



**Tallaght University Hospital Board Meeting**  
**30<sup>th</sup> January 2023**  
**MS Teams**  
**08.15am – 10.30am**

**Participating:**

**Board member:**

Mr. Liam Dowdall (LD)  
Mr. Mark Varian (MV)  
Mr. Mike Beary (MB)  
Mr. John Hennessy (JH)  
Dr. Martin Lyes (ML)  
Mr. Edward Fleming (EF)  
Prof. Anne-Marie Brady (AMB)  
Dr. Vivienne Byers (VB)  
Dr. Darach O’Ciardha (DO’C) (8.35am onwards)  
Archdeacon David Pierpoint (DP) (8.45am onwards)

**Also participating:**

**Executive Management Team:**

Ms. Lucy Nugent (LN)  
Ms. Sharon Larkin (SL)  
Mr. Dermot Carter (DC)  
Ms. Angela Clayton-Lea (ACL)  
Dr. Peter Lavin (PL) (*left 9.30am*)  
Ms. Bridget Egan (BE)  
Prof. Tara Coughlan (TC) (*left 9.35am*)  
Ms. Sandra McCarthy (SMcC)

**In attendance:**

Ms. Anne McKenna (AMcK)

**Apologies:**

Prof. Catherine Wall (CW)  
Mr. John Kelly (JK)

No.	Agenda Items	Decisions Made	Action By
		LD welcomed Dr. Martin Lyes to the Board meeting having been recently appointed to the Board of TUH. LN welcomed Ms. Sandra McCarthy having commenced as the Interim Director of Nursing & Integrated Care on January 3 <sup>rd</sup> 2023.	
23.01.01	Apologies	Noted.	
23.01.02	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>SMcC briefed Board members on each Patient Story noting the compliments received in relation to the kindness and professionalism of the multi-disciplinary staff members received by an inpatient. The compliment was shared with all staff disciplines as per the patient’s request.</p> <p>SMcC briefed Board members on the patient complaint regarding communication with the Hospital prior to a procedure. It was noted the timely answering of telephone queries is critical in alleviating patient concerns. SMcC advised that the COO is working to appoint additional WTE in order to answer phones across a number of specialities.</p>	
23.01.03	New Declarations of Interest	There were no new declarations of interest made.	

23.01.04	<b>Minutes of Previous Meeting</b>	<p>Minutes of the Board Meeting held 28<sup>th</sup> November 2022 having been circulated in advance of the meeting were taken as read. Subject to amendment of item 5.2 the minutes were approved.</p> <p>SL advised a draft report regarding the Gender Pay Gap will be completed this week and the TUH results are in line with published HSE results. SL will circulate the report at the next meeting of the Board.</p>	<b>SL</b>
23.01.05	<b>Issues Log</b>	<p>The issues log which was circulated in advance of the meeting will be updated accordingly.</p> <p>LN advised in relation to the waiting list review, 22.03.10 that this was deferred as the Clinical Director will be invited to present on same at the next meeting.</p> <p>LN advised that Assisted Decision Making (Capacity) Act 2015 whilst it has been enacted in the Dáil, a commencement date has yet to be announced.</p>	<b>AMcK</b>
23.01.06	<b>Chairman's Update</b>  2.1	<p>LD updated Board members as follows:</p> <p>Charter - LD advised a meeting took place on the 24<sup>th</sup> January with the Hospital's legal advisors regarding the DOH's proposed amendments to the revised Charter. On receipt of a response from the DOH to the Hospital's queries the Chair and CEO will engage with the Foundations.</p>	
23.01.07	<b>CEO Update</b>  3.1	<p><b>CEO Update</b></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"> <li>• LN advised of the top three challenges for TUH at present including: <ul style="list-style-type: none"> <li>○ Capacity, particularly in ED with numbers presenting exceeding capacity.</li> <li>○ Recruitment remains ongoing. LN advised of the commencement of Noeleen Leddy as Deputy Communications Manager.</li> <li>○ HSE Leadership. Mr. Bernard Gloster has been appointed as the new CEO of the HSE and will commence in March 2023.</li> </ul> </li> <li>• CHI Sub Lease. A meeting is scheduled this week to progress.</li> </ul> <div style="background-color: black; width: 100%; height: 100%; min-height: 100px;"></div> <ul style="list-style-type: none"> <li>• TUH Allocation. TUH are waiting the close out of the 2022 financial year and awaiting receipt of the 2023 allocation.</li> <li>• HIQA. LN advised the second draft report from the HIQA Unannounced inspection of the ED was received and HIQA accepted TUH's amendments. It was noted HIQA will be publishing a cluster of reports rather than individually. It was noted TUH have a QIP in place. The report recognised the overcrowding within ED and the measures put in place by TUH to mitigate same. The positive culture within the ED was commended.</li> </ul>	

- HSE ED Taskforce Visit took place on December 30<sup>th</sup> 2022 and recognised the additional measures put in place to meet demands.

- [REDACTED]
- Compulsory Key Purchase Order. LN advised further to CPO correspondence received from the National Transport Authority it was noted that the roundabout at the entrance to TUH will be replaced with a traffic light system. LN advised this will not affect the external walls to TUH but may require changes to the footpath at the main entrance.
- EMT appointments. LN advised of the commencement of Ms Sandra McCarthy as Interim Director of Nursing & Integrated Care and Mr. Vincent Callan who was appointed as Director of Estates & Facilities Management. LN acknowledged and thanked Ms. Evonne Healy and Mr. Seamus Foran who temporarily filled the respective positions during the recruitment process.
- The HSE National Director Strategy & Research, Dr. Philip Crowley will visit TUH tomorrow.
- 6 Storey. LN advised a workshop with key stakeholders will take place to agree items for inclusion in the design and feasibility plan.

#### **Integrated Management Report**

The Board IMR having been circulated in advance of the meeting was taken as read. JK briefed Board members on the following:

- Endoscopy expansion. LN advised the endoscopy expansion programme has commenced.
- Finance. DC advised incorrect data was uploaded to the IMR and an updated Finance Report was circulated in advance of the meeting. DC advised the net outturn for 2022 is €294.6m excluding pensions. The funding deficit is €13.6m. The final allocation for 2022 has not been provided to TUH. The 2023 allocation has not yet been received. DC advised that TUH remain within the MVL (maximum variance limit) and it is expected that TUH will be funded in this regard. DC provided assurances regarding the payment of pensions and confirmed TUH had sufficient cashflow to year end.
- LN advised TUH have not yet received the Service Level Agreement.
- Values in Action has relaunched and an update will to Board will be provided during the year.
- Overseas recruitment in the UAE & India took place in December.
- HSE have agreed additional funding for staff at weekends. TUH appointed administrative staff and staff within patient flow however LN reiterated that TUH is operating above capacity.

MB acknowledged the ongoing work in recruitment and suggested the data on key posts be reported on. SL advised as part of the metrics balance scorecard this will be included. SL advised TUH recruited an additional 180 WTE in 2022.

EF congratulated TUH on the performance management for 2022. EF queried the OPD waiting lists in the context of new patients vs. return patients and a breakdown of same. It was noted that a report

	3.2	<p>can be generated to determine same however it will vary by speciality. LN advised that the HSE are to pilot Patient Initiated Return Appointments this year and the HSE are engaging with TUH to reduce waiting time targets.</p> <p><b>Medical Board Update.</b> TC briefed Board members with an update from the Medical Board and the following was noted:</p> <ul style="list-style-type: none"> <li>• The Medical Board met on January 16<sup>th</sup>.</li> <li>• Two Clinical Directors provided brief presentations.</li> <li>• The New Transition of Care Policy was reviewed. This policy details the process of care from ED which will assist in improving patient flow, patient experience times and patient safety.</li> </ul>	
23.01.08	For Decision 4.1	<p><b>Energy Performance Contract – Eurostat Amends – Deed of Notation &amp; Affixing of the Hospital Seal to the Deed of Notation.</b> Having been circulated in advance of the meeting a briefing paper regarding the Deed of Notation was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> <li>• TUH Board Signed the EPC contract in March 2021 which included a timeline of 19 months to reach practical completion – 9<sup>th</sup> January 2023.</li> <li>• CEF requested deed of variation in order to seek Eurostat compliance.</li> <li>• TUH legal advice confirmed changes to the agreement would not expose TUH to any liabilities.</li> <li>• The Hospital Seal was affixed to the signed deed of notation on January 6<sup>th</sup> 2023 having been signed by the Chairman &amp; Deputy CEO on behalf of the CEO.</li> </ul> <p>The Board approved the deed of notation and affixing of the Hospital Seal to same having been proposed by MV and seconded by EF.</p> <p>4.2 <b>Project Synergy Phase II</b> Having been circulated in advance of the meeting a briefing paper regarding Project Synergy Phase II was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> <li>• Phase I went live in November 2021.</li> <li>• Phase II relates to the digitalisation of inpatient documentation and the replacement of the existing TUH Pharmacy Management System and deployment of Electronic Prescribing.</li> <li>• DC briefed members on appendix 3 which outlines the funding required to progress with Phase II.</li> <li>• The EMT are recommending the bronze option [REDACTED] as affordable subject to funding confirmation.</li> <li>• LN advised that the phasing of the EPR results in less disruption to staff and it was noted that the community partners and the mental health services onsite have sought to gain access to the TUH system.</li> <li>• LN advised that this collaboration has been undertaken in UK sites and the TUH IT department will undertake part of the development work.</li> </ul> <p>The issue of integration and funding was discussed an LN advised that TUH will fund some of the infrastructural costs and the TUH CIO has secured a stream of funding for same. LN advised this system has been demonstrated to be the best option for integration</p>	

		<p>noting that at present there is no integration with GP systems however a pilot is being reviewed in relation to same.  MB declared an affiliation with AWS (Amazon Web Services) who are listed as a vendor in the project, however it was noted that MB does not have any direct interest in AWS hosting within the Evolve platform.</p> <p>The Board approved the proposal to advance to Release I of Phase II of the project in choosing the bronze option at [REDACTED] having been proposed by ML and seconded by VB.</p> <p><b>4.3 TUHF Innovate Health Proposal.</b>  A briefing paper regarding the TUH Innovate Health proposal having been circulated in advance of the meeting was taken as read. LN briefed members and the following was noted:</p> <ul style="list-style-type: none"> <li>• Research and Innovation is a key priority area for focus for the 2025 – 2030 strategic plan.</li> <li>• TUHF &amp; TUH have engaged in relation to the development of an innovation centre adjacent to the Hospital.</li> <li>• TUHF are proposing to raise funding via the IIP (Immigrant Investor Programme).</li> <li>• There are 4 main pillars proposed for the centre: Brain Health, Aging Well, Chronic Disease and Digital Technology.</li> <li>• Funding has been secured for the initial design.</li> </ul> <p>The Board of TUH are requested to consider establishing a sub-group of the Board to support the EMT with the project. The focus of the sub-group will be governance structures and to develop a legal framework in order to manage any potential risks for TUH.</p> <p>The Board formally approved the establishment of a Board sub-group to develop the project having been proposed by MB and seconded by ML.</p>	
23.01.09	<p><b>For Discussion</b></p> <p><b>5.1</b></p>	<p><b>Communications Update.</b>  LD welcomed Ms. Joanne Coffey, Communications Manager to the meeting. JC gave a brief presentation titled ‘<i>Year in Review 2022</i>’ and the following was noted:</p> <ul style="list-style-type: none"> <li>• There were 28 press releases in 2022 resulting in an increase of 60% on the previous year.</li> <li>• 93 events were supported by the department in 2022.</li> <li>• 8 external events were supported by the department in 2022.</li> <li>• Innovate Health was shortlisted for a Health Tech Ireland awards.</li> <li>• Ms. Noeleen Leddy commenced as Deputy Communications Manager and will focus her work on social media and profiling staff on LinkedIn in order to promote recruitment to TUH.</li> <li>• TUH continues engagement with the Community and it was noted that TUH were approached to host the burial of a Covid-19 time capsule, which was spear headed by the Tallaght Community Council.</li> <li>• Tallaght Community Awareness month will be held regularly.</li> <li>• JC advised a TUH Green Committee has been convened.</li> <li>• TUH branding has been carried through all new developments, most recently the new ICU.</li> </ul>	

	<p>5.2</p>	<ul style="list-style-type: none"> <li>• TUH Celebrating 25 year’s exhibition is being developed and it is anticipated that the exhibition will be shown in the windows of units located in the Tallaght quarter.</li> <li>• JC outlined the media interest in relation to the Hackathon held.</li> <li>• TUH continues to engage with external organisations and filming crews to facilitate various filming and events.</li> <li>• JC advised of the press coverage received by TUH and in particular the prime time coverage of TUH during Covid-19. 69 press interviews took place in 2022 and TUH facilitated requests from 18 different crew.</li> </ul> <p><u>2023</u></p> <ul style="list-style-type: none"> <li>• JC advised 2023 will focus on the 25<sup>th</sup> anniversary of TUH with events being planned to highlight same.</li> <li>• Work will commence on profiling vacancies within the Health and Social Care Professionals.</li> <li>• The ICU team will host an international conference.</li> </ul> <p>LN acknowledged the work undertaken by the department and LD thanked JC and the team on behalf of the Board on the developments and positive coverage of TUH.</p> <p><b>Arts &amp; Music Programme.</b></p> <p>LD welcomed Ms. Alison Baker Kerrigan, Arts Officer and Ms. Clara Monahan, Senior Music Therapist to the meeting. ABK &amp; CM gave a brief presentation and the following was noted:</p> <p><u>Arts</u></p> <ul style="list-style-type: none"> <li>• Arts and Health have developed a new log, including an infographic that details all areas of the programme.</li> <li>• Arts at the bedside, TUH, delivered a total of 71 sessions between June and December 2022.</li> <li>• Arts at the bedside, Tymon North delivered a total of 23 sessions between June and December 2022.</li> <li>• It was noted the Meath Foundation announced Olivia Hassett as the Artist in Residence at TUH 2022 – 2024.</li> <li>• A Documentary Launch in August 2022 of ‘<i>The Sky’s the Limit: An Artist’s Expression</i>’ took place.</li> <li>• Culture Day 2022 saw a patient activity sheet delivered to all patients, live music in the Hospital and pop up workshops.</li> <li>• Christmas Cards were produced by TUH colleagues.</li> <li>• There were a number of exhibitions held through the year.</li> <li>• Live music returned to TUH and the Heartbeats TUH Choir reconvened.</li> <li>• 2023 will see the launch and dissemination of the ‘<i>Chats</i>’ information leaflet, positive patients journey animation, launch of the Arts in Residence project and ongoing exhibitions.</li> </ul> <p>ABK acknowledged the ongoing support from the Meath Foundation and advised of an increase in funding for 2023.</p> <p><u>Music</u></p> <ul style="list-style-type: none"> <li>• Music Therapy sessions were delivered 690 patients.</li> <li>• TUH Community Choir, supported by the Meath Foundation, held a celebratory concert in the community.</li> <li>• The TUH Heartbeats Choir collaborated with the HSE to produce an online concert in 2022.</li> <li>• Tymon North – a music therapy placement will take place in Tymon North in 2023. An MOU has been agreed with the University of Limerick in relation to placements from the MA</li> </ul>	
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		<p>Music Therapy Programme. There have been 4 clinical placements completed to date.</p> <ul style="list-style-type: none"> <li>• Two research projects were undertaken in 2022.</li> <li>• MC acknowledged funding received by the Meath Foundation to purchase new instruments and the positive feedback from patients in relation to same.</li> <li>• 2023 will see the continuation of clinical placements, a music therapy internship the creation of Volume 2 of the music therapy songbook for patient use.</li> </ul> <p>CM briefed Board members regarding a video relating to a member of the Tallaght Community Choir which showcased the positive effect the Choir has had, particularly for the families of patients that have used the services of TUH.</p> <p>LD thanked ABK &amp; MC for the presentation and acknowledge their well-deserved receipt of the TUH Heroes Award.</p> <p>LN acknowledged the work undertaken by ABK &amp; MC during the pandemic and the ability to continue to deliver the arts and music programmes.</p> <p>ML advised of the positive impact both the Arts &amp; Music has had for patients and thanked ABK &amp; MC advising of the continued support from the Meath Foundation.</p> <p><b>Board External Review</b></p> <p>5.3 LD advised that the interest has been sought from various independent parties and proposals will be reviewed by the Governance and Nominating Committee.</p>	
23.01.10	<p><b>Regular Updates</b></p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p>	<p><b>Governance and Nominating Committee Update.</b> LD advised the Committee have been progressing with Board and Board Committee succession and the Board External Review. The Committee will meet on February 23<sup>rd</sup>.</p> <p><b>Finance Committee Update.</b> EF advised there is no update since the last meeting and the Committee are scheduled to meet on February 16<sup>th</sup>.</p> <p><b>Staff and Organisational Development Committee Update.</b> MV advised there is no update since the last meeting and the Committee are scheduled to meet on February 8<sup>th</sup>.</p> <p><b>QSRM Board Committee Update.</b> AMB advised the Committee met on January 26<sup>th</sup>. The Committee have welcomed the recent appointment of Dr. Mary Davin-Power as an external Committee member and are working on the 2023 workplan.</p> <p><b>Audit Committee Update.</b> DP advised the Committee met on January 26<sup>th</sup> and there were no matters for escalation to the Board. It was noted the Committee conducted the annual self-evaluation assessment, an annual assessment of the external audit performance and an assessment of the Internal Audit effectiveness. The Committee reviewed the Payroll Report as presented by the Internal Auditor where issues regarding interpretation of the 2002 Rotunda agreement were identified. It was noted that it would take approximately 12 months to regulate the matter. Within the report issues were identified regarding tax treatment of overdue payments and claims. Management have provided an appropriate response to the</p>	

	<b>6.6</b>	recommendations and this will be followed up. DC thanked Ms. Lydia Doyle for her support to the Audit Committee, noting Ms. Anne McKenna is taking over all secretariat duties previously assigned to Ms. Doyle. It was noted the Committee are scheduled to meet on April 13 <sup>th</sup> . <b>Research &amp; Innovation Committee.</b> VB advised there is no update since the last meeting and the Committee are scheduled to meet on February 10 <sup>th</sup> .we	
<b>23.01.11</b>	<b>7.1</b>	<b>Closing Items</b> <b>AOB</b> There were no further matters for discussion.	
<b>23.01.12</b>	<b>Next Meeting</b>	27 <sup>th</sup> March 2023.	

Apologies to Ms. Anne McKenna, Interim Board Secretary on 4143845/ [anne.mckenna@tuh.ie](mailto:anne.mckenna@tuh.ie).