

## Board Meeting

**Board Room, Mayo General Hospital, Castlebar  
10 March 2015**

### Present:

#### Non Executive Directors

Dr John Killeen, Interim Chair (JK)  
Ms Sharon Moohan, Non Executive Director (SM)  
Mr Colam O'Neill, Non Executive Director (CON)  
Ms Phyllis MacNamara, Non Executive Director (PMN)  
Dr Brendan Day, Non Executive Director (BD)  
Mr Gerry McManus, Non Executive Director (GMM)  
Dr Jim Browne, Non Executive Director (JB)

#### Executive Members

Mr Maurice Power, Acting Chief Operating Officer (MP)  
Mr Tony Canavan, Group Chief Operating Officer (COO)  
Mr Tony Baynes, Acting / Chief Financial Officer (AB)  
Ms Jean Kelly, Acting / Group Director of Nursing and Midwifery (JMK)  
Ms Fiona McHugh, Secretary, (FMH)

### Apologies:

Mr Zubair Javeed, Non Executive Director (ZJ)  
Dr Pat Nash, Group Clinical Director (PN)  
Mr Michael Moloney, Communications

Agenda Item	Discussions / Comments	Action
<b>1.</b>	<b>Minutes of Board Meeting/ Declaration of Interest</b>	
	Minutes of meeting of the 10/02/2015 were approved on the proposal of Ms Sharon Moohan and seconded by Mr Gerry McManus  <b>Conflict of Interest Declaration</b> : No Declaration of Interest made	
<b>2.</b>	<b>Matters Arising and Review of Action Points</b>	
	The action points were reviewed and an update was provided by the CEO on Portiuncula Hospital Maternity Services. The Board requested a briefing by Dr Nash at the April Board meeting.	PN

3.	<b>Interim Chairman's update</b>	
	<p><b><u>Chairman's Update</u></b></p> <ul style="list-style-type: none"> <li>• The Chairman reported that discussions are ongoing regarding finalising the legal status of Hospital Group Boards in conjunction with HSE and DOH and Chairs of Boards. He went on to advise that it is anticipated that legal status of Hospital Group Boards should be in place by the end of March and he will update the Board at the next Board Meeting.</li> <li>• Mr Power advised the Board that following the enactment of legislation for Hospital Group Boards it will be required to address Scheme of Delegation of CEO and Accountability framework. It was noted that CEO's of Groups are directly accountable to National Director of Acute Services.</li> <li>• The Chair reported that the Minister for Health has agreed to meet the Board on Monday 18 May 2015 in Hawkins House at 11.45am.</li> <li>• The Chair extended an invite to all Non Executive Directors and will prepare an agenda in advance of meeting.</li> <li>• The Board expressed concerns regarding the role of the Board in its current format and the Board agreed until the Board has legal status that it would continue to support the CEO and Executive Team to deliver on programme of work that is tangible and open and transparent .</li> <li>• The Chairman proposed that the implementation of the Foundation Strategy will remain on hold until such time as the Board has a legal status. This proposal was endorsed by the Board.</li> </ul> <p><b><u>Transition Agreements for Group Executives</u></b></p> <p>The Chairman informed the Board that Mr Maurice Power will be CEO for 18 months to align with contracts of other CEO's.</p> <p><b><u>Terms of Reference for Board of Directors</u></b></p> <p>The Board were asked to consider the revised proposed Terms of Reference following submissions received from Board Members (17/2015). Following a lengthy discussion it was agreed:</p> <ul style="list-style-type: none"> <li>• Defer review of Terms of Reference for Board and Board Subcommittees until MOU between Boards, HSE and groups are in place.</li> <li>• In exceptional circumstances Non Executive Directors and Executives can join Board Meetings by teleconference.</li> <li>• Circulate Code of Practice for the Governance of State Bodies 2009 to Board members.</li> <li>• Agree Board Quality and Patient Safety committee meetings for 2015</li> </ul>	<p>JK</p> <p>JK</p> <p>JK</p> <p>JK/SM/ GMcM/ZJ</p> <p>JK</p> <p>FMH</p> <p>SM/PN</p>
4.	<b>Draft Saolta 5 Year Strategy Plan</b>	
	<p>The Board were asked to consider and approve Saolta Five Year Strategy Plan previously circulated on 13 January 2015 (05/2015) as presented by Mr Canavan.</p> <p>The Board following consideration welcomed the plan and approved the strategy in principle only. It was agreed that Mr Tony Canavan would</p>	<p>TC</p>

	<p>present in detail 2 of the 6 Strategic objectives of the Business strategy at the next 3 Board meetings and would be an agenda item for the next 3 Board meetings.</p> <p>The Chair on behalf of the Board thanked Mr Canavan for leading on this significant piece of work.</p>	TC
5.	<b>Chief Executive Officer</b>	
	<p><b>Chief Executive Officer Report</b></p> <p>Mr Maurice Power spoke to his report (18/2015) as circulated and taken as read</p> <p><b><u>Areas of note</u></b></p> <ul style="list-style-type: none"> <li>• A Hospitals Group National Implementation Steering Committee of which the CEO is a member has been established to oversee the HSE reform portfolio 2015-2017. This is a very ambitious programme and will be supported by the Systems Reform Group and externally by PwC.</li> <li>• Payment of Associated Clinical Directors and Chief Academic Officer was raised with National Director of Acute Services and as is being addressed nationally.</li> <li>• A Service Level Agreement setting out requirements and obligations of the pPCI service between the WHSCT and Saolta is currently in preparation and well advanced.</li> <li>• A number of Clinical leads have commenced a review of their specialities in the last month.</li> <li>• Await final report of National Task Force for Emergency Departments.</li> <li>• Emergency Departments continue to be extremely busy and managing the demand of unscheduled care and patient flow is a challenge, particularly in GUH, LGH and PHB.</li> <li>• Further LRC facilitated discussion taking place on 9 March to divert threatened ED industrial action at GUH</li> <li>• Positive outcome of meeting on 27 February on Breast Cancer Services at Letterkenny and the main actions agreed are being addressed by the Group.</li> <li>• Draft copy of LGH Flood investigation (5 August 2014) now received and has gone for legal opinion.</li> <li>• Await Final Report of Northgate Public Service</li> <li>• 22 staff across the Group completed the Future Leaders Programme and graduated on 6 March.</li> </ul> <p>Members received this report and noted the key areas of progress and ongoing issues and the Board agreed the following actions:</p> <ul style="list-style-type: none"> <li>• Provide breakdown of Scheduled Waiting list by Speciality as part of COO performance report</li> <li>• Provide breakdown of ED attendance by who , why when and where they came - as part of Clinical Director Report</li> <li>• Invite CAO to present at a future Board Meeting progress on recruitment education and research</li> <li>• Provide update on Urology service at Letterkenny at next Board Meeting</li> <li>• Reschedule April Board meeting to Monday 13 April 2015 @ 2pm</li> </ul>	<p>TC</p> <p>PN</p> <p>FMH</p> <p>TC</p>

	<p>to to facilitate the Joint Ministerial visit of Ministers Varadkar and Wells at Altnagelvin.</p> <ul style="list-style-type: none"> <li>Final report of Northgate Public Service to be submitted to internal audit when circulated to Group.</li> </ul> <p>The Board reiterate their support to the CEO and his team.</p>	<p>FMH</p> <p>TB</p>
<b>6.</b>	<b>Chief Director of Nursing Report</b>	
	<p>Ms Jean Kelly spoke to her report (19/2015) as circulated and taken as read.</p> <p><b>Areas of note</b></p> <ul style="list-style-type: none"> <li>Continue to work with the Chief Financial Officer to address agency and overtime usage in Nursing &amp; Support Services.</li> <li>180 approved Nursing Vacancies with the NRS for Saolta</li> <li>First meeting of Patient Council held on the 4 March, Mr Neil Johnson elected Chairperson.</li> <li>First meeting of Patient Experience Focus Group held in February</li> <li>Caring Behaviours Assurance System (CBAS) have been awarded the tender to introduce evidenced base systems for enabling and assuring the delivery of person centred health care.</li> <li>Representatives from Healthy Ireland Implementation team are visiting all hospitals in Saolta in March to prepare a report on the opportunities and challenges to implanting Healthy Ireland.</li> <li>Mixed Gender update provided</li> <li>Sepsis Training has commenced in all Hospitals within the Saolta Group.</li> </ul> <p>Members received this report and noted the key areas of progress and ongoing issues and the Board agreed the following actions:</p> <ul style="list-style-type: none"> <li>Arrange meeting with Mr Bernard Gloster PCCC re home care packages and nursing home accommodation.</li> <li>Hold Employment Control meetings monthly</li> <li>Seek approval for a PALs Officer for each hospital by year end</li> <li>Provide monthly mixed gender reports to the Board</li> <li>Look at establishing a Patient Council for each Hospital</li> <li>Secure simulation Centre for North West</li> <li>Provide analysis of complaints in each hospital in the Group against national complaints as part of Clinical Director Report</li> </ul>	<p>TC/MP</p> <p>TC</p> <p>JMK /TC</p> <p>JMK</p> <p>JMK/FMH</p> <p>JK</p> <p>PN</p>
<b>7.</b>	<b>Chief Financial Officer Report</b>	
	<p>Mr Anthony Baynes spoke to his report (06/2015) as circulated and taken as read.</p> <p><b>Areas of note</b></p> <ul style="list-style-type: none"> <li>Current projected deficit for the Group is €22m at the end of January.</li> <li>Group is overspent by €1.2m ( -2.2% ) compared to budget.</li> <li>Pay roll expenditure is over budget by 1.2m (2.7%)</li> <li>Increase of €0.5m from December uncommitted balance awaiting Consultant Action.</li> <li>Non Pay expenditure excluding flood related costs for January has</li> </ul>	

	<p>increased by €1m (6%) , but is broadly in line with the budget</p> <ul style="list-style-type: none"> <li>• A MOU between the HSE and the PHIs is expected in early 2015 it is envisaged this will address the debt collection issues been experienced by Hospitals.</li> <li>• National Director of Acute Services and National Director of Finance at performance meeting of the 26 February have requested a proposed cost containment plan to ensure breakeven. This cost containment plan will be extremely challenging while we attempt to strike a balance to meet national access, quality and resource targets as per National Service Plan for 2015.</li> <li>• Restructuring of Senior Finance Positions across the Group have taken place since the beginning of the year and will lead to a more cohesive approach for Group Finance as we move to Directorate Structure.</li> </ul> <p>Members received this report and noted the key areas of progress and ongoing issues and the Board agreed the following actions:</p> <ul style="list-style-type: none"> <li>• Add claims awaiting Consultant signature/ action as performance measure for Associated Clinical Directors.</li> </ul>	TB/MP
<b>8.</b>	<b>Vision for National ICT</b>	
	Deferred by Mr Corbridge – To reschedule Mr Corbridge CIO , HSE for a future Board Meeting	FMH
<b>9.</b>	<b>Any other Business</b>	
	<p>Following updates were provided to Board Members</p> <ul style="list-style-type: none"> <li>• Communication Strategy circulated at meeting providing an overview of the priority communications issues in Q1 and Q2 2015 and of forthcoming activity noted.</li> <li>• Dr John Killeen and Mr Maurice Power to review Boards modus operandi for 2015.</li> <li>• Schedule of meetings for Quality and Patient Safety committee for 2015 to be agreed.</li> <li>• Cleaning tendering completed and contract awarded to “Resource” trading name of Noonan Group.</li> <li>• A Project Manager at Grade 8 or higher to provide project management to support implementation of the Group Directorate Governance Model.</li> <li>• Send Board best wishes to Mr Charlie Meehan, General Manager Mayo.</li> </ul>	MP/ JK  SM/PN  PN FMH
<b>10.</b>	<b>Date of Next Meeting</b>	
	Monday – 13 April 2015 2-4 pm Boardroom University Portiuncula Hospital, Ballinasloe.	

SIGNED DIRECTOR: \_\_\_\_\_

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

**Interim Chair of Board**