



Minutes of Board of Directors Meeting held on Wednesday 21st February 2018 at 2 p.m.

Venue : Boardroom, Ground Floor, Nurses Home Building, University Hospital Galway

Present

Non Executive Directors

Dr. John Killeen, Chairman (JK)
Gerry McManus (GMM)
Dariona Conlon (DC)
Tom Canavan (TC)
Mary Dunne (MD)
Dr. John Morris (JM)
Dr. Brendan Day (BD)
Phyllis Mac Namara (PMN)
Darina Kneafsey (DK)

Apologies

Dr. Aislinne Freeman (AF)
Brian Thornton (BT)

In Attendance

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

Executive Members

Maurice Power, Chief Executive Officer (MP)
Ann Cosgrove, Chief Operations Officer (AC)
Jean Kelly, I/Chief Director of Nursing & Midwifery (JMK)
Pat Nash, Chief Clinical Director (PN) (arrived at 3pm)
Tony Baynes, I/Chief Financial Officer (TB)

| Item | Discussions / Comments | Action |
|------|---|--------|
| 1. | Apologies | |
| | Apologies noted above. | |
| 2. | Conflict of Interest Declaration | |
| | No Conflict of Interest Declarations were made. | |
| 3. | Matters Arising | |
| | Nil. | |
| 4. | Chairman's Update (verbal) | |
| | The Chairman updated the Board members in relation to the operations of the Board. The Board's responsibilities include the following: <ul style="list-style-type: none"> – Hold the Executive to account on the most up-to-date codes of governance, not just to the letter, but in the spirit of same; Strategic Planning, Staffing/HR Management and value for money for the Saolta Group. – The Board does not have any statutory powers. | |

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| | <ul style="list-style-type: none"> - It's role is to advise and support the Group Executives, provide oversight, and support the strategic objectives of the Group. - All reports circulated prior to the Board Meetings are taken as read and questions may be asked in relation to them. | |
| 5. | <p>Saolta Group Executives Report</p> | |
| | <p>The Saolta Group Executives Report (01/2018) circulated prior to the meeting was taken as read.</p> <p>MP advised that this report is a synopsis of the very detailed reports that are presented to the Group Executive Council at the end of the previous month. The format of this report may change in the coming months. Non Executive Directors are welcome to provide feedback they may have in relation to the format or content of the report to the Board Secretary.</p> <p><u>Strategic</u></p> <p>Model 4 Hospital - Options Appraisal</p> <p>MP outlined that the options appraisal will look at the long term future requirements for acute hospital services in Galway city & county, and how this can support the wider Saolta Group. It will examine best international practice, national strategies, etc. A tender process to select a consultancy company to conduct this options appraisal was held in early 2018; however no preferred candidate was selected. It will go out to tender again in the coming weeks.</p> <p>Slaintecare Report</p> <p>MP advised the Board that implementation of the Slaintecare Report's Recommendations is being led by the Department of Health (DOH). A national Slaintecare Office has been set and we are awaiting appointment of a Lead for the implementation of the report's recommendations.</p> <p>Saolta Integrated Governance Project</p> <p>PN advised that the Integrated Governance Project is progressing well. A small group are visiting Guys Cancer Centre in London next week to see the facility there. Mary Dunne advised that she has experience of working in a similar governance structure in the UK and will provide PN with contact names.</p> <p><u>Finance</u></p> <p>Budget 2018</p> <p>TB outlined that based on the existing level of services, the budget allocation received will be extremely challenging and further discussions are required with the HSE in dealing with the likely deficit.</p> <p>AC outlined that as part of continuous cost savings initiatives, a range of measures will be looked at to reduce expenditure in areas such as transport, supplies, agency costs, drugs, security, etc. Each hospital has been requested to achieve 1% savings in 2018, which is over €7m for the Saolta Group.</p> | MD |

Income

TB explained that the Group is set an income target to achieve each year by the Acute Hospitals Division. It is difficult for income to grow as we are restricted by our bed capacity and insurance companies.

The Board were informed that VHI are writing to their members advising them not to use their private health insurance in public hospitals unless they are in a private room. This is having a knock-on effect on the Group's income, as the hospitals can only charge patients €80 per night instead of €800 per night.

Activity Based Funding (ABF)

TB explained the process of how ABF works and outlined the position of the Group if funding was based on activity. MP stated that the Group would have received a surplus budget if ABF was 100% implemented. However this was not in place and it will be 3-4 years before it is fully implemented. TB to circulate a one page briefing explaining Activity Based Funding to the Board.

TB

Human Resources**Health Care Assistant (HCA) Agency Hours**

Discussion took place regarding HCA agency hours and costs. MP explained that HCA agency staff are required to care for certain patients who have been assessed as posing a risk to themselves or others. Such patients are provided with continuous 24 hour care. This is known as 'specializing' or enhanced observation. The Group has an Enhanced Observation Policy where certain criteria must be met in order to receive this level of care

Recruitment of Consultants

The Board were advised that the recruitment of permanent Consultants, to work in the smaller hospitals in the Group, is an ongoing challenge. This is a national problem, and is not specific to the Saolta Group. Consultants want to specialize in a particular field and work in the larger hospitals. As a result the Group are unable to fill some consultant posts on a permanent basis, particularly in Letterkenny Hospital. Therefore some Consultant posts are filled by temporary agency Consultants.

Specialist Register

Discussion took place regarding Consultants not being on the Specialist Register. The Group currently have 38 consultants who are not on the Medical Council's Specialist Register. Some of these consultants may be eligible to be on the Register. A risk mitigation process has been put in place since last year to address this issue. Each of the consultants have been contacted in relation to getting on the Specialist Register. It was agreed that this should be added as a specific item to the Group Risk Register.

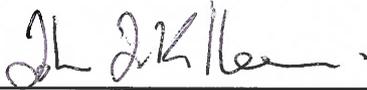
MP

Operational / Clinical**Orthopaedic Theatres Merlin Park**

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| | <p>MP advised the Board that the two orthopaedic theatres in Merlin Park were closed last year due to a leak in the roof. This has resulted in an increased waiting list for orthopaedic surgery. An independent clinical assessment was carried out and approval was given to reopen one of the theatres following remedial works. It is expected this will reopen in March. It is also planned to build a temporary modular theatre facility in Merlin Park. It is estimated that this will take 7-8 months and it is expected that this new facility will open in October this year.</p> <p>Flu Vaccine Discussion took place regarding uptake of the flu vaccine by staff. The Board were advised that while the current uptake rate is only 40%, this does represent a significant increase on the previous years. The Board requested that a much higher target be set for next year and that an enhanced publicity campaign be put in place to push it. John Morris agreed to work with Jean Kelly on this.</p> | JMK & JM |
| 6. | Election of Members to Board Sub Committees | |
| | <p>The Chairman advised that there are currently four Sub Committees of the Board and requested volunteers to sit on each of them. The following was agreed:</p> <p>Board Audit Committee New Membership – Brian Thornton (Chair), Darina Kneafsey, Tom Canavan, Aislinne Freeman, Tony Baynes and Ann Cosgrove. John Killeen is to discuss with Brian Thornton & Aislinne Freeman as neither were present at the meeting. The CFO Office will arrange clerical support for this committee. TB to make contact with proposed new chairperson, Brian Thornton, to progress.</p> <p>Board Finance Committee New Membership – Gerry McManus (Chair), Tom Canavan, Maurice Power and Tony Baynes. The CFO Office will provide clerical support to this committee. TB to make contact with new chairperson, Gerry McManus, to progress.</p> <p>Board Quality & Patient Safety Committee New Membership – Dariona Conlon (Chair), Phyllis MacNamara, Mary Dunne, Brendan Day, Jean Kelly, Pat Nash. The Group Quality & Patient Safety Office will provide clerical support to this committee. Pat Nash to make contact with new chairperson, Dariona Conlon, to progress.</p> <p>Board Strategic Manpower Planning Committee New Membership – Darina Kneafsey (Chair), John Morris, Maurice Power, John Killeen, John Shaughnessy. This committee will also focus on Protected Disclosures to Board members. The Group HR Dept will provide clerical support to this committee. JS to make contact with new chairperson, Darina Kneafsey, to progress.</p> | <p>JK</p> <p>TB</p> <p>TB</p> <p>PN</p> <p>JS</p> |

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| | <p>The Terms of Reference of each of these committees was circulated at the Board Induction Day. MP advised that if the Terms of Reference of the Sub Committees are amended, then they must be resubmitted to the Board Meeting for sign-off.</p> <p>Additional Board Sub Committees</p> <p>The Chairman advised that there may be two additional subcommittees formed in the coming months:</p> <ul style="list-style-type: none"> - Board Strategic Planning Committee <p>Board Corporate Governance Compliance Committee</p> | |
| 7. | Agree Schedule of Meetings 2018 | |
| | <p>The Schedule of Meetings for 2018 was agreed with a change to the date of the May Board Meeting. This meeting is changed from 9th May to 16th May at the Chairman's request. It was requested that some of the Galway meetings take place on the Merlin Park site. AMF to check if a suitable venue is available. Final scheduled to be re-circulated.</p> | AMF |
| 8. | Any Other Business | |
| | <p>Annual Report</p> <p>The Board passed on their compliments to Anne Conroy and Ann Cosgrove for preparing the 2016 Saolta Group Annual Report which was included with the Induction Pack.</p> <p>Media Query</p> <p>CM advised that Board that she will be responding to a query from The Sunday Business Post seeking the names of our new Board Members.</p> <p>Healthy Eating and Green Initiatives</p> <p>The Chairman requested that Board Members and Executives give some thought to green initiatives and healthy eating initiatives that the Board can promote and progress within the Group over the next three years. This will be included as an agenda item for the next meeting.</p> | Each Board Member |
| 9. | Date of Next Board Meeting | |
| | <p>The next Board Meeting will take place on Wednesday 14th March 2018 in Sligo University Hospital.</p> | |

The meeting concluded at 4.10 p.m.

Signed: 
Dr. John Killeen, Chairman

Date: 14/3/18
14th March 2018

