



Tallaght University Hospital Board Meeting
27th May 2024
9.00am – 10.40am
Robert Graves Postgraduate Centre, CLD TUH

Participating:

Board member:

Prof. Anne-Marie Brady (AMB) (*Chair*)
 Dr. Martin Lyes (ML)
 Mr. Edward Fleming (EF)
 Rev. David Bowles (DBowl)
 Mr. Tom Lane (TL)
 Mr. John Hennessy (JH)
 Dr. Vivienne Byers (VB)

Also participating:

Executive Management Team:

Ms. Lucy Nugent (LN)
 Mr. John Kelly (JK)
 Ms. Sharon Larkin (SL)
 Prof. Catherine Wall (CW)
 Dr. Peter Lavin (PL)
 Ms. Áine Lynch (ÁLyn)
 Mr. Dermot Carter (DC)
 Mr. Shane Russell (SR)

In attendance:



Ms. Anne McKenna (AMcK)

Apologies:

Ms. Darina Barrett (DB)
 Mr. Mark Varian (MV) (*Vice-Chair*)
 Mr. Mike Beary (MB)
 Dr. Darach O’Ciardha (DO’C)
 Prof. Tara Coughlan (TC)
 Ms. Bridget Egan (BE)

No.	Agenda Items	Decisions Made	Action By
24.05.07	1.1	Apologies Noted.	
24.05.08	1.2	Patient’s Story A briefing paper highlighting two Patient’s Stories was circulated in advance of the meeting and taken as read. ÁLyn briefed members regarding the compliment received in relation to a patient presentation to ED. The compliment acknowledged the gerontological, radiology and ED staff and a positive experience in the ED. ÁLyn briefed members regarding a complaint received in relation to an alert band. ÁLyn advised further education and training will be provided and TUH are exploring the introduction of an expanded alert bracelet for patients with very specific requirements.	
24.05.09	1.3	New Declarations of Interest AMB requested that any potential conflicts of interest were formally declared of which there were none.	
24.05.10	1.4.	Minutes of Previous Meeting Minutes of the meeting held 29 th April 2024 having been circulated in advance of the meeting and were taken as read and formally approved by the Board.	

24.05.11	1.5	<p>Issues Log The issues log which was circulated in advance of the meeting and the following was noted:</p> <p>23.09.10 Green Committee Presentation. LN advised this has been deferred as further amendments to same are required. It will be presented to the Hospital Board at its meeting in July.</p> <p>24.01.10 – Contracts. ML queried the Board process for approving contracts and expenditure associated with same give a procurement process has already taken place. DC advised that contracts are not issued following a procurement process unless approved by the Hospital Board. EF advised that the Finance Committee have oversight of potential contracts and costs associated with same. AMB noted the reliance on the current process and information provided to members in order to reach a decision on awarding contracts.</p> <p>1.5.1 Funding Analysis 2021 – 2023. Having been circulated in advance of the meeting a briefing paper in respect of funding analysis 2021 – 2023 was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> • DC outlined difficulties for the Hospital’s to track funding and therefore it is challenging to demonstrate funding for approved activity vs approved activity that is yet to be funded. • DC advised supplementary funding is ‘once-off’ and supplementary funding was received for years 2021 – 2023. • DC advised TUH received funding within its allocation for Tymon however this was withdrawn as the funding commissioner is the community and TUH await receipt of same. • DC highlighted the impact on cashflow and advised TUH have sought cash accelerations within profile. • LN advised TUH sought confirmation to proceed with approved posts from DMHG at the PMR. TUH awaits a response on same. • SR advised the HSE has mandated hospitals to see more patients however the funding of same is not being provided. <p>AMB thanked DC for the briefing paper.</p>	
24.05.12	2.1	<p>Chair’s Update AMB briefed Board members on the following matters:</p> <ul style="list-style-type: none"> • Revised Charter. AMB advised TUH are awaiting a response from the DOH in this regard. 	
24.05.13	3.1 3.2	<p>Regular Updates</p> <p>3.1 Governance and Nominating Committee. AMB advised the Committee met last week and the workplan is being progressed.</p> <p>3.2 Finance Committee Update. EF advised the Committee met on May 21st 2024 and aside from the regular reporting, the Committee reviewed 2023 Pay Costs, ABF for 2023 and performance of same against similar organisations.</p> <div style="background-color: black; width: 100%; height: 100%; margin-top: 10px;"></div> <p>It was noted the Committee reviewed recruitment spend and agency spend and concerns were raised regarding the recruitment of agency staff. SL advised TUH of</p>	

		<p>challenges due to salary scale. EF advised that the Committee reviewed potential contracts for 2024. It was noted EF, DC and an external Committee member met with the CIO regarding audit processes in the context of leavers.</p> <p>EF recommended the Hospital Board approve a budget for 2024 given the delay in the signing of the SLA. This will provide the Director of Finance with the ability to communicate budgetary constraints within the Directorates. The matter will be included as an agenda item at the next Board meeting.</p> <p></p> <p>3.3 Staff and Organisation Development Committee. There is no further update since the Committee met in April.</p> <p>3.4 QSRM Board Committee. There is no further update since the Committee met in March.</p> <p>3.5 Audit Committee. There is no further update noting the work of the Committee in relation to the Annual Financial Statements 2023.</p> <p>3.6 Research & Innovation Committee. VB advised there is no further update and the Committee are scheduled to meet on June 5th. It was noted the Research & Innovation Strategy is being launched today.</p>	AMB
24.05.14		<p>4.1 TUH Risks. It was noted Radiology will be discussed under agenda item 6.1. CW advised the risk associated with VMWare will be discussed under agenda item 5.3.</p> <p>CW advised of the commencement of the bi-annual review of the risk register and a report will be submitted to the Hospital Board at its meeting in July.</p> <p></p> <p>4.1.1 HIQA. Having been circulated in advance of the meeting a briefing paper regarding the two day unannounced HIQA inspection in February 2024 was taken as read. CW briefed members and the following was noted:</p> <ul style="list-style-type: none"> • CW acknowledged key staff who were on leave returned to work to assist in the inspection. CW wished to acknowledge Prof. Coughlan, Chair of the Medical Board in particular. • The inspection focused on 4 areas along with the environment and if staff were adequately training to recognise the deteriorating patient. • TUH received the draft report and all TUH feedback was accepted by HIQA. • CW advised TUH were compliant or substantially compliant in 7 areas, partially compliant in 4 standards with no non-compliances and TUH will produce a quality improvement plan for the 22 observations. 	

		<ul style="list-style-type: none"> • CW advised of the observations there are some that are out of the control of TUH and HIQA identified items that TUH are aware of. • HIQA acknowledged staff demonstrated kindness and compassion and commented on the positive culture within TUH. <p>ML sought assurances for Board members in relation to HIQA's feedback.</p> <p>CW advised that TUH have introduced the Early Warning Score in ED and mandatory training for staff in this regard. It was noted that pharmacy services require expansion.</p> <p>CW highlighted the vast amount of documentation that was submitted to HIQA as part of the investigation.</p>	
24.05.15	4.2	<p>CEO Report.</p> <p>Having been circulated in advance of the meeting the report was taken as read. LN briefed members and the following was noted:</p> <ul style="list-style-type: none"> • Acute Inpatient Bed Capacity Plan. LN advised the plan is being launched nationally this week and it was noted TUH will get an additional 196 beds. LN advised the Campus Development Committee will review same however noted the beds will be commissioned over two phases. • The newly appointed Director of Estates & Facilities Management commences today. • Cybersecurity. LN advised that confirmation from the HSE CIO has been received in respect of funding Mandiant for the foreseeable future. • CHI Lease. LN briefed members regarding the lease. A meeting with the solicitors of CHI and TUH is being scheduled to progress same. <p>[REDACTED]</p> <ul style="list-style-type: none"> • LN advised there has been no response from Mazars. • SLA's. It was noted Part 1 of the SLA received from HSE compliance however TUH formally await same via DMHG. It is anticipated the SLA's will be brought before the Board at its July meeting. • Women's Health Hub. LN advised TUH are reviewing alternatives in the context of the location. <p>[REDACTED]</p> <ul style="list-style-type: none"> • Innovate Health. It was noted planning permission is progressing. <p>[REDACTED]</p> <ul style="list-style-type: none"> • LN advised since the last Board meeting two members of staff have passed away and the Hospital will be organising remembrance services and provide colleagues with supports from the staff psychologist. 	

		<ul style="list-style-type: none"> • TUH Heroes will take place on June 21st 2024. • Measles. LN advised of a case in ED last week and confirmed all contacts have been traced. • [REDACTED] 	
24.05.16	4.3	<p>Finance Update.</p> <p>Having been circulated in advance of the meeting the Finance update briefing was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> • DC advised the 2023 year end position remains unchanged. • The 2024 projection was further reviewed and a projected net outturn of €411m was noted. • DC advised pressure in relation to pay costs remain. • It was noted TUH will require €76m cash at year end. DC advised TUH continue to submit cash acceleration requests within profile. • DC advised of the national pay awards that are due for payment in June (backdated to January 2024) and TUH await funding of same. • EF advised the Finance Committee continue to monitor the financial situation to ensure TUH's ability to pay staff and creditors. 	
24.05.17	For Decision 5.1	<p>Annual Compliance Statement.</p> <p>Having been circulated in advance of the meeting the draft Annual Compliance Statement 2023 was taken as read. DC briefing members and the following was noted:</p> <ul style="list-style-type: none"> • The ACS was discussed at the Audit Committee who recommended the Board adopt the ACS. • DC advised the statement of compliance with the Charities Governance code is required as part of the ACS and confirmed there were no changes in compliance with same since last year. • DC provided assurances to the Board that a robust review of the ACS took place by the Audit Committee. • DC advised in relation to related parties, trustees of Board are now named within same. <p>The Board formally approved the signing of the ACS by the Chair, on behalf of the Hospital, having been approved by EF and seconded by VB.</p>	
24.05.18	5.2	<p>Annual Report 2023.</p> <p>Having been circulated in advance of the meeting the draft Annual Report 2023 was taken as read. JK briefed members advising the report will be updated to reflect the AFS further to approval of same by the Hospital Board.</p> <p>It was noted that there in increased visibility of staff & innovation along with a specific section for the 25th anniversary.</p> <p>EF noted there is no reference to the financial difficulties experienced by the organisation or reference to the infrastructure of the Hospital. JK to review same.</p> <p>The Board formally approved the TUH Annual Report 2023 having been proposed by ML and seconded by EF.</p>	
24.05.19	5.3	<p>Contracts.</p> <p>Having been circulated in advance of the meeting the contracts briefing papers were taken as read. DC briefed members as follows:</p>	

		<p><u>High Capacity PCR Platform for Microbiology.</u></p> <p>[REDACTED]</p> <p>The Board formally approved the High Capacity PCR Platform for Microbiology having been proposed by EF and seconded by TL.</p> <p><u>Solar Panels.</u></p> <p>[REDACTED]</p> <p>The Board formally approved the installation of the Solar Panels having been proposed by DBowl and seconded by EF.</p> <p><u>VMWare Renewal</u></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The Board formally approved the renewal of the VMWare, option 3, having been proposed by EF and seconded by TL.</p>	
24.05.20	6.1	<p>Radiology.</p> <p>Having been circulated in advance of the meeting the briefing paper regarding Radiology Waiting Lists was taken as read. SR briefed members and the following was noted:</p> <ul style="list-style-type: none"> • It was noted whilst TUH has day to day analytics, TUH does not have access to analytics on the National Imaging Management System (NIMS). • NTPF funding was divided between CT, MRI & Ultrasound. • A review was done on CT index (once off), surveillance (more than once) and capacity. Currently TUH has a gap in capacity of 330 CT's per month. It was noted even with NTPF funding there was still a capacity gap of 51 CT's per month. It was noted even if TUH was to address the gap of 330, this would not have an impact on the waiting lists. It was noted to increase capacity TUH would be required to fully turn on the 3rd CT scanner which would take until Q1 2025. This would then start to see a reduction in the waiting list. If TUH does not implement any options, the waiting list would increase by 5,000 patients by the end of Q1 2025. • SR advised the gap analysis split between surveillance and index MRI exams is not yet possible. There is an activity requirement of up to 800 MRI exams per month. It was noted the options to achieve the levels of activity required would include the combination of initiatives, insourcing & outsourcing, 8 – 8 on 1 scanner and a 3rd MRI scanner at a cost of €1.4m annually with a capital cost of €2.0m. • It was noted that the gap analysis split between surveillance and index Ultrasound exams is not yet available. Total activity 	

		<p>including insourcing & outsourcing averaged 581 ultrasound exams per month. In order to clear the waiting list to its optimal size a further 250 exams per month would be required.</p> <ul style="list-style-type: none"> • In summary TUH would require approximately €4m annual recurring costs and capital cost of €2.2m for all modalities. <p>LN advised there are 16 Radiographer vacancies.</p> <p>CW outlined the clinical risk to patients as a result of the delay in timely access to radiology. CW advised radiological imaging is essential for clinicians.</p> <p>LN advised the matter has been escalated by all acute hospitals and raised at the DMHG performance meeting. SL highlighted the challenges in Radiographer recruitment and advised HR are review overseas opportunities and offering graduate's positions.</p> <p>EF queried the impact of the additional 196 beds on Radiology. It was noted the 196 beds will require full resourcing in this regard.</p> <p>CW advised that the increase in the waiting list is impacting on patients and the ability of the Hospital to be efficient.</p> <p>It was agreed to keep the matter under review.</p>	
24.05.21	7.1	<p>Closing Items AOB There were no further matters for discussion.</p>	
		<p>Board Only Time The Board met without the Executive for a period of reflection.</p>	
	Next Meeting	29 th July 2024 via MS Teams.	

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

