



Tallaght University Hospital Board Meeting
Via Zoom
27th July 2020
08:00-10:50

Participating:

Board member:

Mr. Liam Dowdall (LD)
Mr. Mark Varian (MV) (*until 09:10*)
Mr. John Hennessy (JH)
Mrs. Mairead Shields (MHS)
Prof. Kathy Monks (KM)
Mr. Edward Fleming (EF)
Archdeacon David Pierpoint (DP) (*until 10:10*)
Mr. David Seaman (DAS) (*until 10:00*)
Prof. Anne-Marie Brady (AMB)
Prof. Patricia Barker (PB)

Also participating:

Executive Management Team:

Ms. Lucy Nugent (LN)
Mr. Dermot Carter (DC)
Mr. John Kelly (JK)
Ms. Sharon Larkin (SL)
Ms. Aine Lynch (ALyn)
Mr. Shane Russell (SR)
Ms. Madeline O' Neill (MO'N), Board Secretary

Apologies

Dr. Darach O' Ciardha (DO'C)
Dr. Peter Lavin (PL)
Prof. Paul Ridgway (PR)
Prof. John Quinlan (JQ)
Prof. Catherine Wall (CW)

No.	Agenda Items	Decisions Made	Action By
20.05.01	Apologies	Apologies were noted.	
20.05.02	Patient's Story	A briefing paper highlighting two Patient's Stories was circulated in advance of the meeting and taken as read. Each Patient Story and the case book learnings from same were discussed by the Hospital Board.	
20.05.03	New Declarations of Interest	There were no new declarations of interest made. It was noted that all Board members have now completed and returned the Section 17 Statement of Interests in respect of the Ethics in Public Office Acts 1995.	
20.05.04	Minutes of Previous Meeting	Minutes of the meeting held on 25 th May 2020 which were circulated in advance of the meeting were approved by the Board.	
20.05.05	Issues Log	The issues log which was circulated in advance of the meeting was reviewed by the Board and will be updated accordingly. LD advised that some of the items listed on the issue log are agenda items for today's meeting.	
20.05.06	Chairman's Update	LD advised the Board that a letter has issued to Mr. Stephen Donnelly TD congratulating him on his recent appointment to the role of Minister for Health and seeking an update in respect of the Ministerial Order and Hospital Charter. LD advised the Board that Mr. Jim Breslin the former Secretary General at the Department of Health has taken on a new brief and Mr. Colm O' Riordan is the new Interim Secretary General.	

		<p>It was noted that Children’s Health Ireland will move back to the Hospital on 31st August 2020 in accordance with the agreement made in this regard.</p> <p>LD advised that it is intended to resume live face to face Board meetings from September 2020.</p> <p>LD also advised that a Voluntary Healthcare Forum leadership meeting took place in July. It was noted that the VHF will seek advice with regard to the legal consequences and governance of the introduction of the Integrated Financial Management Services. A more comprehensive update will be provided to the Hospital Board at the September meeting.</p>	LD
20.05.07	<p>Regular updates Nominations Committee update</p> <p>Finance committee update</p> <p>Staff & Organisation Development committee update</p> <p>Quality, Safety & Risk Management committee update</p> <p>Audit committee update</p>	<p>LD advised that the Minutes of the Governance and Nominating committee meeting held on 9th June 2020 were circulated and Minutes of a meeting held on 14th July will be circulated in due course. The committee are scheduled to meet again on 11th September 2020.</p> <p>EF advised that the Finance committee met on 2nd June 2020 and minutes of this meeting have been circulated. Minutes of a meeting which took place on 17th July 2020 will be circulated in due course.</p> <p>EF advised that some of the main items of note being addressed by the Finance committee at present are TUHF and the external review of the Finance committee both items are on the agenda for today’s Board meeting.</p> <p>EF also advised that Mr. Declan Lyons has resigned his position as external member of the Finance committee due to his recent appointment to the role of interim CEO of the Ireland East Group of the Health Service Executive. EF on behalf of the Finance Committee, congratulated Mr. Lyons on his new appointment and thanked him most sincerely for his invaluable contribution to the Finance committee during his three year tenure. A letter has issued to Mr. Lyons in this regard.</p> <p>KM advised that the Staff and Organisation committee are meeting on 29th July 2020. This meeting will be a single item agenda to discuss the Human Resources Strategy. An update will be provided in this regard to the September meeting of the Hospital Board.</p> <p>MHS advised that the QSRM Board committee met on 18th June 2020 and minutes of this meeting have been circulated to the Hospital Board. MHS, on behalf of the committee, acknowledged the commitment and dedication of staff members during the Covid-19 pandemic.</p> <p>MHS also advised that an external review of the QSRM Board committee is now completed and will be shared with the Hospital Board at the September meeting.</p> <p>PB advised that the Audit committee met on 28th May 2020 and minutes from this meeting have been circulated to the Hospital Board.</p>	<p>KM/SL</p> <p>MHS/CW</p>

		<p>PB advised that the Chairman of the Hospital Board attended this meeting and was most welcome.</p> <p>PB commended the Finance Team and the Internal Audit Team for keeping work progressed with blended working arrangements throughout the Covid-19 pandemic.</p> <p>The Audit committee with the Internal Auditor have reviewed the Internal Audit Plan in light of Covid-19.</p> <p>The Financial Risk Register has also been reviewed in this regard.</p> <p>PB advised that the Audit committee are satisfied that the Finance Team have put in place adequate controls in respect of procurement requirements for Covid-19.</p> <p>The Audit committee has reviewed the letter received from the External Auditors in respect of the AFS.</p> <p>PB advised that Mr. David Wall, ICT Director attended a recent meeting of the committee in respect of the ICT programme. The committee commended Mr. Wall for all his work and commitment in his role.</p>	
20.05.08	<p>CEO Report to include Covid 19 update</p>	<p>CEO Report to include Covid 19 update</p> <p>A CEO Report was circulated in advance of the meeting and taken as read.</p> <p>LN advised that the Hospital was due to take up occupancy of 48 beds in Tymon North in April but due to a number of issues on several different occasions, as advised by CH07, this has not been possible. A new provisional date suggested by CH07 is mid-September and the Hospital is seeking definitive confirmation of this date. LN advised that these beds are critical to manage the winter escalation, a potential second phase of Covid and the loss of the paediatric inpatient beds.</p> <p>LN advised that CHI will return to the Hospital on 31st August 2020.</p> <p>LN advised that as of 24th June 2020 373 patients and 291 staff members have tested for Covid-19.</p> <p>It was noted that the Hospital expects the HSE to provide funding to cover the cost and the impact of Covid-19, but no Covid-19 relating funding has been received to date. LN advised that discussions are ongoing with DMHG in related to Covid-19 funding.</p> <p>It was agreed the CEO would formally thank the Hospital contracted cleaners and security companies for their staff's support during Covid-19.</p> <p>The CEO Report also provided an update in respect of the following Capital Developments:</p> <ul style="list-style-type: none"> • ICU • Six Storey Build • Renal Build • Day Surgery Unit 	<p>LN</p>

- Project Synergy

The CEO Report also provided an update in respect of the following Governance matters:

- Hospital Charter
- Trauma Designation
- Covid 19 update

A briefing paper with an update on TUH Communications Plan June-December 2020 was circulated in advance of the meeting. LN provided a further update in this regard.

LN advised that Professor Gerry Fitzpatrick, Consultant in Anaesthesia & Intensive Care, former Medical Director and former Acting Chief Executive Officer at TUH and Dr. Eleanor O' Leary Consultant in Anaesthesia & Intensive Care and former Perioperative Clinical Director both retired from the Hospital in July, 2020. The Hospital Board thanked both Professor Fitzpatrick and Dr. O' Leary for their service to the Hospital and wished them well in the future.

Assurance was sought and provided in respect of the provision of a safe working environment and working conditions in accordance with Health and Safety guidance for staff returning to work post Covid-19.

It was noted that the implications for staff returning to work post Covid-19 will be addressed in the HR Strategy.

JK provided a performance summary to the Hospital Board which included the following:

QSRM

JK advised that a Risk and Incident Manager commenced in the role in June 2020.

TUH have had its first engagement with DMHG related to venous thromboembolism with a focus on a Zero Harm Campaign.

Operations

JK advised that the Hospital has retained a Covid-19 and Non-Covid-19 pathway for patients presenting to ED. Access to single rooms remains a significant challenge particularly with the loss of CHI beds and will continue into the Winter flu season.

JK Advised that planning for winter has commenced. The COO is working closely with DMHG and CH07 in relation to the measures required.

The complexity of returning to normal activity with a blend of virtual and face to face clinics is a significant challenge for the Hospital.

Human Resources

JK advised that 74 medical interns have received a blended-learning induction programme.

It was noted that the final draft of the HR Strategy has been circulated to the SODC.

The HR Department is re-engaging with the Values in Action National Team to consider when and how this project can move forward post Covid-19.

It was noted that over 300 nominations have been received for the TUH Heroes Employee Recognition Scheme.

		<p>It was noted that incidents of trips and falls have decreased during the Covid-19 pandemic and the number of patient complaints has reduced by 50%.</p> <p>The increase in the amount of patients requiring Homecare Packages is greater than this time last year was noted by the Board.</p> <p>Matching patients' needs to Healthcare facility is a significant challenge for the Hospital and concerns around Nursing Homes due to Covid-19 remains a concern for families.</p> <p>The Hospital was commended for the reduction in agency nursing staff and the increase in recruitment of full time nursing staff.</p> <p>The Hospital Board was advised of the passing of Emergency Department Registrar, Dr. Syed Waqqar Ali RIP due to Covid-19 and the Board conveyed sincere condolences to his family.</p>	
20.05.09	Medical Board update	The Medical Board update was deferred to the next meeting.	
20.05.10	Terms of Reference of Board committees	<p>Terms of Reference of Board committees were circulated in advance of the meeting and taken as read.</p> <p>LD advised that the Governance & Nominating committee considered the terms of reference of all Board committees and endorsed to recommend these terms of reference to the Hospital Board for approval.</p> <p>This was proposed by EF and seconded by MHS.</p>	
20.05.11	Annual Report and Accounts 2019	<p>The Annual Report and Accounts 2019 was circulated in advance of the meeting and taken as read.</p> <p>The Hospital Board commended JK on producing a superb document and it was agreed to share this Report with key Stakeholders. Having discussed the Annual Report and Accounts 2019, and subject to the discussed items, it was approved by the Hospital Board having been proposed by KM and seconded by PB.</p>	
20.05.12	TUHF Funding	<p>A briefing paper in respect of TUHF funding was circulated in advance of the meeting and taken as read.</p> <p>DC provided the background to this matter and advised that considerable progress has been made by TUHF over the recent period and this progress is reflected in the accounts to date.</p> <p>It was also noted that the Hospital did not receive HSE funding for the robot and TUHF are now in a position to fund this project instead.</p> <p>DC advised that at a meeting of the TUH Finance committee on 17th July the committee reviewed the progress to date of TUHF in terms of funding and budgetary management. Having considered the matter in detail the committee endorsed the request for funding made by TUHF.</p> <p>It was noted that the CEO and DOF have met with TUHF in May and June to review management accounts. Positive progress to take from the accounts to date were noted by the Board.</p>	

		<p>The CEO and Chairman also meet with the CEO of TUHF every two weeks.</p> <p>DC advised that it is planned to invite the CEO of TUHF to present to the Finance committee and the Hospital Board in September 2020.</p> <p>Having discussed this matter in detail, the proposal highlighted in the briefing paper, was approved by the Board having been proposed by DP and seconded by JH.</p>	
20.05.13	TUH Bank Business	<p>A briefing paper in respect of a Bank overdraft facility was circulated in advance of the meeting and taken as read.</p> <p>DC advised that as in previous years the Hospital has agreed an overdraft facility with Bank of Ireland and with formal approval from the HSE.</p> <p>This matter was approved by the Hospital Board having been proposed by KM and seconded by PB.</p>	
20.05.14	External Review of the Finance committee	<p>An external review report for the Finance committee along with a briefing note was circulated in advance of the meeting and taken as read.</p> <p>EF advised the Board that this external review, which was conducted out by the Governance Company, was carried out in quarter four 2019 and quarter one 2020.</p> <p>EF also advised that the Finance committee are content with the final report and are happy to work on the recommendations and findings of the report some of which were:</p> <ol style="list-style-type: none"> 1. Reach a balance between operational and strategic issues 2. Develop a balance score card and KPIs 3. Devote sufficient time to Capital projects <p>It was agreed that the matter of Operational Finance will be discussed at future meeting of the Hospital Board.</p> <p>Having discussed this matter in detail it was proposed by MHS and seconded by KM.</p>	
20.05.15	Capital and Energy Efficiency, Project update	<p>LD welcomed Mr. Ciaran Faughnan, Director of Facilities & Estates to the meeting.</p> <p>A presentation in this regard was circulated in advance of the meeting.</p> <p>CF presented to the Hospital Board under the following headings:</p> <ol style="list-style-type: none"> 1. Major Capital Projects which consist of: <ul style="list-style-type: none"> • Renal • Day Surgery • Pharmacy Aseptic Unit • ICU 12 bed • 6 Floor Building • CHI OPD/UCC 	

		<p>2. Other Projects which include the following:</p> <ul style="list-style-type: none"> • Radiology • Refurbishment Renal space for Day Oncology • New theatre lights • Upgrade of Oxygen pipe infrastructure • Refurbishment of ward isolation rooms • HSSD equipment for theatre robot <p>3. Covid update which includes</p> <ul style="list-style-type: none"> • MPCE and Medical equipment • Oxygen production • Facilities staff • Health and Safety Department • Patient waiting areas • Acknowledge the work of all facilities staff including Cleaning and Security staff <p>4. Items for Noting include:</p> <ul style="list-style-type: none"> • Future lease/license arrangement with CHI • TUH have no lease with TCD on campus • TUH/CHI facilities shared services for new OPD/UCC • Seskin Building <p>CF provided the background and an update in respect of Energy Performance Contracting.</p> <p>EF advised that the Finance committee discussed this matter in detail at a meeting of the committee on 17th July 2020 and agreed to recommend this to the Hospital Board for approval.</p> <p>LD acknowledged the very valuable contribution from MV and Mr. Ray Ryder, external member of the Finance committee, in relation to this matter.</p> <p>LD thanked CF for a very informative presentation and CF left the meeting at this time.</p>	
20.05.16	TUH Research Strategy presentation	<p>LD welcomed Dr. Sadhbh O’ Neill, Research Ethics and Clinical Trials Manager to the meeting.</p> <p>A presentation on the TUH Research Strategy was circulated in advance of the meeting and taken as read.</p> <p>It was noted that the TUH Research Strategy will be closely aligned to the Hospital Strategy 2019-2024.</p> <p>SO’N provided a background in respect of the TUH Research Strategy and the process to date.</p> <p>SO’N advised that a number of Workshops have taken place in relation to the Research Strategy and internal stakeholder engagement has also taken place.</p> <p>SO’N also provided a briefing to the Board in respect of the following:</p> <ul style="list-style-type: none"> • Six priority Strategic Themes identified 	

		<ul style="list-style-type: none"> • Strategic Objectives • Vision and Mission Statements • Implementation Examples • Next Steps <p>LD thanked SO`N for a very informative and comprehensive presentation which has given an insight on the work being carried out in this regard.</p> <p>LD opened the meeting to a discussion and the following items were noted by the Hospital Board:</p> <ul style="list-style-type: none"> • Given TUH relationship with TCD is there a linkage with TDC Research Strategy which was confirmed. • Will this impact and alter the criteria for how staff are promoted and what are the ramifications for that. • Is there a role for TUHF in the Research Strategy. • It was noted that this Strategy could be part of a collaboration between TCD and TUH to develop a joint Strategy. • The importance of the post of Executive Director of Research and Innovation was noted in this regard. • The importance of an Oversight Governance Committee for this process was also noted. • It was noted that, given the breadth of research possible, TCD is not the only partner that the Hospital works closely with. • The importance to differentiate between a close working relationship and a formal Strategy was agreed. <p>JK advised that there will be joint funding provided by TUH and TCD for the Clinical Research facility.</p> <p>LD thanked Board members for their very valuable contribution which will be taken on board.</p> <p>A further update will be presented at the Hospital board meeting on 19th October 2020.</p>	JK
20.05.17	AOB	There was no further business to conduct and this concluded the business of the meeting.	
20.05.18	Next Meeting	28 th September 2020 at the Robert Graves Postgraduate Centre	

Apologies to Ms. Madeline O’Neill, Board Secretary on 4143845/ Madeline.oneill@tuh.ie