



## Minutes of Board of Directors Meeting held on Wednesday 10<sup>th</sup> April 2019 at 10 a.m.

**Venue: Room 1, Education Centre, Merlin Park University Hospital.**

**Present**

**Non Executive Directors**

Gerry McManus, Interim Chairman (GMM)  
 Dr. Aislinne Freeman (AF)  
 Mary Dunne (MD)  
 Phyllis Mac Namara (PMN)  
 Dariona Conlon (DC)  
 Dr. John Morris (JM)  
 Prof Ciarán Ó hÓgartaigh (COH) (left at 11.30am)  
 Dr. Brendan Day (BD)  
 Brian Thornton (BT)

**Executive Members**

Maurice Power, Chief Executive Officer (MP)  
 Tony Baynes, I/Chief Financial Officer (TB)

**Apologies**

Tom Canavan (TC)  
 Darina Kneafsey (DK)  
 Jean Kelly, I/Chief DONM (JMK)  
 Ann Cosgrove, Chief Operations Officer (AC)  
 Pat Nash, Chief Clinical Director (PN)

**In Attendance**

Anne Marie Farrington, Board Secretary (AMF)  
 Caitriona Meehan, Group Communications Manager (CM)

Item	Discussions / Comments	Action
<b>1.</b>	<b>Apologies, Conflicts of Interest, Minutes, Actions Log &amp; Matters Arising</b>	
	<p><b>Apologies:</b> were noted from Tom Canavan, Darina Kneafsey, Jean Kelly, Ann Cosgrove &amp; Pat Nash.</p> <p><b>Conflict of Interest Declarations:</b> no Declarations of Interest were made.</p> <p><b>Minutes</b>            The draft minutes of the Board Meeting held on 13/03/19 were approved.</p> <p><b>Matters Arising</b></p> <p><u>INMO Discussions</u>            The Board were advised that the INMO have recommended its members vote to accept the proposals to resolve the recent dispute. This follows a Labour Court Recommendation in the INMOs favour on disputed parts of the proposed new nurses &amp; midwives contract. Balloting of INMO members began on 8<sup>th</sup> April.</p> <p><u>Orthopaedic Theatres, Merlin Park</u>            The Board questioned the CEO on the recent media publicity surrounding the tender process for the Modular Orthopaedic Theatres in Merlin Park and requested clarity regarding same. The CEO provided a verbal update on</p>	

	<p>the tender process and confirmed that while the Saolta Group and GUH Management were involved in the discussions, they did not have responsibility for the tender process. Responsibility for this process rested with HSE Estates &amp; HSE Procurement. The CEO confirmed that the HSE has now terminated its letter of intent with the preferred supplier and a new procurement process is underway for a rapid build theatre, which it is hoped will become operational at the end of 2020.</p> <p>The CEO confirmed that he will be officially writing to the Liam Woods, Deputy Director General/Chief Operations Officer regarding a review of the process to help inform future tendering process for modular units.</p> <p>The Board questioned if there has been an increase in the orthopaedic surgery waiting list as a result of the theatre in Merlin Park being closed for the past 18 months. The CEO advised that the waiting list has not increased hugely as one orthopaedic theatre is still operational in Merlin Park and the Orthopaedic Consultants also have additional access to theatres in UHG. Outsourcing options under the National Treatment Purchase Fund (NTPF) are also being utilised. A meeting is scheduled with the Orthopaedic Surgeons and GUH Management in the coming weeks to discuss the provision of a Saturday theatre session and further NTPF solutions.</p> <p><u>Media Issues</u> The Board requested to be advised in advance of possible negative media issues prior to them being printed in the papers and on the radio. The Head of Communications will advise the Board in advance whenever possible and when we have awareness of same.</p> <p><u>CervicalCheck</u> The turnaround time for processing cytology tests has improved significantly in the past few weeks. It is expected that it will be back to normal timelines by the end of May/early June.</p> <p><u>PMO Office Support</u> The CEO advised the Board that PWC support for the PMO Office is due to finish at the end of August.</p> <p><u>Waiting List Initiatives</u> Dr. John Morris is to forward a revised proposal in relation to outsourcing activity on a pilot basis in order to reduce waiting lists, to the CEO for consideration.</p>	<p>CM</p> <p>JM</p>
<p><b>2.</b></p>	<p><b>Chairman's Update - Verbal</b></p>	
	<p><u>Board Development Day</u> The Chairman advised that he has written to the Secretary General in relation to attending the Saolta Board Development Day and is awaiting a response.</p> <p><u>IPA Governance Forum</u> The Chairman advised the Board that he attended the recent IPA Governance Forum Chairpersons Network. The topic for discussion on the</p>	

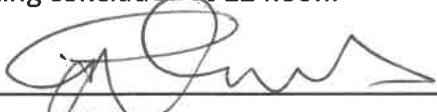
	day was 'Characteristics of Effective Boards - Strategy & Performance'.	
<b>3.</b>	<b>Saolta Group Executives Report to the Board</b>	
	<p>The Saolta Group Executives Report (03/2019), circulated prior to the meeting, was taken as read. The following was discussed:</p> <p><u>Key Performance Indicators</u></p> <p>The Board questioned the Executive on some of the KPIs provided in the monthly Executives Report to the Board as follows:</p> <ul style="list-style-type: none"> <li>- Clarification was provided in relation to the delay in meeting the Breast Cancer KPI Targets for Galway. The CEO advised that this is due to a change in triage practice. Dr. John Morris advised that it has been necessary to refer patients to Limerick as the waiting list for urgent breast cancer referrals in Galway is up to two months. The CEO will discuss this with the Chief Clinical Director and the Director for the Cancer MCAN.</li> <li>- The CEO confirmed that a Locum Consultant Breast Surgeon, approved by the Saolta Group, is in place at Letterkenny University Hospital for the past two years and that the NCCP have now confirmed that this post will be advertised permanently. The Locum Consultant has assisted greatly in ensuring that LUH are now compliant with NCCP KPI targets for symptomatic breast cancer.</li> <li>- The increase in the number of people waiting more than 4 weeks for a colonoscopy was due to appointments being cancelled during the recent nurses' strike. The Board requested to know if same amount of colonoscopies are being performed in a morning session at Roscommon University Hospital as are in a morning session at University Hospital Galway. The CEO is to revert with details.</li> <li>- The Board questioned the increase in CPE cases recorded at Sligo University Hospital in the last quarter of 2018. The CEO advised that this would not be the norm.</li> <li>- The Board questioned the increase in Absenteeism rates at Sligo Hospital and Letterkenny Hospital during January. The CEO advised that this may be due to flu outbreak over the winter season and also a revised method of calculating WTE figures. The CEO will request the Group Director of HR to provide a report explaining the increase for the next Board Meeting.</li> </ul> <p><u>Format of KPI Data</u></p> <p>Discussion took place regarding the format, detail and relevancy of the KPI data provided in the Executives Report to the Board. The Board requested that the KPIs include written commentary outlining what the issues is and what action is being taken to resolve it. The CEO advised that work is underway on developing a suite of KPIs but that this will not be completed for a number of months due to resource issues. The CEO &amp; Chairman are to meet separately to discuss the Board's KPI reporting requirements.</p> <p>The CEO advised that KPI targets are set nationally by the HSE and all Hospital Groups report on them in the same way. The Board requested that KPIs include comparative data with the other Hospital Groups. The CEO will include the Acute Hospitals Balanced Scorecard Heat Map in the Executives</p>	<p>MP</p> <p>MP &amp; AC</p> <p>MP &amp; JS</p> <p>MP &amp; GMM</p> <p>MP</p>

	<p>Report in the coming months.</p> <p><u>Flu Vaccination Campaign</u> Brief discussion took place regarding the uptake of the flu vaccine. There was a 40% uptake by staff of the flu vaccination during winter 2018/2019. The CEO acknowledged the improvement in the last two years from 24% to 40%. The CEO advised the Board that NUIG and the Dept of Public Health recently carried out research in relation to nurses' update of the flu vaccine. The CEO will share the results of this research with the Board.</p> <p><u>Unscheduled Care</u> The CEO advised that some of the initiatives introduced as part of the Winter Planning Process, to alleviate overcrowding and ED trolley waits, have been withdrawn as there was no funding for them. The Board expressed concern at this, however the CEO advised that this was necessary in order to comply with the HSE Recruitment Moratorium and achieve the Saolta Group Financial Plan 2019.</p> <p><u>Moratorium on Recruitment</u> The Board were advised that the HSE is planning on implementing a recruitment moratorium and a ban on staff recruitment for three months up to end of June.</p>	MP
4.	<b>Update from Board Sub Committees</b>	
	<p><u>Board Audit Committee</u> There was no Board Audit Committee Meeting in March. A meeting of the Non-Executive Directors of the Board Audit Committee meeting is planned for today (10/04/19) to finalise the risk management framework and the Terms of Reference.</p> <p><u>Board Finance Committee</u> The CFO gave a verbal update of the Board Finance Committee Meeting held on 8<sup>th</sup> April 2019. The Group submitted a Financial Plan for 2019 to the HSE which predicted a deficit of €10.8m. The HSE have requested that additional measures be put in place to achieve a breakeven position. This includes the recruitment moratorium, increased monitoring of overtime and restrictions on agency staff. The use of biosimilars in all Group hospitals will also be pursued in order to achieve cost savings.</p> <p>The Group are due to receive an additional €7m demographic funding based on our performance under Activity Based Funding for 2018 which will help with the financial situation.</p> <p>The Board Finance Committee will be meeting with the management in each hospital over the coming months in relation to their savings plans.</p> <p><u>Board Quality &amp; Patient Safety Committee</u> There was no update since the last meeting. The next Board Quality &amp; Patient Safety Committee Meeting is scheduled for 17<sup>th</sup> April.</p>	

	<p><u>Board Strategic Manpower Planning Committee</u> The next meeting of the Board Strategic Manpower Planning Committee is scheduled for 11<sup>th</sup> April 2019. A meeting with EY planned for 5<sup>th</sup> April was postponed and is to be rescheduled.</p> <p><u>Board Strategy Committee</u> The meeting scheduled for 12<sup>th</sup> April was postponed to 3<sup>rd</sup> May. The schedule of Board Strategy Committee Meetings is to be reviewed as it was agreed that more frequent Board Strategy Subcommittees Meetings are required.</p> <p>The PMO Office, in consultation with the Board Strategy Subcommittee, are to develop a dashboard for monitoring progress on the Group's Top 20 Projects which were identified in the Strategy. The monitoring of projects will be through the Board Strategy Subcommittee, who will report to the Board.</p>	<p>COH</p> <p>PN</p>
<p>5.</p>	<p><b>Any Other Business</b></p>	
	<p><u>Condolences</u> The Chairman extended the condolences of the Board of Directors to the family and colleagues of the following staff members who passed away recently:</p> <ul style="list-style-type: none"> <li>- Dr. Michael Cassidy, Consultant Pathologist, Portiuncula University Hospital who passed away on 17/03/19.</li> <li>- Crona Concannon, Senior Pharmaceutical Technician at University Hospital Galway who passed away on 31/03/19.</li> </ul> <p><u>Equipment Replacement</u> The CEO advised the Board that only €2.5m was allocated to support the purchase of replacement equipment in 2019. This is substantially short on the actual funding requirement.</p> <p><u>Agency Staff</u> The CEO advised that the Group are in discussion with a public sector agency company regarding the use of their agency services.</p> <p><u>Patient Monitoring System</u> The CEO advised that a demo of a new patient monitoring system will be arranged for the coming weeks. He acknowledged that there is a pending report going to the HSE on the benefits of the system and he anticipated that if the HSE wish to pilot the system then the Saolta Group will volunteer.</p> <p><u>Sustainability Policies</u> The recent EU Directive and Government Policy banning single use plastic items (straws, cutlery, etc) in all public bodies was discussed briefly. The COO is to provide a progress report to the Board on the Groups compliance with this policy. The CEO outlined that the COO had previously provided a report to the Board on Green Initiatives across the Saolta Group.</p>	<p>AC</p>

	<p><u>Waste Management</u> The CFO updated the Board on progress with the waste management proposal for PUH which would achieve significant cost savings and environment benefits. A report is awaited from the Environmental Protection Agency before further progress can be made.</p> <p><u>Ethics In Public Office Statements</u> The Non-Executive Directors were reminded to complete and return their Statements as soon as possible.</p>	
6.	<b>Date of Next Board Meeting</b>	
	The next Board Meeting is scheduled for Wednesday 8 <sup>th</sup> May 2019. It was agreed that this would be an ordinary Board Meeting and not a Public Board Meeting.	

The meeting concluded at 12 noon.

Signed:   
 Gerry McManus, Interim Chairman

Date: 08/05/19