



Tallaght University Hospital Board Meeting
Via Teams
31st January 2022
08:00-10:00

Participating:

Board member:

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

Also participating:

Executive Management Team:

Ms. Lucy Nugent (LN)
Mr. John Kelly (JK)
Mr. Dermot Carter (DC)
Mr. Shane Russell (SR)
Ms. Sharon Larkin (SL)
Ms. Bridget Egan (BE)
Ms. Áine Lynch (Alyn)
Dr. Peter Lavin (PL)
Prof. Catherine Wall (CW)
Prof. Tara Coughlan (TC)

In attendance:

Ms. Anne McKenna (AMcK)
Mr. Mike Beary (MB)

No.	Agenda Items	Decisions Made	Action By
22.01.01		<p>LD welcomed Board members to the first Board meeting of 2022. LD advised it is anticipated that Board meetings will revert to in person meetings.</p> <p>LD advised of the ratification of Mr. Mike Beary as Board Member, subject to Ministerial appointment, at Board Only Time and formally welcomed Mr. Beary as an observer to the meeting.</p>	
22.01.02	Apologies	None	
22.01.03	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 end of life care provided by the Hospital.</p> <p>A brief discussion took place regarding facilities in the waiting area of the Emergency Department. It was noted that the issue of food provisions for those in the waiting area needs to be assessed in greater detail. ÁLyn advised that full catering provisions are made available for patients once they have entered the Emergency Department.</p> <p>Board members discussed issues pertaining to patient wait times and access. It was noted TUH have partnered with TU Dublin</p>	

		students who have been invited to submit innovative options in this regard. JK to revert to the Hospital Board in Q2 with an update re same.	JK
22.01.04	New Declarations of Interest	There were no new declarations of interest made.	
22.01.05	Minutes of Previous Meeting	Minutes of the Board meeting held 29 th November 2021 having been circulated in advance of the meeting were approved by the Board.	
22.01.06	Issues Log	The issues log which was circulated in advance of the meeting will be updated accordingly. <i>25th March 2019 - 19.02.05 Effective Communication to patients in the waiting area of the Emergency Department. Discussed under agenda item 1.2.</i> <i>27th January 2020 – 20.01.07 Walkaround of the Hospital Campus for Board members. Board members are encouraged to participate in patient safety walkarounds when it is deemed safe to undertake same in person.</i>	
22.01.07	Chairman's Update 2.1	LD updated Board members as follows: <ul style="list-style-type: none"> • Charter. LD advised the deadline provided by the department has not been realised and TUH will be issuing further correspondence to the Minister and Department of Health in this regard. • RHA (Regional Health Area) Advisory Group. LD advised the CEO has been appointed by the Minister to sit on the RHA Advisory Group which was established to implement the Regional Health Areas as outlined in the Sláintecare Report. • DOH engagement. LD advised of the intention to re-engage with the Department of Health and the CEO of the HSE. • TUH Financial Performance. LD noted the positive content of Financial Report within the IMR Board Only Time. LD advised of the following ratification of appointments at Board Only Time. <ul style="list-style-type: none"> • Mr. Mike Beary appointed as Board Members, subject to Ministerial approval. • Mr. Mark Varian, appointed as Chair of the Staff and Organisation Development Committee. • Dr. Vivienne Byers appointed as Chair of the Research & Innovation Board Committee. 	
22.01.08	CEO Update 3.1	CEO Update LN formally welcomed Mr. Beary to the meeting and introduced members of the Executive Management Team in attendance. The CEO's Report was circulated in advance of the meeting and taken as read. LN briefed Board members on the following: <ul style="list-style-type: none"> • The March IMR will include a look back on 2021. • Charter. Revised Charter remains with the DOH. • CHI Urgent Care Centre. Correspondence has issued to the Minister regarding the sub-lease. LN advised the opening date of the new Children's Hospital has been delayed until 2025 which will have implication for TUH in terms of footprint to expand operations. 	

- NGH (Naas General Hospital) Due Diligence. LN advised the proposal submitted to HSE has been approved by the HSE Executive Management Team and JK is the project lead.
- 6 Storey. It was noted TUH have received draft the cost benefit analysis (CBA) from EY. The CBA will then be submitted to HSE for approval.
- COVID. It was noted that the numbers are stabilising nationally however there is a high prevalence in the community and TUH are experiencing challenges in relation to patient flow and infection prevention control challenges. It was noted that the number of positive staff has reduced since the first two weeks in January however challenges regarding staffing.
- Board members sought assurances regarding the Management's compliance with government regulations and protocols regarding the return to the workplace for staff. It was noted TUH reviewed same in advance of the government's announcement and implemented a Remote Working Policy that reflects the national guidelines.
- Restricted Visiting. It was noted restricted visiting remains in place, however it was noted that visiting is permitted on compassionate grounds. Ályn advised of a paper being submitted to EMT regarding same however stressed that visiting will be dependent on Covid outbreaks onsite.
- LN briefed Board members regarding a recent incident that was covered in the media. LN advised an internal review has commenced by the Serious Incident Management Team (SIMT) and a review will be undertaken by the national review panel. A brief discussion took place regarding the resources within ED and constant monitoring of patients.

Integrated Management Report

Having been circulated in advance of the meeting the Integrated Management Report was taken as read. JK briefed the Board members outlining the following:

- Aseptic Unit. JK advised the unit manages the drugs compounded for chemotherapy treatment and suffered a leak in December 2021 compromising the preparation unit. The new Aseptic Unit will take 12 months to construct and TUH have received confirmation of funding from the HSE for same. Remedial work on the current unit will take place in February and JK commended the Pharmacy Department for the contingencies put in place in order to avoid any disruption to patient treatment.
- Violence & Aggression. JK advised of an increase nationally of incidents against staff. It was noted TUH are looking at same locally.
- The Emergency Department experienced increased presentations of Non-Covid patients noted. JK advised the Acute Medical Assessment Unit (AMAU) moved in January as part of the acute floor model and will facilitate improvement in patient flow.
- Values in Action (VIA). It was noted SL and her team are working on same.
- Occupational Health Dept. JK advised of significant challenges over the Christmas and New Year period in staff accessing PCR test appointments and TUH re-introduced same for staff onsite.

		<p>Board members discussed Patient Safety Walkarounds and the information Board members receive directly from staff. LD/LN/CW to consider same. The physical footprint of TUH in the context of expanding services and service delivery was also highlighted.</p> <p>3.2 Medical Board Update. TC advised the Medical Board have focused on Project Synergy and moving to Phase 2. Discussions have also taken place regarding the process of care in the acute floor model.</p> <p>TC acknowledged the increased activity within the Hospital and challenges associated with same.</p>	LD/LN /CW
22.01.09	For Decision	<p>4.1 Contracts for Approval Having been circulated in advance of the meeting a briefing paper regarding cardiology devices contract was taken as read. DC briefed Board members outlining the savings associated with same.</p> <p>4.2 The Board approved the contract outlined in the briefing paper having been proposed by EF and seconded by PB.</p>	
22.01.10	For Discussion	<p>5.1 Communications Update. LD welcomed Joanne Coffey (JC) Communications Manager to the meeting. JC gave a presentation titled ‘Year in Review 2021’ and briefed Board members as follows:</p> <ul style="list-style-type: none"> • 2021 was fully resourced internally with no external PR support required. • Impact from Covid on engagement with the community noted. • Podcast series commissioned. JC advised funding has been received for a second series from the Adelaide Health Foundation which will focus on brain health. • 42 Internal Events took place including events on Sepsis, SIM Wars, Unicef– get one give one vaccine campaign. • Research & Innovation coverage. • People. Recruitment welcome home advertisement in Dublin Airport, Heroes annual awards received coverage in regional media. • Leading in Wellbeing. TUH is the only public and voluntary hospital in the country to achieve said IBEC accreditation. • Infrastructure. It was noted that TUH were first to engage in the optimise power at work initiative and there was significant engagement from staff. JC advised of the Hospital’s Green Committee which has entered the Green Awards and await results of the entry. • Digital Enablement. JC outlined press and media coverage during the pandemic. <p>PB thanked JC for the presentation and commended the volume of work undertaken in the Communications department. It was noted that in the context of advertising and filming that the Hospital was compliant in the context of GDPR.</p> <p>LN thanked JC for the exceptional flexibility and support provided to staff.</p> <p>5.2 Arts & Music Presentation</p>	

		<p>LD welcomed Alison Baker Kerrigan (ABK) Arts Officer and Clara Monahan (CM) Music Therapist to the meeting. ABK and CM gave a presentation titled ‘An Overview of Music: TUH Arts & Health Programme’ and the following was noted:</p> <ul style="list-style-type: none"> • Patient and Staff Survey was carried out in 2020. 88% agreed on the benefits and contribution of music therapy in providing a positive hospital experience. • CM developed a Songbook which can be used by patients in music sessions with SM. • Ceol Connections was developed to allow inpatients connect via music with family members online. • Students. TUH partnered with the University of Limerick and students can avail of a 10 week placement in TUH. • CM advised of the music therapy provided in end of life care which has had positive response from staff, patients and assists the families and care givers at a difficult time. • It was noted the Meath Foundation had funded the Music Therapy for 1 day a week for numerous years and TUH have now made the post a permanent 2 day per week post. CM advised of 3 research proposals that will be submitted to the Meath Foundation for funding. • ABK advised the soothing sounds programme within TUH. • It was noted the Arts & Health Programme will submit a proposal to the HSE Health Promotion & Improvement Scheme to avail of €2K in funding. • TUH Heartbeats Choir. ABK advised despite the pandemic the Choir have remained united and advised of the budget allocation from the Nursing Directorate that will allow for the workshops to continue. <p>DP suggested that the Hospital review the funding available to the Arts & Health Programme, particularly the music therapy provided by the programme. LN/DC to review same.</p> <p>Draft Board Workplan 2022</p> <p>5.3 Having been circulated in advance of the meeting the Draft Board Workplan 2022 was taken as read. LD asked members to consider the workplan and revert with comments. The workplan will be finalised and agreed at the March Board meeting.</p> <p>Affixing of the Hospital Seal to the ICU Contract.</p> <p>5.4 A decision to note briefing paper regarding the affixing of the Hospital Seal to the ICU contract having been circulated in advance of the meeting was taken as read.</p> <p>LN advised the Hospital Board approved the contract at its meeting on September 25th 2020.</p> <p>The application of the Hospital Seal to the ICU contract was approved having been proposed by DP and seconded by EF.</p>	<p>LN/DC</p> <p>All</p>
22.01.11	<p>Regular Updates</p> <p>6.1</p>	<p>Governance and Nominating Committee</p> <p>LD advised the Governance and Nominating Committee met on December 7th 2021, the minutes of which have been circulated. LD advised the Committee reviewed the Committee’s workplan for 2022, the Board Secretary workplan and ratification of positions. The Committee reviewed the updated Governance Checklist which has</p>	

		<p>since been circulated with Board Committees for consideration. The next meeting of the Committee will take place on 24th February 2022.</p> <p>6.2 Finance Committee EF advised the Committee are meeting in February 2022 and the minutes of the meeting held on November 25th 2021 have been circulated.</p> <p>6.3 Staff and Organisation Development Committee MV advised the Committee will meet on February 9th and will consider the Committee's workplan for the year. SL advised the workplan will focus on implementation of the HR Strategy.</p> <p>6.4 Quality, Safety and Risk Management Committee AMB advised the Committee held a special meeting on January 20th to review the workplan for 2022. The Committee will focus on Venous Thromboembolism (VTE), Equitable access, quality care, patient navigation, Falls, Safer Mobility and review pandemic interventions that have been retained and improved access. The Committee will meet again in March.</p> <p>6.5 Audit Committee LD advised PB term of office as Chair had come to an end and will be joining another Board Committee. LD advised he will revert to Board Members at the March Board meeting with recommendations on a new Chair for the Committee. LD thanked PB for the extraordinary work done as Chair and in particular ensuring the Hospital's regulatory and statutory compliance.</p> <p>DC thanked PB for her leadership and support as Chair of the Committee.</p> <p>DC advised the External Auditors meet with members of the Audit Committee on January 27th to review the Audit Plan. DC advised fieldwork will commence on February 22nd.</p>	
22.01.12		<p>7.1 Closing Items There were no further items.</p>	
22.02.13	Next Meeting	28 th March 2022, Robert Graves Postgraduate Centre, Centre for Learning and Development, Tallaght University Hospital at 8am.	

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