



Tallaght University Hospital Board Meeting

31st March 2025

08:30am – 10:00am

Robert Graves Postgraduate Centre, TUH

Participating:

Board member:

Prof. Anne-Marie Brady (AMB) (*Chair*)
Mr. Mark Varian (MV) (*Vice-Chair*)
Ms. Darina Barrett (DB)
Mr. Mike Beary (MB)
Rev. David Bowles (DBowl)
Mr. Tom Lane (TL)
Dr. Martin Lyes (ML)
Dr. Vivienne Byers (VB)
Dr. Darach O’Ciardha (DO’C)
Mr. John Hennessy (JH)

Also participating:

Executive Management Team:

Mr. John Kelly (JK)
Mr. Dermot Carter (DC)
Ms. Sharon Larkin (SL)
Ms. Áine Lynch (ÁLyn)
Dr. Peter Lavin (PL)
Mr. Shane Russell (SR)
Ms. Bridget Egan (BE)
Prof. Catherine Wall (CW)
Dr. Mary White (MW)

In attendance:

Ms. Anne McKenna (AMcK)
Mr. Liam Dowdall, TUHF Board Member (*item 5.1 only*)
Mr. Malcom Hughes, TUHF Board Member (*item 5.1 only*)
Prof. Seamas Donnelly, TUHF Board Member (*item 5.1 only*)
Mr. Douglas Collins, CEO, TUHF (*item 5.1 only*)

No.	Agenda Items	Decisions Made	Action By
25.03.01	1.1	Apologies None	
25.03.02	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 which complimented the healing environment, respect and care shown by staff and acknowledged that staff are working in a highly pressurised environment. ÁLyn briefed members regarding engagement from a family member with concerns regarding preparing a patient for an appointment. ÁLyn briefed members of the process undertaken and the family’s appreciation for the assistance they received. ÁLyn advised TUH will continue to promote the role of the Acute Intellectual Disability liaison nurse.	
25.03.03	1.3	New Declarations of Interest AMB requested that any potential conflicts of interest were formally declared of which there were none.	
25.03.04	1.4.	Minutes of the previous meeting. Minutes of the meeting held 27 th January 2025 having been circulated in advance of the meeting were taken as read and approved.	

25.03.05	1.5	<p>Issues Log. Having been circulated in advance of the meeting the issues log was taken as read and will be updated accordingly.</p> <p>24.09.05. AMB advised of draft legal opinion received by IVHA in relation to Board members obligations when operating with a deficit.</p> <p>24.09.07. AMB advised the terms of reference of the Audit Committee have been revised to include IT Governance and Cybersecurity. Work is ongoing in relation to revising the QSRM Board Committee terms of reference to include same.</p> <p>24.10.05. SR will provide an update in relation to Radiology at the next Board meeting</p> <p>24.11.15 Integrated Care. It was noted that work is ongoing in relation to understanding the gaps in the region and the implications of same on TUH.</p> <p>25.01.10 DC advised certain components of the balance sheet are included within the IMR. DB reiterated the requirement for Board members to receive the full balance sheet. While it was noted the balance sheet is presented as part of the AFS, it was suggested the balance sheet could be presented biannually. It was agreed TL DB to discuss same.</p>	TL/DB
25.03.06	2.1	<p>Chair's Update.</p> <ul style="list-style-type: none"> It was noted TUH Chair, CEO and members of EMT were asked to attend a meeting with the HSE CEO and Regional management team. The main items of the discussion were the deficit and pay and numbers strategy and a letter of response to Bernard Gloster is currently being drafted. In a follow up meeting with the Region the following was discussed: <ul style="list-style-type: none"> ➤ Radiology. The risk has been escalated to the REO. The REO is to establish a Radiology taskforce for the region. JK advised the taskforce has been established however there has been no date set for its first meeting. <div data-bbox="491 1388 1316 1563" style="background-color: black; height: 78px; width: 100%;"></div> Charter. AMcK advised the revised order was received and the OPC had a number of items for review by TUH. The Hospital's legal advisors are reviewing same. Once the draft Order is agreed TUH will need to consult the Charities Regulator before the Minister can sign the Order. AMB advised the new Charter will provide for 12 members of the Board and TUH is currently operating with 10 members. It was noted the Meath Foundation and Adelaide Health foundation will have authority to nominate in consultation with TUH, aside from their current appointing remit, under the revised Charter. 	
25.03.07	3.1 3.2	<p>Regular Updates</p> <p>Governance and Nominating Committee. Having been circulated in advance of the meeting the Governance and Nominating Committee Annual Report 2024 and Workplan 2025 were taken as read. AMB advised there is no update from the Committee.</p> <p>Finance Committee Update.</p>	

		<p>Having been circulated in advance of the meeting the Finance Committee Annual Report 2024 & workplan 2025 were taken as read. TL advised the Committee held its first meeting of the year in February and agreed to review how the Committee works at a separate meeting during the year.</p> <p>Staff and Organisation Development Committee.</p> <p>3.3 Having been circulated in advance of the meeting the Staff and Organisation Development Committee Annual Report 2024 and workplan 2025 were taken as read. MV advised in reviewing the HR Strategy implementation plan the availability of IT resources delayed the implementation of some projects.</p> <p>QSRM Board Committee.</p> <p>3.4 Having been circulated in advance of the meeting the QSRM Board Committee Annual Report 2024 and workplan 2025 were taken as read. DBowl advised the Committee met on the 20th March and received a presentation from Nutrition & Hydration. DBowl advised there are number of unfilled posts within Nutrition & Dietetics and the demand on the service has increased significantly. JK advised the Nutrition and Dietetics Manager presented at the manpower Planning Committee and whilst TUH are above headcount, TUH is reviewing HSCP's and the gaps within same. DBowl advised the Committee considered the revised terms of reference and the Committee requested clarification as to the role of the Committee in overseeing IT and Cybersecurity. CW advised it is unclear as to the purpose of specifying same within the term of reference. AMB advised arising from the board review there was agreement that the Board have a duty to reflect its oversight of IT and Cybersecurity risks. The board decision was to share that responsibility between the Audit and QSRM terms of references given overlapping responsibilities. DB advised the Audit Committee will provide a level of oversight and will need to understand the risks & what Management are doing to mitigate those risks. DBowl advised the Committee would need to appoint a member with expertise in IT and Cybersecurity. It was agreed the terms of reference and consideration of a suitable appointment will be considered by the Committee.</p> <p>Audit Committee.</p> <p>3.5 DB advised the Committee have not met since the last Board meeting.</p> <p>Research & Innovation Committee.</p> <p>3.6 Having been circulated in advance of the meeting the Research & Innovation Committee Annual Report 2024 & workplan 2025 were taken as read. VB advised the Committee met on the 7th February and acknowledged the busy functions of the Innovation department and Research department. The Committee reviewed its terms of reference in the context of its function and discussed adding expertise and holding workshops to leverage the expertise available. VB advised the Head of Innovation sits on the National Innovation Group.</p>	DBowl.
25.03.08	<p>4.1</p> <p>4.1.1</p>	<p>TUH Risks.</p> <p>Bi-Annual Review of the Risk Register.</p> <p>Having been circulated in advance of the meeting the Bi-Annual Review of the Risk register briefing paper was taken as read. CW briefed members and the following was noted:</p> <ul style="list-style-type: none"> • Radiology. CW advised of the increase in delayed access to Radiology with some patients waiting >4 years. CW advised of the risk of delayed diagnosis. • Pay & Numbers Strategy. CW advised of the challenges arising from the pay & numbers strategy in filling posts and highlighted risks associated with shared services between TUH and other 	CW

		<p>hospitals particularly Neurology and Dermatology (pigmented lesions) CW to update the Board at the next meeting.</p> <ul style="list-style-type: none"> ICT. CW advised a number of ICT systems are at end of life. It was noted Microsoft is at end of life in October and it can take up to three months to identify the required workflow for the upgrade. It was noted the previous upgrade took 18 months to complete. The Board requested an update on same for the next Board meeting. <p>Members discussed accepting patients from other regions. CW advised of challenges where by clinicians have shared posts with other Hospitals. This has been raised with the Region.</p>	CW
25.03.09	4.2	<p>CEO Report.</p> <p>Having been circulated in advance of the meeting the report was taken as read and the following was noted:</p> <ul style="list-style-type: none"> TUH are to respond to the HSE CEO following the meeting earlier in the year and it is anticipated the letter of response will issue this week. Members discussed the engagement with the HSE and the importance of managing same and establishing TUH as an equal partner in the delivery of healthcare. It was noted TUH will advise the HSE that TUH are projected to have a shortfall of €1.8m in pay for 2025. TUH are awaiting clarification from the Region regarding same. [REDACTED] 	
25.03.10	4.3	<p>Medical Board Report.</p> <p>Having been circulated in advance of the meeting the Medial Board Report was taken as read.</p>	
25.03.11	4.4	<p>Finance Update.</p> <p>Having been circulated in advance of the meeting the Finance Update was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> Additional allocation for 2024 has been received which will result in the organisation breaking even for 2024. The cumulative deficit remains as at the end of 2023, €24.5m. 	
25.03.12	5.1	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
25.03.13	<p>6.1 For Decision.</p> <p>6.1.1 Cellular Pathology Bowel Screening Machine. Having been circulated in advance of the meeting the Cellular Pathology Bowel Screening Machine briefing paper was taken as read.</p> <p>DC briefed members noting the capital cost of the machine is being funded by the National Screening programme. DC advised of savings identified associated with the machine.</p> <p>The Board formally approved the Cellular Pathology Bowel Screening Machine contract having been proposed by TL and seconded by DBowl.</p> <p>6.1.2 Robotic Spinal Navigation System & Radiology C-Arm. Having been circulated in advance of the meeting the Robotic Spinal Navigation System & Radiology C-Arm briefing paper was taken as read.</p> <p>DC briefed members noting the capital purchase of the equipment is being funded through HSE estates by way of a capital grants. The full revenue cost is not being funded by the HSE with a shortfall of €732k which will be funded via the run rate or re-directing allocation from within the Peri-Operative budget. The run rate will be included in the overall projection.</p> <p>The Board formally approved the Robotic Spinal Navigation System & Radiology C-Arm having been proposed by MB and seconded by TL.</p>		
25.03.14	<p>7.1 Closing Items.</p> <p>[REDACTED]</p>		

			AMB
	Next Meeting	28 th April 2025	

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