



## Minutes of Board of Directors Meeting held on Wednesday 13<sup>th</sup> March 2019 at 10 a.m.

**Venue:** Boardroom, Roscommon 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)  
 Tom Canavan (TC)  
 Darina Kneafsey (DK)

**Executive Members**

Maurice Power, Chief Executive Officer (MP)  
 Ann Cosgrove, Chief Operations Officer (AC)  
 Jean Kelly, I/Chief DONM (JMK)

**Apologies**

Dr. Brendan Day (BD)  
 Brian Thornton (BT)  
 Prof Ciarán Ó hÓgartaigh (COH)  
 Tony Baynes, I/Chief Financial Officer (TB)  
 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>	<p><b>Apologies, Conflicts of Interest, Minutes, Actions Log &amp; Matters Arising</b></p> <p><b>Apologies:</b> were noted from Brian Thornton, Brendan Day, Ciarán Ó hÓgartaigh, Pat Nash, and Tony Baynes.</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 20/02/19 were approved.</p> <p><b>Matters Arising</b>  <u>INMO Discussions</u>            The Chief DONM advised the Board that discussions were ongoing between the HSE and INMO regarding the proposed new nurses' contract.</p> <p><u>Saolta Group Financial Plan 2019</u>            The CEO advised the Board that the Group submitted a Financial Plan for 2019 to the HSE, which outlined a projected budget deficit of €10.8m. The HSE have requested information on additional measures that could be put in place to achieve a breakeven position. In order to achieve such a breakeven position, it will be necessary to reduce non-pay expenditure, reduce overtime and agency costs, reduce WTEs, etc. This will potentially have a significant impact on patient care, patient safety and service delivery on all sites. Discussions are ongoing with HSE in relation to this and no</p>	

	<p>decision has emerged to date.</p> <p>The Board Members expressed concern regarding such measures being implemented, in particular the impact it would have on the services provided to patients and patient safety risks. The Chairman requested that the next Board Finance Committee Meeting be brought forward as a matter of urgency if the additional measures were to be initiated as part of the overall Financial Plan. The CFO is to update the Board Finance Committee if necessary.</p> <p><u>Sláintecare</u></p> <p>The CEO advised the Board that Laura Magahy, Executive Director Sláintecare visited the Group on Friday 8<sup>th</sup> March and met with the Executives. The Group provided her with an outline of the Saolta Group and its strategic alignment with Sláintecare. The Sláintecare Office will be issuing a 'call for funding' and the Group will be making a submission for funding for a number of projects.</p> <p>The Chairman confirmed that Laura Magahy, Executive Director of Sláintecare has agreed to present at the Board Development Day if her diary permits.</p> <p><u>Orthopaedic Theatres, Merlin Park</u></p> <p>The COO gave the Board a verbal update on the tender process for the Modular Orthopaedic Theatre Build at Merlin Park. This matter is being dealt with by National HSE Estates and it is likely that a further tendering process will be required.</p>	TB
<b>2.</b>	<b>Chairman's Update - Verbal</b>	
	The Chairman advised the Board that he recently sat on the Interview Board for the post of CEO, Saolta Group but was not involved in the selection process.	
<b>3.</b>	<b>Saolta Group Executives Report to the Board</b>	
	<p>The Saolta Group Executives Report (02/2019), circulated prior to the meeting, was taken as read. The following was discussed briefly:</p> <p><u>Key Performance Indicators</u></p> <p>The Board questioned the Executive on the Key Performance Indicators information provided in the monthly Executives Report and requested that going forward each KPI include some brief written commentary outlining what the issue is and what action is being taken to resolve KPIs that are in the red. The Board also requested that each KPI include comparative data with the other Hospital Groups. The CEO advised that the Group are working on a dashboard of the critical Group KPIs and that when this is finalised it will be included in the Executives Report to the Board.</p>	MP
<b>4.</b>	<b>Update from Board Sub Committees</b>	
	<p><u>Board Audit Committee</u></p> <p>The minutes of the Board Audit Committee Meeting held on 14/11/18, and</p>	

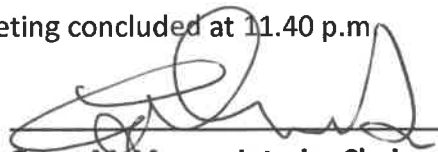
<p>circulated prior to the meeting, were taken as read. The focus is on high risks at the moment. Three audits have been closed since the last meeting and more are coming in. The Chair of the Board Audit Committee is to circulate the Audit Plan for 2019 to the Board members, for their information.</p>	DK
<p><u>Board Finance Committee</u> The Board Finance Committee scheduled for 11<sup>th</sup> March was cancelled due to non-availability of some members. Instead the Chairman of the Board Finance Committee, the CEO and CFO held informal discussions regarding the Groups finances. The next meeting, scheduled for 8<sup>th</sup> April is to be brought forward if required.</p>	
<p><u>Board Quality &amp; Patient Safety Committee</u> The minutes of the Board Quality &amp; Patient Safety Committee Meeting held on 14/12/18, and circulated prior to the meeting, were taken as read. The Chair of the Board Q&amp;PS Committee provided the Board with a verbal update of the last meeting held on 06/03/19.</p>	
<p>Brief discussion took place regarding the Emergency Dept at MUH.</p>	
<p>A copy of the Group Serious Incident Management Team Log (SIMT Log) is to be provided to the Board Quality &amp; Patient Safety Committee each month via the Chief Clinical Director's Office.</p>	PN
<p>The CEO advised the Board that he recently met with the State Claims Agency (SCA) regarding the data they provide to the Group. They have recently introduced a new data reporting system and will be able to provide a suite of reports going forward on Incidents &amp; Claims at Group level and at individual hospital level. The final suite of reports will be finalised by the Group Quality &amp; Patient Safety Committee and agreed with the State Claims Agency. These reports will be forwarded to the Board Quality &amp; Patient Safety Committee via the Chief Clinical Director's Office. The Board thanked the Executive for progressing this.</p>	PN
<p><u>Board Strategic Manpower Planning Committee</u> The minutes of the Board Strategic Manpower Planning Committee Meeting held on 11/10/18, and circulated prior to the meeting, were taken as read. The Committee is due to meet with EY in relation to the recruitment and retention challenges facing the Group.</p>	
<p>The CEO advised the Board that the majority of the Group's recruitment is undertaken nationally by the HSE National Recruitment Service (NRS) and that the Group do not have the resources to undertake our own recruitment. He confirmed that the Saolta Group does not have the necessary expertise in manpower planning at a senior level.</p>	
<p>The revised Terms of Reference of the Board Strategic Manpower Planning Committee, circulated prior to the meeting, were approved by the Board.</p>	
<p>Ms Darina Kneafsey was nominated to sit on the Board Strategic Manpower</p>	

	<p>Planning Committee and agreed. She will be replacing Dr. John Killeen whose term of appointment expired recently.</p> <p><u>Board Strategy Committee</u></p> <p>The minutes of the Board Strategy Committee Meeting held on 04/12/18, and circulated prior to the meeting, were taken as read. The revised Terms of Reference, circulated prior to the meeting, were approved by the Board.</p> <p>Mr Tom Canavan was nominated to sit on the Board Strategy Committee and agreed. He will be replacing Dr. John Killeen whose term of appointment as a Board member expired recently. Dr. Killeen will continue on this committee as an external member.</p>	
<b>5.</b>	<b>Board Development Day</b>	
	<p>Following discussion it was requested by the Non-Executive Directors that the following topics be addressed at the Board Development Day:</p> <ul style="list-style-type: none"> <li>- Financial Plans 2019 / Budget Allocation (MP)</li> <li>- Update on Waiting Lists – inpatient, day case and outpatient (AC)</li> <li>- ED Review - presentation by Fergal Hickey &amp; Ramona McLoughlin</li> <li>- Sláintecare Presentation - Laura Magahy, Executive Director</li> <li>- Update from Jim Breslin, Secretary General, Dept of Health on where the Board of Directors fits in under the proposed new governance structures – the Chairman is to formally write to the Secretary General in this regard.</li> </ul>	GMM
<b>6.</b>	<b>Group Strategy 2019-2023</b>	
	<p>The Board of Directors formally approved the new Saolta Group Strategy 2019-2023. A copy of the final published document was circulated to the Non-Executives Directors at the Board Meeting.</p> <p>The launch of the new Group Strategy 2019-2023 will take place today (13/03/19) immediately after the Board Meeting. In the coming months Briefing Sessions on the strategy will be given to staff in each of the Group’s hospitals. The Non-Executive Directors will be invited to attend these Briefing Sessions.</p> <p>The Board of Directors acknowledged the significant work that went into developing the new Group Strategy and thanked all the staff involved for their valued input and hard work. Particular mention was given to Dr. Pat Nash, Jo Shortt, Eamonn Kelly and Colette Ansbro.</p>	
<b>7.</b>	<b>Any Other Business</b>	
	<p><u>Condolences</u></p> <p>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>- John Reilly RIP, a Carpenter in the Maintenance Dept., at Mayo University Hospital who passed away on 28/02/19</li> <li>- Caroline Callaghan RIP, an Administrative Officer in the Finance Dept., at</li> </ul>	

	<p>Letterkenny university Hospital who passed away on 03/03/19</p> <p><u>Award for Best Overall Experience (Hospital Group) 2018</u>  At the first National Patient Experience Conference held in Dublin on 5<sup>th</sup> March 2019, the Saolta Group was presented with the '2018 Best Overall Experience Award (Hospital Group)'. The Board of Directors formally congratulated the Executive and all staff on winning this award and acknowledged the efforts put in by staff across the Group in providing a positive experience for patients.</p> <p><u>GP Issues</u>  Dr. John Morris highlighted some issues that GPs are having in relation to the hospitals:</p> <ul style="list-style-type: none"> <li>- Patients attending for scans ordered by hospital consultants are being told by radiographers to go back to their GPs to get the results. The GPs do not get the results as they did not order the scans. This is causing unnecessary stress to the patients.</li> <li>- There can be a delay of up to four months in receiving letters from the orthopaedic consultants following a patient attending an orthopaedic clinic appointment. Very often these letters are unsigned.</li> <li>- There has been an increase in patients being discharged home from the ED Dept. UHG and from the wards without a written or electronic discharge letter for their GP.</li> <li>- GP referral letters are not being acknowledged (with the exception of letters sent to RUH) and therefore GPs do not know if they have been received and if the patient has been put on the waiting list.</li> <li>- It was suggested that the hospitals use a lower grade headed paper when writing to GPs as these letters are all scanned and shredded afterwards. The current paper being used is of a very high quality and is expensive.</li> </ul> <p>The Chief Operating Officer will address each of the above and provide a verbal update at the next Board Meeting.</p>	AC
6.	<b>Date of Next Board Meeting</b>	
	The next Board Meeting is scheduled to take place on Wednesday 10 <sup>th</sup> April in Merlin Park Hospital Galway.	

The meeting concluded at 11.40 p.m

Signed:

  
Gerry McManus, Interim Chairman

Date:

10/04/19