



Tallaght University Hospital Board Meeting
26th September 2022
MS Teams
08:00am-10:30am

Participating:

Board member:

Mr. Liam Dowdall (LD)
Archdeacon David Pierpoint (DP)
Mr. Mike Beary (MB)
Mr. John Hennessy (JH)
Mrs. Mairead Shields (MHS)
Mr. Edward Fleming (EF)
Dr. Darach O’Ciardha (DO’C)
Mr. Mark Varian (MV)
Prof. Anne-Marie Brady (AMB)
Dr. Vivienne Byers (VB)

Also participating:

Executive Management Team:

Ms. Lucy Nugent (LN)
Mr. John Kelly (JK)
Mr. Dermot Carter (DC)
Ms. Áine Lynch (Alyn)
Ms. Sharon Larkin (SL)
Dr. Peter Lavin (PL)
Ms. Bridget Egan (BE)

In attendance:

Ms. Anne McKenna (AMcK)

Apologies:

Prof. Patricia Barker (PB)
Prof. Tara Coughlan (TC)
Prof. Catherine Wall (CW)

| No. | Agenda Items | Decisions Made | Action By |
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| | | LD advised Board members of the recent passing of [REDACTED], who had served on the Board of TUH, NCH nominee, from 1999 – 2008. It was noted the Board Secretary will relay the Board’s condolences in this regard. | |
| 22.09.01 | Apologies | Noted. | |
| 22.09.02 | Patient’s Story | <p>A briefing paper highlighting two Patient’s Stories was circulated in advance of the meeting and taken as read.</p> <p>ÁLyn briefed Board members on each Patient Story noting the compliments received in relation to positive communication in a nurse led clinic. The patient’s feedback commended the information provided and support from staff, reinforcing the importance of providing patients with information in order to understand their treatment and enhance patient centred care.</p> <p>ÁLyn briefing Board members on a complaint noting a patient was removed from a waiting list in error. PALS liaised with the patient and the patient received the procedure within a month of same. ÁLyn advised of measures put in place to mitigate same and the matter highlighted the need for an electronic scheduling system.</p> | |
| 22.09.03 | New Declarations of Interest | There were no new declarations of interest made. | |

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| | | LD reminded Board Members of their requirements to ensure the annual Designated Directorships Statement of Interest details are kept up to date and the requirement to notify any status change in terms of interests/directorships to the Board. | |
| 22.09.04 | Minutes of Previous Meeting | Minutes of the Board Meeting held July 25 th 2022 having been circulated in advance of the meeting were read and approved by Board members. | |
| 22.09.05 | Issues Log | The issues log which was circulated in advance of the meeting will be updated accordingly. | AMcK |
| 22.09.06 | Chairman's Update 2.1 | LD updated Board members as follows: <ul style="list-style-type: none"> • TUH Charter – No further progress since last reported. • VHF. LD briefed the Board regarding the governance structures in place including the establishment of a VHF CEO Forum that will incorporate into the VHF CLG (Company Limited by Guarantee). It was noted the focus of VHF in the coming months will be on communications and media and strengthening the presence of VHF in healthcare. LD advised the VHF are planning to hold a plenary in early December in which member Chairs and CEO's will be invited to attend. | |
| 22.09.07 | CEO Update 3.1 | <p>CEO Update</p> <p>Having been circulated in advance of the meeting the CEO Report was taken as read. LN highlighted the following:</p> <ul style="list-style-type: none"> • LN advised of the top three challenges for TUH at present include capacity, recruitment and HSE Leadership changes along with national policy arrangements. • CHI Sub-lease. LN advised the Sub-Lease has been agreed and is currently with CHI legal team. • NGH. It was noted that the Deputy CEO met with the DMHG Director of Finance and it appears there is currently focus on operational support [REDACTED] • Capital. The ICU was opened last month by the Minister for Health, who also complimented TUH on reduction in waiting lists. LN advised the refurbishment programme for the old ICU has commenced and is due for completion by year end. • InnovateHealth@TUH. LN briefed members regarding the branding exercised undertaken with TUHF in relation to the Innovation Centre at TUH. It will launch at a TUHF event on October 6th. • TUH held a successful SIMMS Wars event and a Hackathon with AWS (Amazon Web Services) and TU Dublin will commence this Friday. • Ms. Angela Clayton Lea, Peri-Operative Operations Manager has been appointed as Chief Operations Office following a successful recruitment process. Ms. Clayton Lea will commence on October 3rd 2022. LN advised ÁLyn has been seconded to DMHG as Chief Nursing Officer. A recruitment process for the post of Director of Nursing & Integrated Care has commenced. <p>Members queried tracking headcount targets against key job roles. SL advised nursing track headcount on a monthly basis and present same to EMT. Turnover and yearly forecast is reported on. It was noted that other categories are monitored at monthly Directorate</p> | |

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| | | <p>meetings with the DCEO and TUH is looking at alternative solutions to grades and recruitment. SL advised that TUH recently recruited 2 Medical Scientists from Africa. MV advised said data is provided to the Staff and Organisation Development Committee. It was agreed to feature a detailed report for Board regarding same.</p> <p>Integrated Management Report</p> <p>The Board IMR having been circulated in advance of the meeting was taken as read. JK briefed Board members on the following:</p> <ul style="list-style-type: none"> • QSRM. JK advised of the work being undertaken to prepare for the HIQA inspection. JK advised the inspection will be in the context of the safer better standards and HIQA will be onsite for two days. A group has been established to manage same with a lot of pre and post documentation required. • Unscheduled care. JK advised of an increase in ED activity and highlighted the challenges in delayed discharges of medically fit patient. Last week there were 65 delayed discharges, this was reduced to 48 on Friday. Challenges accessing home care packages due to manpower issues in the community is the contributing factor. • TUH is currently operating at over 100% capacity which has a significant impact on scheduled and elective activity. • Covid remains stable and TUH currently have 8 Covid positive inpatients. • Waiting Lists in day case and endoscopy continue to reduce and there is a focus on outpatient waiting lists. It was noted Mary Day in her new role in AHD is holding fortnightly meetings to focus on outpatient waiting lists. • Values in Action programme recommenced in August. • Walkways graduation took place in July. • TUH Heroes Awards took place two weeks ago. • JK advised of the collaboration between HR & CLD in developing an internal Phlebotomy course which has produced graduates. <p>DC briefed Board members on Finance and the following was noted:</p> <ul style="list-style-type: none"> • Current allocation is €268.4m with a projected outturn of €287.7m. • Current projected deficit is €19.2m at year end. TUH are engaging with DMHG regarding initiatives that have yet received funding. • Maximum Variance Limit (MVL) correspondence received from the HSE outlining a deficit across the HSE of €237m. DMHG has a cost reduction target of €60m, of which a target of €5m was assigned to TUH. • Inflationary costs were discussed in brief. DC advised of a projection of €1.5m costs associated with inflation, associated with energy and also food costs. DC noted that medical consumables remain static given current contracts but expects them to increase when up for renewal. Linen & Laundry tender resulted in an increase of €250k year on year. • Absenteeism. Members queried the increase in absenteeism and SL advised of an increase in same given a cap in category of paid Covid leave. MV advised a key focus of the Staff and Organisation Development Committee is recruitment and absenteeism. | SL |
| 22.09.08 | Medical Board 3.2 | Medical Board Update Deferred in the absence of TC. | |

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| 22.09.09 | For Decision 4.1 | <p>Contracts.</p> <p>Having been circulated in advance of the meeting the Contracts for Board approval briefing paper was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> • Haemodialysis Equipment Consumables. Mini competition held and is revenue funded. Whilst the additional cost increased by 16% per annum it was noted the contract includes the replacement of all 59 haemodialysis machines. • Emergency Department CT Equipment and associated building works. Mini competition held and funded via HSE & TUHF. • Radiology SPECT CT NERP 2022. Mini competition held and funded via HSE Capital Funding – National Equipment Replacement Programme. • Supply & Delivery of Pharmacy Rituximab Products. TUH procurement process undertaken. • WinPath Laboratories Information System. DC advised of the change of supplier and the contract is now directly with the vendor. TUH will submit a request for funding with the HSE. • ICE Order Communications Results Reporting (OCR) System Contract. Contract associated with the laboratories information system. ICE OCR is capital funded by HSE ICT Capital and the ICE SLA is funded via TUH revenue. <p>The Board approved the contracts having been proposed by DP and seconded by EF.</p> | |
| 22.09.10 | For Discussion 5.1 | <p>Annual ICT Presentation</p> <p>LD welcomed DW to the meeting. DW proceeded to give a presentation titled ‘<i>Digital Care Delivery</i>’ and the following was noted:</p> <p><i>Digital Care Delivery</i></p> <ul style="list-style-type: none"> • Platform including engagement with patients has been adopted. • Building on the current EPR and innovation within TUH. <p><i>Digital Enablement.</i></p> <ul style="list-style-type: none"> • Synergy was officially launched by the Minister for Health and phase I documentation removed and earlier this month TUH ceased printing of lab/non lab reports internally and to GP’s. Phase II discovery is complete and the Theatre EPR is fully live across the main theatres and RDSC. • National pharmacy solution, TUH own instance to be installed in 2023/2024. • Pharmacy robotic dispenser is undergoing a procurement process at present. <p><i>Enhanced Infrastructure.</i></p> <ul style="list-style-type: none"> • Patient Flow Information Management system tender complete. • National single sign on complete and HSE funding confirmed. • Unified Comms RFT to be published. • Digital dictation system to be replaced & interfaced with EPR. • ICT infrastructure modernisation – funding approval awaited from HSE. • Patient Portal, improvement of 71% noted in e-referrals. <p><i>Research & Innovation</i></p> <ul style="list-style-type: none"> • Hackathon with TU Dublin and AWS (Amazon Web Services) to take place this year with 15 students competing against 5 themes. • Electronic Vital signs completed in Osborne Ward and commenced in Lynn Ward. | |

- Internship programme ongoing with two 3rd year TU Dublin students.
- Health Intelligence ongoing and will be reported in a balance scorecard.

National Programmes 2023/2024.

- NIMIS 2.0
- National Cancer Information System.
- National Endoscopy System
- National Audiology System.
- PAS upgrade.

Cyber Security

- National Information Security Directive II expected to be signed into legislation in the next 12 months.
- TUH Phishing Campaign – first simulation held last week.
- Public Sector CS Standards – increase in standards.
- HSE Mandiant Audit – TUH received a moderate rating.
- DMHG Cyber Security Recommendations – dedicated resources and improvements required.
- Funding & Investment. DW outlined the significant uplift required in revenue funding in terms.

Challenges

- Patient expectation continues to increase.
- Increased supports for the Community via Hospitals.

Opportunities

- Virtual Patient Engagement – increase same.
- Summary Care record for GP/Community and patient engagement.
- Patient Flow System – centralised location.
- Electronic Vital Signs and improvement in patient outcomes.

Innovation

- Quadruple aim of healthcare.
- Robotics.

DW outlined three key challenges for TUH:

- Op Ex vs Cap Ex funding.
- Regulatory oversight.
- Cyber security.
- Retention & Recruitment.

LD advised the challenges and opportunity in digital care delivery should be aligned to the future strategy of TUH. LD thanked DW for a comprehensive presentation.

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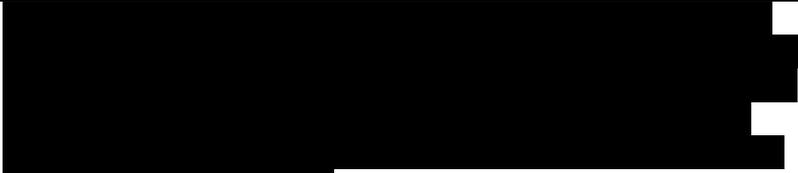
Nursing Strategy

Having been circulated in advance of the meeting the Nursing Strategy 2022 – 2027 was taken as read. ÁLyn briefed members and the following Strategic Principles were noted:

- Nursing excellence in delivery outstanding integrated patient care.
- Nursing leadership and workforce planning.
- Embracing digital enablement.
- Learning, QI, Innovation and Research.

ÁLyn advised the Nursing Strategy is aligned to the Hospital Strategy with an implementation plan for same. It was noted the formal launch of the Nursing Strategy 2022 – 2027 will take place I October.

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| | | LD thanked ÁLyn for the briefing and wished her every success in her new role in DMHG. | |
| 22.09.11 | Regular Updates | <p>Governance and Nominating Committee Update. 6.1 LD advised the Committee met on the 22nd September and looked at the 2023 workplan and a revised format for same that will be circulated to Board members. It was noted the Board Secretary updated the Corporate Governance Manual and Governance Checklist which will be circulated at the next meeting of the Board. LD advised a detailed discussion regarding Board succession took place and this will be an agenda item at the next Board Only meeting in October.</p> <p>6.2 Finance Committee Update. EF advised the Committee met on the 20th September and focused on income generation (inpatient) and optimising private revenue whilst noting the clinical need of patients. It was noted 76% of private rooms are occupied by public patients resulting in a loss of revenue for the Hospital. EF advised that Ms. Angela Clayton Lea presented an update on the Reeves Day Surgery Centre, which has achieved the targets set and the Committee congratulated the team on same. DC presented on Scan4Safety which has been rolled out to 8 locations and advised there are over 5,000 inventory items in orthopaedics to be managed. The release of hours back to nursing was notable and the project provides for improved traceability and detailed financial data. It was noted TUH is now a reference site for the project and the Committee congratulated the team involved in the project. The Committee discussed the IFMS and current HSE roll out of same to statutory and voluntary organisations. The Committee reviewed the finance structure and resources and noted the challenges in recruitment and retention, particularly in the context of remuneration. LD suggested this issue be raised with the VHF as it will impact all S. 38 organisations.</p> <p>6.3 Staff and Organisational Development Committee Update. MV advised the Committee met in September and the focus of said meeting was recruitment and retention, along with absenteeism. The continuing challenge in recruitment was noted. MV advised a key priority for SL and her team is the active management of absenteeism. MV advised the Committee will review the effectiveness of the HR strategy and will commence monitoring the implementation of the Health and Wellbeing strategy.</p> <p>6.4 QSRM Board Committee Update. AMBr advised the Committee met on September 8th and it was a joint meeting of the QSRM Board Committee & Audit Committee. It was noted that ÁLyn presented on equitable access and navigation within the Hospital. A presentation on Nutrition & Dietetics was provided to the Committee which was information and outlined the national guidelines, education, risks and strategies going forward. It was noted that the Committee are still seeking to appoint the third External Committee member [REDACTED]. The Committee were advised of the ongoing preparatory work for the upcoming HIQA inspection.</p> <p>6.5 Audit Committee Update. DP advised the Committee held a special meeting on August 3rd regarding the HSE Governance Review of S.38 agencies whereby various issues were raised. The issue of providing data on non-pay list expenditure by supplier was discussed in detail. [REDACTED]</p> | <p>AMcK</p> <p>AMcK</p> <p>LD</p> <p>LD</p> |

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| | |  <p>. DP acknowledge the additional workload involved for TUH members in this regard. DP thanked Committee members for their participation at short notice and advised of the expert guidance received by the External Committee Members.</p> | |
| 22.09.12 | <p>7.1</p> <p>7.2</p> | <p>Closing Items</p> <p>AOB.</p> <p>LN advised a placeholder for the TUH 25th Anniversary celebrations has issued to Board Members.</p> <p>TUH Board Meeting Dates 2023.</p> <p>Having been circulated in advance of the meeting the proposed 2023 Board dates were taken as read. LD requested members review same and advise the Board Secretary of any issues in this regard.</p> | |
| 22.09.13 | Next Meeting | 24 th October 2022. LD advised a Board Only meeting will be held in advance of the Board meeting. The meetings will be in-person in TUH. | |

Apologies to Ms. Anne McKenna, Interim Board Secretary on 4143845/ anne.mckenna@tuh.ie.