the fifth Public Board Meeting held by the Group. (Chairman Welcome address attached)	
1.	Minutes of Board Meeting/ Declaration of Interest	
	Minutes of meeting of the 13/04/2015 were approved on the proposal of Ms Phyllis McNamara and seconded by Dr Jim Browne. Conflict of Interest Declaration: No Declaration of Interest made.	
2.	Matters Arising and Review of Action Points	
	Nil	

3.	Interim Chairman's update	
	<p><u>Chairman's Update</u></p> <p><u>Statutory Basis for Group and Board</u></p> <p>The Chairman briefed the Board on the progress regarding statutory status of Group Boards and advised that discussions are ongoing between the HSE National, Chairs Forum and DOH and memorandum of agreement should be reached shortly.</p> <p><u>Meeting with Minister Varadkar</u></p> <p>The Chairman advised the Board that the meeting with the Non Executive Directors and the Minister for Health is going ahead on 18 May as planned. The Chair requested that the Non Executive Directors meet prior to this. Agreed to meet on 18 May at 08.30am in the Westin Hotel.</p>	
4.	Audit Committee	
	<p>Mr Gerry McManus presented the Audit Committee Report (25/2015) as circulated and taken as read. The contents of the report was noted and adopted by the Board.</p> <p>Mr Gerry McManus advised the Board that following the attendance of the General Manager and Finance Manager from GUH at a recent Audit Committee to discuss progress of compliance with recommendations from recent audits that Ms Ann Cosgrove General Manager was well briefed and he was assured of compliance.</p> <p>Dr Killeen acknowledged the significant work and commitment of Mr Gerry McManus and the Non Executive Directors who sit on this committee.</p>	
5.	Quality and Patient Safety Committee	
	<p>Ms Sharon Moohan presented the Quality and Patient Safety Committee Report (26/2015) as circulated and taken as read. The report provided</p> <ul style="list-style-type: none"> • A summary of Quality and Safety related activity in the Saolta University Health Care Group during the first Quarter of 2015. • Aggregated data on complaints and incident rates from this quarter • Corporate Risk Register and the key risk issues currently being encountered by the Group. <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"> • Receive HIQA Report of the investigation into the safety, quality and standards of services provided by the HSE to patients in the Midland Regional Hospital, Portlaoise at next Board meeting and identify areas that Group need to implement. • Monthly incident reporting and complaints management include number of incidents reported and % of the total activity by hospital. • Update Board at next meeting of progress regarding the implementation of recommendations of HIQA report "on patient referral from GP to outpatients and Radiology Services including the National Standard for Patient Referral". 	<p>PN/MP</p> <p>PN</p> <p>PN</p>

	<ul style="list-style-type: none"> Update Board at next meeting progress regarding the implementation of recommendations of maternal death at UHG. <p>Dr Killeen acknowledged the significant work and commitment of Ms Sharon Moohan and the Non Executive Directors who sit on this committee.</p>	PN
6.	Chief Executive Officer	
	<p>Mr Maurice Power presented his report (27/2015) as circulated and taken as read</p> <p><u>Areas of note</u></p> <ul style="list-style-type: none"> Planning for the implementation of the Hospital Groups and Community Healthcare Organisations are currently being formally scoped. A workshop with the Executive Council and System Reform Group Project Team is taking place on 27 May at Croí Building. Steering Group to prepare a new National Maternity Strategy for Ireland was recently appointed by The Minister for Health, Leo Varadkar. Saolta is represented by Ms Dawn Johnston, Group Director of Midwifery, Saolta Group, Dr Meabh Ní Bhuinneain, Consultant Obstetrician and Gynaecologist, Mayo General and Professor Declan Devane, Professor of Midwifery, NUI Galway. CEO Awards - Tenders have gone out through National HSE procurement for an event managements company to run the CEO awards ceremony in conjunction with the Steering Group, date of event to be finalised. Governance Reconfiguration - A Project lead to progress governance reconfiguration work has been identified. The project lead will be supported on a part time basis by a Project Team. We are currently finalising Expressions of Interest to recruit these positions. North West Cardiology Review -Recruitment campaign is currently underway to employ a Consultant Cardiologist who will be based in Letterkenny General Hospital and will carry out interventional cardiology procedures at Altnagelvin. Critical Care Review Sligo -Funding for an ICU Consultant is currently not available - a submission will be done through the Service Plan for 2016. The National Director Acute Services has submitted a Business Case for payment for Associated Clinical Directors to the DOH based on the Groups submission. Following Mr Richard Corbridge, CIO, HSE and Ms Carol Murphy, Ernst and Young presentation to the Board last month a meeting is been arranged with the HSE CIO to look at opportunities to implement and progress ICT solutions for the Group. There has been no further development in relation to the Group CIO post. GUH Emergency Department continues to be busy and remains a serious risk for the Group. Work continues on evaluation of the Physio and Social Work Departments as an interim Inpatient Ward. Estates are coordinating this work and we await final costing for refurbishment. For inpatient and day case waiting lists it is expected that 5 of the 6 sites will meet the new target of 18 months by the end of June 2015 All six hospitals will struggle to deliver the new target of 18 months for outpatient waiting lists. The Maternity Services Strategic Group (MSSG) continues to focus on 	

	<p>the recommendations that were graded as “Amber red” and “Amber green” in the Independent review by Ernst & Young. Each recommendation is reviewed and actions, responsibilities and timelines are allocated and managed, facilitated through a new database. Progression of implementation of each of the recommendations is monitored at subsequent meetings.</p> <ul style="list-style-type: none"> • The first meeting of the Portiuncula Hospital maternity review team took place on 22 April 2015. The investigators will be in contact to arrange the initial meetings in the next few weeks. <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"> • Carry out an analysis of the provision of a Cardiac Laboratory service in Sligo; recommendation “3” of the Colm Henry Report. • Carry out survey on the reasons graduates will not take up NCHD positions within the Group and present findings to Board. 	<p>MP MP</p>
<p>7.</p>	<p>Chief Group Director of Nursing and Midwifery</p>	
	<p>Chief Clinical Director Report</p> <p>Ms Jean Kelly presented her report (28/2015) as circulated and taken as read</p> <p><u>Areas of note</u></p> <ul style="list-style-type: none"> • Nursing continue to work with the Chief Financial Officer to address agency and overtime usage in Nursing & Support Services. • Challenge for Nursing in 2015 is to ensure the safety of our most vulnerable patients that require one to one care within the budget constraints. • Overcrowding in the Emergency Departments remains a serious risk issue in GUH, SRH and PHB having the highest numbers in the last few weeks. The issue for nurse management is to have staff available to deliver care for the patients awaiting a bed this remains a challenge with staff repeatedly being asked to work overtime. • Recruitment and retention of nursing staff remains a challenge. • An application has been made to the national HSE for funding to open 2 additional HDU beds in Sligo Regional Hospital (SRH). • Due to the restrictions on hiring staff there is no succession planning for Clinical Nurse Specialists (CNS) posts and this has been highlighted nationally. • Collectively the Group will continue to work on the tobacco free campuses on all sites as part of Healthy Ireland Implementation plan. • Following a visit to view a Schwartz round in the UK, Dr Dineen and Ms Kelly are working together to obtain funding to pilot rounds in Saolta. • Patient Advice and Liaison Service (PALS) has been in place in the Emergency Department GUH since October 2014. It is the first appointment of its kind in the country and sought the Boards endorsement to extend PALs Officers to the other hospitals within the Group. • Caring Behaviour Assurance System was launched by Ms Mary Frances O’Reilly NMPDU. The programme will be introduced over the next 6 weeks in areas selected by the Directors of Nursing. • Patient Experience Focus Group had its first meeting in February and 	

	<p>HIQA have agreed to facilitate a day on the 20 May to assist in shaping the aim and plans of this Group.</p> <ul style="list-style-type: none"> Executive walkabouts will recommence in May. The Board was invited to participate as per schedule attached with Board papers. <p>Members received this report and noted the key areas of progress and ongoing issues.</p> <p>The Board agreed the following actions</p> <ul style="list-style-type: none"> Invite Mr John Shaughnessy to the next Board meeting to update Board on succession planning Write to Director of Acute Services to seek approval to recruit PALs Officers to all Hospitals within the Group by year end. Acknowledge and thank the Patient Council for its valuable contribution and tremendous work to date and look forward to their progress report later this year. 	<p>MP JK/MP JK</p>
8.	Chief Financial Officer	
	<p>Chief Financial Officer Report</p> <p>Mr Tony Baynes presented his report (24/2015) 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"> At the end of March the Group is forecasting a deficit of €32.8m against budget. This is an increase of €6.8m from the forecasted deficit at the end of February, with the main challenges lying in the areas of medical and other agency, bad debts and professional services. Budget allocation for 2015 has now been reduced from at €637.6m at the beginning of the year to €635.5m. The Group is overspent by €8.7m (-5.5%) compared to budget. €4.0m of the variance relates to March. There is a negative variance of €7.9m (-5.0%) compared to the same period in 2014. Payroll expenditure is over budget by €5.3m (4.2%); a negative variance of €5.2m (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 March has increased by €4.8m (8.5%) from prior year, and is €3.8m (6.8%) over budget. As experienced in 2014, costs continue to rise, with year on year increase across all sites for drugs and medicines. <ul style="list-style-type: none"> ➤ GUH: Increase in HIV+HEP C drugs. Significant payment of 2014 invoices in 2015 ➤ LGH: High cost of pre made bags of Remicade and other Oncology related drugs and with ICU contributing €88k to increase in spend. ➤ PHB: Increased activity/Oncology Costs. Patient related income (excluding RTAs) has increased by €788K (4%) compared to prior year, and is €100K (0.5%) greater than budgeted. Patient related debt at the end of March totals €73.1m, which is an increase of €4m since December 2014. A MOU between the HSE and the Private Hospital Insurance Care Industry (PHIs) is expected within the next couple of months, which it is hoped will tackle the debt collection issues being experienced by hospitals. As previously reported, despite an additional budget allocation in 2015, the Hospital Group faces a serious challenge in achieving financial 	

	<p>breakeven. There are a number of key areas to be addressed, and the CFO has assigned targeted savings targets for each hospital as outlined in his report.</p> <ul style="list-style-type: none"> Activity based funding (formerly known as “Money Follows the Patient” or “MFTP”) will be a key focus of the National Performance Monitoring meetings. <p>Members received this report and noted the key areas of progress and ongoing issues.</p> <p>The Board complimented the management accounts on the work done to date and the clarity of the report.</p> <p><u>ICT</u></p> <p>Network outage update at GUH: Two nominations received from National CIO to lead out on review from national perspective: Mr Seamus Butler and Mr Tadgh Buckley. It is expected that the formal review will commence in next two weeks.</p> <p>Electronic Document & Records Management: Tender documents issued to ten short listed companies for Saolta (GUH initially) closing date is 18th June 2015.</p> <p>OPD Self Registration: Plan is to go to Group tender end of May.</p> <p>Microsoft Upgrade Project: Phase I complete with the upgrade/replacement of 6000 PCs. The next phase will be server upgrade/replacements and report will issue in June.</p>	
9.	Health Care Awards 2015	
	<p>A presentation was delivered by Ms Grainne Mc Cann, General Manager, SRH, Ms Rosaleen White, CNMII Pre-Admission Clinic, SRH and Ms Fidelma Kerins, CNMII Ophthalmic Department, SRH on the three winning projects received at the National Health Care Awards 2015.</p> <p>Dr Killeen on behalf of the Board thanked the above for their presentation and congratulated all staff in Sligo Regional Hospital for this achievement which clearly demonstrated their commitment to improving patient care.</p>	
10.	Saolta University Health Care Group Annual Report 2014	
	<p>Dr Killeen formally launched the 2014 Annual Report for the Group.</p> <p>A significant piece of work was required to prepare this report and Mr Maurice Power acknowledged the work done by Mr Tony Canavan and Ms Anne Conroy in preparing this report.</p>	
11.	Any other Business	
	<p>Following updates were provided to Board Members</p> <ul style="list-style-type: none"> Health Ministers from both sides of the border recently visited Altnagelvin Hospital to view progress on the Radiotherapy Unit and to 	

	<p>see the primary PCI service. In attendance Mr Maurice Power, Dr John Killeen and Mr Gerry McManus.</p> <ul style="list-style-type: none"> • HSE Corporate Plan for 2015-2017 published on the 27 April 2015. • Bespoke campaign for permanent consultant posts for Saolta University Health Care Group progressing with Public Appointments Services (PAS). • Final report of Northgate Public Service and Saolta University Health Care Group submitted to the Director General. No further correspondence has been received to date. • Patient Council held its first workshop on Monday 27 April. • Friends of Portiuncula Hospital and Galway University Hospital established and there are plans to establish friends of Roscommon and Mayo in the coming months. • Free Wi-Fi service is now operational on the UHG campus supported by the friends of GUH. • Joint GP study day with Irish College of General Practitioners Galway branch and Saolta Group taking place on Saturday 23 May • The first of seven Employment Engagement Road Shows will take place at Sligo Regional Hospital to coincide with this Public Board meeting. • The official opening by the Taoiseach of the CRF/TRF Research Building (Lambe Institute) is confirmed for Thursday 18 June at 4.30pm • Regarding Radiography and Colonoscopy reporting errors the Group continue to engage with the National Office to identify the time frames when the Consultants worked in our Group, the scans they reported on and a review of these scans to determine if there are any patient concerns. • The final report of the Letterkenny General Hospital Flood investigation awaited. 	
10.	Date of Next Public Board Meeting	
	Tuesday – 9 June 2015 8-10am, Board Room Letterkenny Hospital	

SIGNED DIRECTOR: _____

DATE: _____

Interim Chair of Board

Chairman’s Welcome Address

As Interim Chair of the Board of the Saolta University Health Care Group I would like to welcome you here today to this our 5th public Board meeting. The role of the Board is to ensure that the Hospital Group is achieving its strategic objectives, and managing the available resources to provide safe and sustainable care. Patient safety and quality are core to our mission and at the centre of our decision making. These public board meetings are a valuable opportunity for staff, patients and the general public to get an insight into that decision-making process.

I am particularly glad to note that at today’s meeting we will have a number of presentations from staff at Sligo Regional Hospital who recently received three awards at the Irish Healthcare Awards and I look forward to hearing about the innovative projects which highlight their commitment to patient care. We are also publishing our 2014 Annual Report today, an important document that marks our progress as an organisation since the inception of our Group. It also records our significant achievements and highlights our levels of service delivery.”