

## Board Meeting

Portiuncula University Hospital, Galway  
13<sup>th</sup> April 2016

### Present

#### Non Executive Directors

Dr John Killeen, Interim Chair (JK)  
Ms Phyllis MacNamara, Director (PMN)  
Mr Gerry McManus, Director (GMM)  
Dr Jim Browne, Director (JB)

#### Executive Members

Mr Maurice Power, CEO (MP)  
Dr Pat Nash, Group Clinical Director (PN)  
Ms Ann Cosgrove I/ Chief Operational Officer (AC)  
Mr Tony Baynes, I/Chief Financial Officer (AB)  
Ms Jean Kelly, I/ Group Director of Nursing and Midwifery (JMK)  
Mr Tony O’Gorman, Secretary, (TOG)

### Apologies

Ms Sharon Moohan, Director (SM)  
Dr Brendan Day, Director (BD)  
Mr Zubair Javeed, Director (ZJ)

### In Attendance

Mr Michael Moloney , Communications  
Ms Caitriona Meehan, Communications

### Non Attendance

Mr Colam O Neill, Director (CON)

Agenda Item	Discussions / Comments	Action
1.	<b>Apologies/ Minutes of Board Meeting/ Declaration of Interest</b>	
	Minutes of Board meeting of the 9 <sup>th</sup> March were approved on the proposal of Ms Phyllis MacNamara and seconded by Mr Gerry McManus.  <b>Conflict of Interest Declaration:</b> No Declaration of Interest made.	
	<b>Matters Arising and Review of Action points</b>	
	None.	
2.	<b>Chairperson</b>	
	<b>Chairman’s Update (verbal)</b> The Chair advised Board members that he had visited Altnagelvin Hospital on April 7 <sup>th</sup> 2016, with Board member Mr Gerry McManus and Group CEO Mr Maurice Power, for the signing of the Service Level Agreement relating to cross-border Cardiology services between the Group and the Western	

	<p>Health and Social Care Trust in Northern Ireland. Also present was Mr Jim Breslin, Secretary General, Department of Health and Mr Richard Pengelly, Permanent Secretary, N.I Department of Health.</p> <p>This important new service, where Altnagelvin Hospital Derry will provide emergency pPCI treatment to patients resident in Co. Donegal, will commence in early May 2016. The Chair also noted the development of the new cross-border radiotherapy service which will launch in Q4 2016.</p> <p>Dr Killeen acknowledged the work of all those involved in delivering the project for the benefit of our patients and thanked the management of Altnagelvin Hospital for their warm welcome.</p> <p>The Chair, on behalf of the Board, expressed congratulations to the management and staff of Sligo University Hospital, who have recently won several awards at the National Healthcare Awards ceremony which took place in March 2016 and who have also been shortlisted for the HSE Healthcare Excellence awards.</p>	
<b>3.</b>	<b>Chief Executive Officer</b>	
	<p>The Chief Executive Officer report (16/2016) circulated prior to meeting was taken as read.</p> <p>Mr Power noted that all beds are open and Hospitals in the Group are experiencing significant pressure across Emergency Department (ED), inpatient, outpatient and day case attendances. However ED, across the Saolta Group, has seen thirty per cent reduction on trolley waits compared to the same period last year, whilst numbers attending ED have gone up by eight per cent and Mr Power acknowledged the contribution of all staff.</p> <p>2016 will be a challenging year financially with an ongoing national focus on spending, particularly in the areas of basic pay, drugs and medicines and income.</p> <p>Mr Power announced that the position of E-Health Director for the Group, reporting to the CEO, would shortly be advertised nationally. This strategic position will assist in the integration of the Group and the implementation of the 5-year clinical strategy. In a related development, the CEO noted that a business case for electronic patient records has been drafted nationally and that the Group has requested the opportunity to pilot implementation of this important project.</p> <p>Dr. Jim Browne observed that the implementation of such a complex project will require strong stakeholder communication and that adequate resourcing, particularly the input of informed and articulate users, was a critical requirement for success.</p> <p>In response to a query from Ms Phyllis MacNamara regarding the involvement of Arts Coordinator Ms Margaret Flannery in the interior finishing of the UHG 75-bedded ward block, Mr Power acknowledged the excellent work of Ms Flannery and stated that he fully supports the involvement of Arts initiatives in the Group, noting that the HSE-W Estates Dept had already planned to engage with the Arts Coordinator regarding this matter.</p>	

4.	<b>Chief Clinical Director</b>	
	<p>The Chief Clinical Director report (17/2016) circulated prior to meeting was taken as read.</p> <p><b>Meeting between Hospital Consultants and the Saolta Chair, Director and Senior Management Team.</b></p> <p>Dr Nash noted that the recent meeting between Saolta hospital consultants, Dr Killeen, Mr McManus and the senior management team was a very constructive engagement, and all parties felt that this process aided positive communication within the Group and should be repeated every 6 months. In response, the Chair thanked Dr Nash and his fellow clinicians for participating and looks forward to the next meeting.</p> <p><b>Clinical Directorate and Group Integration Updates.</b></p> <p>Dr Nash advised the Board that the subgroup formed to develop a proposal on Group Governance Structure, has now examined various governance models and will shortly report out on this important development.</p> <p>Dr Nash also advised the Board that the Group will shortly commission a new 5-year clinical strategy and noted that hospitals in the Group, particularly GUH, were historically not configured to cope with the high volume of complex cases that are now presenting. The implementation of a clear, integrated plan for the delivery of services across the Group was of critical importance.</p> <p>Dr Nash noted that Clinical Director posts in Radiology, Laboratories and Quality / Patient Safety were currently being advertised.</p> <p>In response to a query from Mr McManus regarding how individual hospital sites would be accountable under new governance arrangements, Dr Nash observed that site accountability would be maintained via service audits involving individual site managers.</p> <p>Dr Killeen expressed his support for the Clinical Directorate and Integration projects and encouraged the transition of the Group to this model of governance.</p> <p><b>Portiuncula Maternity Services Review.</b></p> <p>The status and progress of the review was discussed. Dr Nash noted the complexity of the review process and the ongoing contribution by staff to the Review. The process of sending draft chronologies to families and draft reports to staff for accuracy checking is continuing, with the intent to have the review completed as soon as possible. Since commencement in April 2015, approximately 250 staff interviews have taken place. The Board requested the Group CEO to write to Mr Tony O'Brien, HSE Director General, outlining their concerns regarding the length of time required to complete the review process and the unsuitability of review process that the Group were obliged to use.</p>	M Power.



	<p><b>Quality and Patient Safety.</b></p> <p>Dr Nash observed that the revised Group Risk Register is now in use. The register is aligned with national guidelines and all hospitals within the Group feed into the continual updating of this document.</p> <p>The IT audit and risk report was discussed by the Board and it was decided that a copy of the IT Risk Report would be issued to all Board members and Mr Richard Corbridge, Chief Information Officer, HSE</p>	M Power.
5.	<b>Chief Financial Officer Report</b>	
	<p>The Chief Financial Officer report (18/2016) circulated prior to meeting was taken as read and the following updates were provided:</p> <ul style="list-style-type: none"> <li>• Performance review meetings involving individual Saolta hospital management teams and Group executives would take place in advance of planned national hospital performance reviews involving the HSE and Saolta. There will be an ongoing national focus on spending, particularly in the areas of basic pay, drugs and medicines and income.</li> <li>• The forecast for year-end 2016 indicate that Saolta Group will be €66.2m over budget.</li> <li>• Mr Baynes noted that Saolta were third in the queue of national hospitals for the roll-out of the new financial system which was urgently required by the Saolta Group</li> <li>• Mr Baynes also noted that the Group's financial management capability has been increased with the appointment of two senior accountants to the Finance office.</li> <li>• Comparison analysis of WTE numbers across the various hospital groups is currently being undertaken by Saolta and will be presented to Mr Zubair Javeed as part of the Group's finance plan. This information will also be made available for the May 2016 meeting of the Saolta Board.</li> <li>• Dr Browne requested that a cross-disciplinary WTE comparison should be made with a comparable UK Health Trust to determine if Saolta is efficiently staffed. In response, Mr Maurice Power stated that he would write to Mr Jim Mackey, formally of Northumbria Trust, but now working in a national NHS role, requesting access to a suitable reference site to compare WTE levels.</li> </ul>	<p>TBaynes</p> <p>M Power</p>
6.	<b>Chief Operating Officer</b>	
	The Chief Operating Officer (COO) report (19/2016) circulated prior to meeting was taken as read and the following updates were provided:	

	<ul style="list-style-type: none"> <li>• A summary audit of ED activity on a given date is being undertaken as requested at last meeting and output should be available for May/June meeting.</li> <li>• Ms Cosgrove has met with Arts Coordinator Margaret Flannery and the Friends of GUH to explore how local artists can be involved with GUH as part of Galway's bid for the City of Culture and will report back to the Board on this work in progress.</li> <li>• There was a discussion regarding YTD patient activity across the Group. Ongoing increased Emergency activity is having a very significant impact on scheduled care activity. Ms Cosgrove stated that the Group is preparing a costed waiting list clearance plan proposal for submission to the HSE National based on an in-house solution.</li> <li>• A Group review is planned which will examine the management of in-patient, out-patient, and diagnostic waiting lists.</li> </ul>	A Cosgrove
<b>7.</b>	<b>Chief Director of Nursing</b>	
	<p>The Chief Director of Nursing (CDON) report (20/2016) circulated prior to meeting was taken as read and the following updates were provided:</p> <ul style="list-style-type: none"> <li>• The roll-out of the sepsis policy and early warning score across the group is ongoing.</li> <li>• Feedback from the Patient Council has led to the commencement of key patient communication project entitled "Hello my name is" which will involve the supply of new name badges for staff members, funded by the Friends of GUH.</li> <li>• Other patient communication initiatives underway include the focus on plain language use to make OPD appointment letters more user-friendly. Ms MacNamara observed that that OPD letters from all Group hospitals should use similar branding and signage.</li> <li>• Development of the patient advice and liaison service (PALS) role within the Group will remain a key area of focus for the CDON. Group Communication Manager Ms Caitriona Meehan will develop an article on the role of PALS and the role of the Patient Council for the next Group newsletter</li> <li>• The second successful Schwartz Round took place at GUH with 158 attendees.</li> <li>• Ms Kelly stated that Saolta will participate in a national Nursing Recruitment Fair to occur in May 2016.</li> <li>• The recent visit from a Zambian hospital delegation to the Saolta Group was discussed. The Board have requested a report of the visit from Dr Diarmuid O Donovan, Director of Public Health.</li> </ul>	<p>A Cosgrove</p> <p>C. Meehan</p> <p>TOGorman / Dr D O'Donovan</p>
<b>8.</b>	<b>Any other Business</b>	
	The following additional updates were provided	

	<ul style="list-style-type: none"> <li>Ms Caitriona Meehan informed the Board that an RTE production team will commence making a series of TV programmes about the Hospital Groups, commencing 31<sup>st</sup> May. Other than facilitating access for TV crews, Hospitals will have no editorial control over content.</li> <li>Mr Gerry McManus requested an update on the status of the Cath lab projects in SUH and UHG. Dr Nash noted that there are concerns regarding the reliability of the existing Cath lab equipment on the UHG site, which is at end-of-life. Ms Cosgrove informed the Board that a market-sounding activity has been completed for a managed Cath lab service in SUH and a Statement of Needs has been completed for both sites. A full business proposal will now be drafted for both sites.</li> </ul>	T Baynes / A Cosgrove.
9.	<b>Date of Next Board Meeting</b>	
	Wednesday 11 <sup>th</sup> May 2016 Public Board meeting 12.30-14.00, Board Room, Letterkenny University Hospital.	

SIGNED DIRECTOR:

  
Interim Chair of Board

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