

**Board Meeting**  
**West /North West Hospitals Group**  
**Tuesday, 17 December 2013 08.30 – 13.30**  
**Board Room, Sligo Regional Hospital, Sligo**

**Members Present:**

Mr Noel Daly, Chair (ND)  
 Mr Bill Maher, Group CEO (WEM)  
 Dr Jim Browne, Non Executive Director (JB)  
 Dr John Killeen, Non Executive Director (JK)  
 Ms Phyllis MacNamara, Non Executive Director (PMN)  
 Dr Brendan Day, Non Executive Director (BD)  
 Ms Sharon Moohan, Non Executive Director (SM)  
 Mr Gerry McManus, Non Executive Director (GMM)  
 Mr Colam O Neill, Non Executive Director (CON)  
 Ms Colette Cowan, Chief Director of Nursing and Midwifery (CC)  
 Dr Pat Nash, Chief Clinical Director (PN)  
 Mr Maurice Power, Chief Financial Officer (MP)  
 Ms Fiona McHugh, Secretary, (FMH)

**Attendees:**

Mr Tony Canavan, Group Chief Operating Officer (COO)  
 Ms Grainne McCann, A/ General Manager, Sligo Regional Hospital  
 Ms Marion Prendergast, Head of Finance, Sligo Regional Hospital  
 Dr Diarmuid O Donovan, Director of Public Health

**Joined the meeting:**

Ms Rosemary Walsh, CNM11 Cardiology Department UHG

**Apologies:**

Mr Zubair Javeed, Non Executive Director (ZJ)  
 Mr Ray Mitchell, Assistant National Director

Agenda Item No	Discussions /Comments	Action
1.	<b>Apologies/ Agenda/ Minutes</b>	
	The minutes of the Special Board meeting of the 17 October 2013 were approved on the proposal of Dr John Killeen, seconded by Dr Jim Browne. Matters arising nil.  The minutes of the Board meeting of the 22 October 2013 held in Mayo General Hospital were approved on the proposal of Dr John Killeen, seconded by Ms Phyllis McNamara. Matters arising nil.	
2.	<b>Chairman update</b>	
	The Chair opened the meeting by congratulating Dr Jim Browne on receiving the prestigious Medical Technology Outstanding Contribution Award jointly hosted by Enterprise Ireland, IDA Ireland and the Irish Medical Devices Association.  <ul style="list-style-type: none"> <li>The Chair thanked the Irish Cancer Society for its donation of €250,000 to help develop colorectal symptomatic screening.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Updated the Board on the recent launch of GUH Cancer Centre Report 2012 at the first Western Cancer Centre Conference.</li> <li>• Updated the Board on the recent meeting with HIQA to address the recommendations of the HIQA report. Following a good exchange of views, it was agreed that the Chair incorporate HIQA's feedback into the Terms of Reference of the Board of Directors for February Board meeting.</li> <li>• Reported on matters raised at the recent meeting of the Chairs of the 7 Groups and outlined the reporting structure agreed at that meeting. Dr Day requested assurances from the Chair(s) that PCCC would be strongly represented.</li> <li>• Confirmed in accordance with the Higgins report the four new CEOs for the Hospital Groups have been advertised on the salary published and raised concerns about ability to recruit.</li> <li>• Updated the Board on the recent annual art work exhibition held in UHG. Ms Phyllis McNamara on behalf of the Board passed on her thanks to Ms Margaret Flannery for the work carried out to date by the Arts Trust Committee.</li> <li>• Reported on matters discussed at a private meeting with on Taoiseach prior to the official opening of the new refurbished and extended Renal Dialysis Unit and the turning of the sod for the CF unit at Mayo General Hospital.</li> <li>• Board Development Day report circulated prior to the meeting taken as read. The report was adopted. ( 76/2013)</li> </ul>	
3.	<b>Audit Committee Update</b>	
	<p>A report from the Chair of the Audit Committee circulated prior to the meeting taken as read. The report was adopted. (77/2013)</p> <p>A discussion took place in relation to property risk assessments for the Group. Board approval was granted to proceed to procure a Buildings and Grounds Business Risk Assessment of all Hospitals within the Group. Maurice Power to progress procurement for same.</p> <p>The Terms of Reference of the Audit Committee were adopted by the Board. (78/2013)</p>	MP
4.	<b>Chief Executive Officer (CEO)</b>	
	<p>Mr Bill Maher spoke to the CEO Report as previously circulated (79/2013) and asked the Board to note the following:</p> <ul style="list-style-type: none"> <li>• Impact on the overall timetable for transition to Trust and in particular note the delay in legislation.</li> <li>• National Draft Shared Service Strategy – Health Business Service received for feedback. Mr Bill Maher and Mr Maurice Power to feedback concerns raised at Board Development Day.</li> <li>• Strategic Advisory Board established to oversee the process of creating Hospital Groups.</li> <li>• Senior Management engagement with RDPI regarding transfer of the new Hospitals to the Group.</li> <li>• Progress regarding the Letterkenny Rebuild programme, and of particular note insurance claim, engineering solution for culvert, and completion date for</li> </ul>	WEM

	<p>Emergency Department 28 February 2014. Noted the Minister of Health has been invited to open Emergency Department in March.</p> <ul style="list-style-type: none"> <li>• Maternity Service Review will be addressed at next Board meeting.</li> <li>• Update on the delivery of recommendations of the Cardiology review. Mr Bill Maher to meet CAWT and CEO of Altnagelvin to progress</li> <li>• Service Plan 2014 still awaited, once received will be particularly challenging and will be discussed in more detail at next Board meeting.</li> <li>• Slow progress regarding Electronic Medical Records and concerns re same.</li> <li>• Progress on Board and Strategic issues of particular note progress regarding integration of the hospitals into the Group, Hospital Foundation, Media Update Staff Engagement and West North West Group Integration.</li> </ul> <p>The members of the Board received the CEO report and commended him for all his work to date and in particular the developments he initiated during 2013.</p>	<b>WEM</b>
<b>5.</b>	<b>Group Performance Management Report</b>	
	<p>Mr Tony Canavan spoke to the Group Performance Management Report <b>(80/2013)</b> as previously circulated. He reported on the key employment and service level activity and advised the Board that this report should be read in conjunction with the Quality and Safety, Nursing and Financial Reports to the Board which include more detail of each specific area.</p> <p>The members of the Board received the Group Performance Management Report <b>(80/2013)</b>.</p> <p>A discussion led by Dr Day took place regarding OPD referrals and engagement with GP's across the Group. It was agreed that Dr Pat Nash and Ms Colette Cowan as Executive lead for OPD Waiting list would work through the GP referral process and Dr Nash would add as an agenda item for the next GP Liaison meeting.</p> <p>A discussion led by Mr Colam O Neill took place regarding the strategic direction of IT developments required to lead to greater efficiency, patient safety and improved quality of care within the Group</p> <ul style="list-style-type: none"> <li>• Mr Noel Daly agreed to bring the concerns and requirements of the Group to the next Chairs meeting.</li> <li>• Mr Noel Daly agreed to forward a briefing to the Taoiseach of the Groups priorities for IT developments.</li> </ul> <p>The Board noted that there were capacity and resource deficiencies in the delivery of Orthopaedic Services. The CEO agreed to carry out a review of the Orthopaedic Services across the Group and bring back the findings of this review to a future Board meeting.</p>	<p><b>CC/PN</b></p> <p><b>ND</b></p> <p><b>ND</b></p> <p><b>WEM</b></p>
<b>6.</b>	<b>Group Clinical Director</b>	
	<p><b>Group Clinical Director Report (81/2013)</b></p> <p>Dr Pat Nash presented a summary of his report as previously circulated and asked the Board to note the following:</p> <ul style="list-style-type: none"> <li>• Appointment of 4 Group Clinical Directors with responsibility for providing leadership and strategic direction and managing the clinical services within their directorate across the 7 hospital sites.</li> <li>• Appointment of Interim Chief Academic Officer with responsibility to develop and lead the Groups Strategy around training education research and</li> </ul>	<b>PN</b>

	<p>innovation.</p> <ul style="list-style-type: none"> <li>• Update on the Implementation Team tasked to oversee the recommendations from the 3 reports into the maternal death.</li> <li>• Disciplinary committee established to progress the disciplinary process.</li> <li>• First workshop to take place on Thursday 19 December to review current structures and discuss proposals to ensure clarity of Clinical and Corporate Governance for all services across the 7 hospitals.</li> <li>• Assurance to the Board that addressing waiting times in ED for assessment and admission is a key priority for the coming year.</li> <li>• All Hospital sites within the Group are compliant with the 68 hour working week for NCHDs.</li> <li>• Ongoing challenges to fill vacancies at NCHD level on Letterkenny and Portluncula sites and the excessive costs associated with same and that a Group wide approach is being developed.</li> <li>• Update on liaison meeting for GP's which took place on 9 October.</li> </ul> <p>The members of the Board received the Clinical Directors Report and</p> <ul style="list-style-type: none"> <li>• Adopted the Terms of Reference for the Maternity Local Implementation Group (MLIG)</li> <li>• Noted the membership of the National Maternity Service Implementation Group</li> <li>• Noted the monthly summary Quality and Safety Report for the Group.</li> <li>• Noted that the next meeting of the Board Patient Safety Committee will be in January 2014.</li> </ul> <p>The Board congratulated Dr Faisal Sharif , Consultant Cardiologist for leading out on the renal denervation service and education programme at GUH and was seen as a welcome development as it highlighted GUH as a leading site in the development and training for this new procedure nationally and internationally .</p>	<p>PN</p>
<p>7.</p>	<p><b>Chief Director of Nursing and Midwifery ( GDoNM)</b></p>	
	<p><b>Chief Director of Nursing and Midwifery Report (82/2013)</b></p> <p>Ms Colette Cowan presented a summary of her report as previously circulated and asked the Board to note the following:</p> <ul style="list-style-type: none"> <li>• The roll out of a KPI Development Strategy for Nursing and Midwifery to produce monthly KPI's at ward and department level.</li> <li>• A breakdown of the funding provided by Nursing and Midwifery planning and development Unit (NMPDU) for the West in 2013.</li> <li>• Interviews for Patient Advocate and Liaison Officer (PALS) to take place in January 2014.</li> <li>• Update on healthy Ireland initiatives between the Group and Public Health to address Health Promotion, Sustainability and the concept of a healthy region.</li> <li>• Memorandum of Understanding is entered into by and between the Group and Project Echo Institute with a view to commencing this project in January 2014. The initiatives commenced to meet hand hygiene targets by June 2014.</li> <li>• Memorandum of Understanding is entered into by and between the Group and Northumbria Trust to pursue initiatives which enable a quality, safe accessible and cost effective health care service to their respective patients.</li> <li>• Centre for Learning and Innovation reference covered on the agenda today <b>(84/2013)</b></li> </ul>	<p>CC</p>

	<ul style="list-style-type: none"> <li>• Patient Story reference covered on the agenda today</li> </ul> <p>The members of the Board received the Chief Director of Nursing and Midwifery report. <b>(82/2013)</b></p> <p>The Board considered and approved their involvement in Executive Management Walkabouts at all sites. This was seen as a welcome development to demonstrate the Boards and Senior Managements commitment to Quality and Safety for Patients, Staff and the Public. <b>(83/2013)</b></p> <p>Ms. Fiona McHugh agreed to circulate a copy of the Memorandum of Understanding between the Group and Northumbria Trust to the Board Members.</p>	<p>CC</p> <p>FMH</p>
8.	<b>Centre for Learning and Innovation (84/2013)</b>	
	<p>Consistent with one of the priorities for the Group (WNWHG) and the Board of Directors for 2013 to create International linkages and collaboration with our University Partners, Ms Colette Cowan, Chief Director of Nursing and Midwifery in collaboration with Maurice Power presented to the Group the progression of a centre for learning and innovation for the West North West Hospitals Group.</p> <p>Following Ms Cowan's presentation the recommendations of the report <b>(84/2013)</b> were discussed in detail. The Board welcomed this development and supported the concept, however cautioned on the running costs and the wider implications for the Group and sought a business plan to be prepared in consultation with NUIG and key stakeholders.</p> <p>It was agreed that Ms. Colette Cowan would take the Board's recommendations and with the newly appointed Interim Chief Academic Officer prepare a Business Plan for this centre and bring to a future Board meeting for approval.</p>	CC
9.	<b>Chief Financial Officer</b>	
	<p><b>Chief Financial Officer Report (85/2013)</b></p> <p>Mr. Maurice Power provided a Status Report ( <b>85/2013</b>) on the Financial Situation for the Group the members of the Board received the Group Chief Financial Officer Report and noted:</p> <ul style="list-style-type: none"> <li>• That at the end of October the Group is over budget by €33.8m (-6.8%). The deficit figure includes €6.5m relating the income legislation budget which has not yet been enacted, and also €3m which relates directly to the flood in Letterkenny General. Taking this into account reduces the year to date deficit to €24.3m (-4.9%) and the financial position as the end of October shows a negative variance of €11m (-2.1%) compared to the corresponding period in 2012.</li> <li>• The financial situation for the Group continues to be extremely challenging and while savings are been made they are not sufficient to reduce the forecasted deficit.</li> <li>• Transport Costs for the Group are predicted to reach € 5 million by year end. A process is underway to go to tender for a transport management solution in 2014.</li> <li>• Money Follows the Patient (MFTP) Pilot will be implemented for all inpatient and Day Case activity from January 2014 and this will be a standing item on the CFO report for 2014.</li> </ul>	MP

	<ul style="list-style-type: none"> <li>• A pilot project engaging a company called Garwyn Ltd, has generated a net Road Traffic Accident (RTA) income of €150k. A number of other claims relating to RTA's where settlement has been fee related are being followed up by Garwyn also.</li> <li>• The variance in cost of drugs across the Group was discussed and the Board requested that a profile of drug spend be carried out across the Group to identify savings. Ms Marion Prendergast agreed to lead out of this project and report back to the Board through the CFO to a future Board meeting.</li> <li>• Income legislation will now be in acted from January 2014, this will result in a significant challenge for the Group and in some cases income will be reduced due to reduction in accommodation days.</li> </ul> <p>As part of the CFO report Mr. Maurice Power provided a Status on the ICT situation for the Group and will keep members advised of progress.</p>	MP
9.	<b>Epidemiology and Needs Assessment</b>	
	Dr Diarmuid O'Donovan, Director of Public Health presented to the Board a comprehensive overview of Public Health Practice, Epidemiology, Population Profile of West North West Region and Healthcare Needs Assessment. on behalf of the Board thanked Dr O'Donovan for his impressive presentation and looks forward to working with Public Health in achieving our Group's objectives.	
10.	<b>Patient Story</b>	
	<p>Ms Rosemary Walsh CNM11, Coronary Care Unit presented the first patient story to the Board which covered a patients experience and treatment following a heart attack while on holidays.</p> <p>The Board found this an invaluable way of understanding the patient journey through the system and paid tribute to Ms Walsh and her team in enhancing patient care within the West/North West Hospitals Group.</p> <p>Ms Colette Cowan agreed to provide additional patient stories to the Board</p>	CC
11.	<b>A/General Manager Sligo Regional Hospital Update</b>	
	Ms Grainne McCann, A/General Manager presented to the Board, a comprehensive overview of Sligo Regional Hospital. The Chair on behalf of the Board passed on its thanks and appreciation to all Staff at Sligo Regional for all the work undertaken to date and welcomed Sligo Regional Hospital to the expanded Group.	
12.	<b>Any Other Business</b>	
	<p>Proposed schedule of Board Meetings for 2014 re circulated prior to meeting for sign off. Based on feedback Ms Fiona McHugh agreed to re circulate amended schedule.</p> <p>The Board passed on its thanks to Sligo Regional Hospital for hosting the Board meeting and the official opening of the CT Scanner.</p> <p>The Board congratulated Prof Sean Dinneen, Prof Ivan Keogh, Dr Bobby Coughlan and their colleagues on receiving an award at the recent Irish Health Care Awards</p>	ND/FMH

	<p>Ms Sharon Moohan made a suggestion that future reports to the Board are received every two months rather than monthly to add value to Board meetings. The Board adopted this approach.</p> <p>The Board formally thanked the outgoing Clinical Directors in developing their Directorates this far.</p> <p>Mr Noel Daly thanked everyone for their contribution and commitment this year to the new Board and wished everyone a happy Christmas and New Year.</p>	
<b>14.</b>	<b>Date of Next Meeting</b>	
	Next Board Meeting 18 February 2014 Croí House, Moyola Lane, Newcastle, Galway	

SIGNED DIRECTOR: \_\_\_\_\_  
**Chair of Board**

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

