



**Tallaght University Hospital Board Meeting**  
**Robert Graves Postgraduate Centre**  
**Tallaght University Hospital**  
**22<sup>nd</sup> July 2019**  
**07:30-10:00**

**Present:**

**Board member**

Mr. Liam Dowdall (LD)  
 Mr. David Seaman (DAS)  
 Ms. Anna Lee (AL)  
 Mrs. Mairead Shields (MHS)  
 Prof. Kathy Monks (KM)  
 Mr. Mark Varian (MV)  
 Mr. Edward Fleming (EF)  
 Archdeacon David Pierpoint (DP)  
 Dr. Anne-Marie Brady (AMB)

**In attendance:**

Ms. Lucy Nugent (LN)  
 Mr. Dermot Carter (DC)  
 Mr. John Kelly (JK)  
 Prof. Paul Ridgway (PR)  
 Ms. Aine Lynch (ALyn)  
 Dr. Peter Lavin (PL)  
 Ms. Madeline O' Neill (MO'N), Board Secretary

**Apologies**

Prof. Patricia Barker (PB)  
 Prof. John Quinlan (JQ)  
 Prof. Catherine Wall (CW)

No.	Agenda Items	Decisions Made	Action By
		<b>Board only time</b>	
19.05.01	<b>Apologies</b>	<p>Apologies were noted.</p> <p>LD welcomed Dr. Peter Lavin to his first meeting of the Hospital Board. Dr. Lavin takes up the role of Clinical Director of the Medical Directorate replacing Professor Catherine Wall.</p> <p>LD advised that the Lead Clinical Director post switches to the Perioperative Directorate CD, Professor Paul Ridgway.</p> <p>Professor Catherine Wall will take up the role of Director of QSRM over the coming weeks.</p> <p>Mr. Shane Russell will be take up the post of Chief Operations Officer on 29<sup>th</sup> July 2019.</p>	
19.05.02	<b>Patient's Story</b>	<p>ALyn advised the Board in respect of a letter received which was written by a sister of a deceased patient and outlined concerns regarding his care. The lady stated that she wished the board of management to read the enclosed document in the hope that changes can be made within the hospital and hospital staff. She stated that she hoped 'that no one would have to suffer like we did'. She stated that the family suffered a sudden and dreadful loss by the death of her brother. Even though his death occurred in another hospital, his family believed that they were treated very badly by Tallaght University Hospital.</p>	

		<p>PAD contacted the patient’s primary consultant who received the complaint on May 7<sup>th</sup>. He obtained the patients healthcare record on the 8<sup>th</sup> which allowed him to respond to PAD on May 9<sup>th</sup>. He provided a comprehensive response on all matters referred to and offered to meet with the family if required.</p> <p><b>Learning</b> The consultant advises that processes should be put in place across the hospital about communicating information regarding patients. He suggests consideration be given to development of an information leaflet on how to arrange to speak to the medical team.</p> <p>The following Recommendations and Actions are advised in respect of this case:</p> <ol style="list-style-type: none"> <li>1. Effective Communication</li> <li>2. Consent</li> <li>3. Process</li> <li>4. Saying Sorry</li> </ol> <p>ALyn advised that a member of the public emailed Your Service Your Say, HSE, with an acknowledgement of the care she had received in the Emergency Department on May 27<sup>th</sup> 2019.</p> <p><b>Process:</b> The Director of Nursing shared the feedback and thanked the nursing and medical staff in ED for the care, compassion and commitment shown to this patient. The patient advised that <i>“I’d love for the staff to know that all their kindness really does make all the difference, even if they feel like its only tiny gestures. Thank you all”</i>.</p> <p><b>Process:</b> The Director of Nursing shared the feedback and thanked the nursing and medical staff in ED for the care, compassion and commitment shown to this patient.</p> <p><b>Learning:</b></p> <ul style="list-style-type: none"> <li>• A reminder of the impact that each gesture has on a patient/family who are worried, anxious and uncertain in a strange environment and of the powerful impact that these encounters can have on the experience of being a patient in TUH.</li> <li>• The importance of role modelling positive behaviours by all members of TUH staff.</li> </ul>	
19.05.03	<b>New Declarations of Interest</b>	<p>There were no new declarations of interest made.</p> <p>LD reminded Board members of their obligations under the Ethics in Public Office Acts and encouraged everyone to return the completed forms to the Board Secretary at the earliest convenience.</p>	
19.05.04	<b>Minutes of Previous Meeting</b>	<p>Minutes of the meeting held on 20<sup>th</sup> May 2019 which were circulated in advance of the meeting were approved for signing. It was noted that a final report from HIQA in respect of the</p>	

		<p>recent unannounced visit is expected. A draft report was sent to management to provide feedback in the first instance. The draft report was returned to HIQA and management comments were incorporated and sent back again for further review. The final report from HIQA is awaited.</p>	
19.05.05	<b>Issues Log</b>	<p>The issues log was reviewed and will be updated accordingly.</p> <p>Tallaght University Hospital and Technology University Dublin with the support of Amazon Web Services held a Hackathon on 7<sup>th</sup> and 8<sup>th</sup> June 2019. The focus of the event was to try to address problems and design workable solutions for context specific issues as identified by TUH. Emergency Department waiting times was identified as an area of importance which should be considered and a solution has been identified in this regard. Further work will need to be carried out in this regard and this will be reported back to the Hospital Board in due course.</p> <p>LD congratulated Ms. Sharon Larkin, Director HR and her Team in respect of the success of Tallaght University Hospital Heroes. A video was shown to the Hospital Board with regard to TUH Heroes event.</p>	
19.05.06	<b>Chairman's Update</b>	<p>LD provided an update to the Board on the following matters:</p> <ol style="list-style-type: none"> <li>1. The approval of the appointment of Dr. Darach O' Ciardha to the Hospital Board, as agreed by Board members at Board only time on 22<sup>nd</sup> July 2019. Decision paper and bio will be circulated to the full Board.</li> <li>2. The approval of appointment of Mr. David Seaman to the role of Vice Chair of the Hospital Board as agreed by Board members at Board only time on 22<sup>nd</sup> July 2019. Decision paper and bio will be circulated to the full Board.</li> <li>3. A Schedule for Patient Safety Walkarounds will be circulated to Board members and all are welcome to attend.</li> <li>4. Board members and Board committee members are invited to lunch at the Hospital on 23<sup>rd</sup> July which was an opportunity for everyone to meet on an informal basis and to meet other staff members at the Hospital.</li> <li>5. On behalf of the Hospital Board, LD thanked the Executive Management Team for all their work over the past six months in particular, as some members were covering additional responsibilities/roles.</li> </ol>	

19.05.07	<p><b>Regular updates Nominations Committee update</b></p> <p><b>Finance committee update</b></p> <p><b>Staff &amp; Organisation Development committee update</b></p> <p><b>Quality, Safety &amp; Risk Management committee update</b></p> <p><b>Audit committee update</b></p>	<p>Minutes of the Nominations committee meetings which took place on 21<sup>st</sup> March, 9<sup>th</sup> May and 20<sup>th</sup> May 2019 were circulated in advance of the meeting. LD advised that the next meeting of the committee will take place on 22<sup>nd</sup> August 2019.</p> <p>Minutes of the Finance committee meeting which took place on 2<sup>nd</sup> May 2019 were circulated to the Board.</p> <p>It was noted that the committee received a presentation in respect of Activity based funding and this presentation will be given to the Hospital Board in September 2019.</p> <p>EF updated the Hospital Board in respect of the challenges facing the Hospital with regard to ABF and this will be discussed in more detail at the September meeting of the Hospital Board.</p> <p>Minutes of the teleconference which took place on 19<sup>th</sup> June 2019 were circulated to the Board.</p> <p>The committee agreed that funding is transferred in two instalments to TUHF as recommended. It was also agreed that before the 2<sup>nd</sup> Instalment is transferred, the Finance committee have asked that a revised cash flow projection is provided by TUHF in advance of the Finance Committee meeting in November. It was noted that this funding is underpinned by the Relationship Agreement between TUH and TUHF.</p> <p>DAS advised that the next meeting of the SOD committee will take place on 24<sup>th</sup> July 2019. Minutes of this meeting will be circulated to the Board in due course.</p> <p>MHS advised that the Minutes of the QSRM Board committee meeting which took place on 16<sup>th</sup> May 2019 were circulated to the Board. The committee is scheduled to meet again on 29<sup>th</sup> August 2019.</p> <p>Minutes of the Audit committee which took place on 6<sup>th</sup> June 2019 were circulated to the Board. The next meeting of the committee is scheduled to take place on 25<sup>th</sup> September 2019.</p>	DC
19.05.08	CEO Report	<p><b>CEO Report</b></p> <p>A CEO Report was circulated in advance of the meeting and taken as read.</p> <p>LN advised that the CRY Unit was handed over to the Hospital last month with commissioning underway and a planned move for September 2019. An official opening is being planned in conjunction with the Hospital and the CRY Board. The vacated space onsite will be shared between Dietetics and a new Clinical Research Facility.</p> <p>LN also advised that the current Aseptic Unit (ASU) is at end of</p>	

life and has experienced a number of non-conformance testing in the outer chambers which have required a high level of ongoing decontamination measures and close monitoring. The urgent requirement to replace the ASU has been escalated to DMHG and the National Cancer Control Programme as there would be an impact to oncology services should the unit fail as there is no additional capacity in either the public or private sector. A solution involving a change order to the renal build has been submitted to the HSE for funding consideration as a matter of urgency. If unapproved the Hospital will need to consider alternative means of funding.

A report will be provided to the Hospital Board in this regard in due course.

LN advised that the Hospital has received notification of its budgetary net financial limit of €231.9m as part of the most recent cost containment and pay bill monitoring process. The current projected deficit is €0.8m above the HSE limit and a series of meetings are planned with DMHG to discuss year end position. Due to overseas nurse recruitment the Hospital is above the HSE headcount target but nursing overtime is reducing (down €35k in June) which is offsetting same. As part of the Hospital's headcount strategy all recruitment posts are reviewed weekly by the CEO, HR Director, Finance Director, DON and COO.

LN provided an update in respect of

1. The ICU Build.
2. Tallaght Cross West Day Surgical Unit.
3. Primary Care Radiology Centre.
4. Renal Unit.
5. 6 Storey Build.
6. Trinity Centre Agreement.
7. HSE Update.
8. EMT Recruitment.
9. Slaintecare.
10. Charter.
11. CHI Engagement.
12. Communications.

#### **Operations**

JK advised that the Deputy CEO and COO will begin planning for winter 2019/2020 at the end of July, this will include an external review of our bed management processes in collaboration with the HSE and Special Delivery Unit.

The improvement in trolley numbers has continued throughout the first half of 2019, with an overall reduction of 36% YTD.

#### **Finance**

TUH are working closely with DMHG in relation to the financial projects for 2019, including the delivery of the Operational plan, with a focus on monitoring Hospitals performance against service plan. There has been a repeated message from the Acute hospitals division that the HSE has been funded to deliver its service plan targets and any growth beyond

LN

		<p>these targets has not been approved. The Hospital currently has a stable month on month run rate of approximately €19.5m. The reason for the negative funding variance year to date is in respect of underfunding pertaining to an existing level of service provided in 2018.</p> <p><b>QSRM</b> Professor Catherine Wall will commence her role as Director of QSRM later in the summer. She will work closely with Ms. Aine Lynch, Interim Director of QSRM, in the transition, which has included some restructuring in the QSRM Department. The Hospital is waiting on the final report following the unannounced HIQA inspection carried out in May, the draft report is positive and acknowledged good practice around CPE management and decontamination practices. It was noted that this year's Clinical Audit programme has commenced.</p>	
19.05.09	<b>Medical Board update</b>	<p>PR provided an update in respect of the Trauma Submission on behalf of TUH. It was noted that in order for TUH to become a major Trauma Centre significant resources will be required.</p> <p>The Hospital Board will be updated on this matter as it progresses.</p>	<b>JQ/PR</b>
19.05.10	<b>External Review of the Nominations committee</b>	<p>LD advised the Board that the final Review Report of the Nominations committee was discussed in detail by the committee, with Mr. David Duffy, The Governance Company in attendance, at a meeting on 21<sup>st</sup> March 2019. Feedback was provided and a further meeting of the committee took place on 9<sup>th</sup> May 2019 when it was agreed that the Report should be recommended to Hospital Board for consideration at the Board meeting in May 2019. In this regard LD asked the Board to consider and provide feedback, in the first instance, in respect of the attached External Review of the Nominations committee and its findings. This will give Board members the opportunity to fully consider the Report and provide feedback in this regard in advance of the July Board meeting when a formal decision will be taken.</p> <p>Board members were asked to acknowledge and accept the recommendations detailed in External Review. This was proposed by EF and seconded by KM.</p>	
19.05.11	<b>Corporate Strategy</b>	<p>A draft Corporate Strategy was circulated in advance of the meeting and taken as read.</p> <p>LN provided a presentation in respect of the Corporate Strategy. It was noted that once agreed in principle and feedback is incorporated the finalised strategy will be sent to the Hospital's graphic designer for layout and printing purposes.</p> <p>Board members are invited to provide feedback.</p> <p>KM, EF and LN will meet to discuss the Corporate Strategy today.</p>	
19.05.12	<b>Review the Board Workplan</b>	<p>A reviewed Board Workplan for 2019 which provides a review of Board meetings to date and a proposed plan for meetings for the remainder of the year, was circulated in advance of the meeting and taken as read.</p> <p>The Hospital Board approved its planned programme of work</p>	

		<p>for the year 2019 at the January meeting. Known /proposed agenda items were identified, agreed and scheduled for specific meetings. It was agreed at the January Board meeting to review the Workplan at the July Board meeting reflecting on progression of the plan at that stage and any other Board matters that require attention.</p> <p>Board members are invited to include any additional items on the Workplan for the remainder of the year.</p>	
19.05.13	<b>Clinical Governance Framework</b>	<p>A Clinical Governance Framework document was circulated in advance of the meeting and taken as read.</p> <p>AMBr acknowledged the significant work carried out by Aine Lynch and Mary Hickey in respect of the Clinical Governance Framework and thanked them both for their input.</p> <p>It was noted that the Chairman of the Hospital Board tasked the Clinical Governance Framework Sub Group with establishing a Clinical Governance Framework for Tallaght University Hospital.</p> <p>AMB advised the Board that this paper maps out what work has been carried out to date by the committee and provides a reference guide and visual check on how Clinical Governance is achieved at the Hospital.</p> <p>It was noted that this Clinical Governance Framework is modelled on the HSE Framework.</p> <p>It was also noted that this Framework will need to be reviewed each year.</p> <p>LD thanked AMBr and all involved in completing this very useful document.</p>	
19.05.14	<b>Contracts Savings Review</b>	<p>At a Hospital Board meeting on 15<sup>th</sup> April 2019, it was agreed that the Director of Finance would provide a briefing paper to the Hospital Board to provide assurance in respect of savings made in relation to contracts that were approved by the Board during 2018.</p> <p>A briefing paper in this regard was circulated in advance of the meeting and taken as read.</p> <p>It was noted that there were seven contracts which were brought before the Board for approval in 2018. Of these seven contracts, it was indicated on the contract briefing papers that there would be estimated savings in two of the contracts. A brief summary of the savings review within 2018 was included in the briefing paper.</p>	
19.05.15	<b>Memorandum from the Audit committee</b>	<p>A Memorandum from the Audit committee was circulated in advance of the meeting and taken as read.</p> <p>The Audit Committee notes the increasing burden of regulation and compliance which is placed on the Hospital. The matter of Network and Information Systems Directive which has been brought to the attention of the Audit committee, is only adding to the huge burden of regulation with which the Hospital has to comply and most significantly for which no additional funding is</p>	

		<p>received.</p> <p>The Audit Committee feels it must draw the Board's attention to the need to make a formal case to the Group, the HSE, the Minister and Department in this regard.</p> <p>The Board discussed this matter and it was agreed that the Hospital should engage with all relevant parties in respect of this matter and establish a Plan to bring back to the Board in due course.</p> <p>This matter will be monitored closely.</p>	<b>LN/DC</b>
<b>19.05.16</b>	<b>Energy Efficiency Project presentation</b>	<p>LD welcomed Mr. Seamus Foran, Facilities, Commercial Services and Projects Manager to the meeting to present in respect of Energy Efficiency project.</p> <p>SF provided a briefing in respect of:</p> <ol style="list-style-type: none"> <li>1. Energy Performance Contracting</li> <li>2. Carbon Energy Fund Ireland</li> <li>3. How the project is funded</li> <li>4. Infrastructural updates expected</li> <li>5. When it will happen</li> </ol> <p>The Board discussed this matter and thanked SF for a very informative presentation.</p> <p>SF left the meeting at this time.</p>	
<b>19.05.17</b>	<b>AOB</b>	<p>It was agreed to change the Board meeting in September to a normal meeting and the October meeting will be a special meeting.</p> <p>There was no further business to conduct and this concluded the business of the meeting.</p>	
<b>19.05.18</b>	<b>Next Meeting</b>	23 <sup>rd</sup> September 2019 at the Robert Graves Postgraduate Centre.	

**Apologies** to Ms. Madeline O'Neill, Board Secretary on 4143845/ [Madeline.oneill@tuh.ie](mailto:Madeline.oneill@tuh.ie)