



Tallaght University Hospital Board Meeting
Via Zoom
30th March 2020
08:00-10:30

Participating:

Board member:

Mr. Liam Dowdall (LD)
 Mr. Mark Varian (MV)
 Dr. Darach O' Ciardha (DOC)
 Mrs. Mairead Shields (MHS)
 Prof. Kathy Monks (KM)
 Mr. Edward Fleming (EF)
 Archdeacon David Pierpoint (DP)
 Mr. David Seaman (DAS)
 Prof. Anne-Marie Brady (AMB)
 Prof. Patricia Barker (PB)
 Mr. John Hennessy (JH)

Also participating:

Executive Management Team:

Ms. Lucy Nugent (LN)
 Mr. Dermot Carter (DC)
 Mr. John Kelly (JK)
 Prof. Paul Ridgway (PR)
 Ms. Aine Lynch (ALyn)
 Mr. Shane Russell (SR)
 Prof. John Quinlan (JQ)
 Prof. Catherine Wall (CW)
 Ms. Sharon Larkin (SL)
 Ms. Madeline O' Neill (MO'N), Board Secretary

Apologies

Dr. Peter Lavin (PL)

No.	Agenda Items	Decisions Made	Action By
20.02.01	Apologies	<p>Apologies were noted.</p> <p>LD welcomed Mr. John Hennessy to his first meeting of the Hospital Board having been appointed by the Minister for Health on the nomination of the Health Service Executive.</p> <p>LD welcomed Prof. Pat Barker back to the Hospital Board having been re-appointed to the Hospital Board by the Minister for Health on the nomination of the President of the Hospital.</p> <p>LD welcomed back Prof. Ann-Marie Brady to the Hospital Board after a brief absence.</p> <p>LD also welcomed back Mr. David Seaman to the Hospital Board after a brief absence.</p>	
20.02.02	Patient's Story	<p>ALyn advised that the family member of a patient of Tallaght University Hospital wrote to the staff on Maguire Ward and copied the CEO Ms. Lucy Nugent in February 2020 outlining the family's appreciation of the treatment and care afforded to her mother during her inpatient stay and at the time of her death.</p> <p>She mentioned that her mother had presented to ED on 8th January 2020. She was admitted to Maguire ward until her death.</p> <p>Process:</p> <p>The CEO replied to the daughter thanking her for taking the time to feedback to the Hospital which would be shared internally. She forwarded a copy of the letter to the Director of Nursing, Ms. Áine Lynch. The Director of Nursing shared the feedback with relevant staff members and thanked them for their care, compassion and commitment. The Patient Advice and Liaison Service (PALS)</p>	

recorded the positive feedback onto the Respond Software System.

Learning:

- We have one opportunity to get it right at the end of life.
- The value of person centred and individualised care.
- Small gestures, such as making the pull out bed, can have a very significant positive impact in a very difficult situation for the family.
- The importance of empathy demonstrated by support staff such as catering and cleaning.
- Collection of the death cert was managed sensitively and with compassion.
- Since 2015 TUH has developed and refurbished 10 family rooms that facilitate privacy and dignity for families in line with the Hospice Friendly Hospitals standards. Work is in progress to increase these facilities to each clinical area.

The multidisciplinary Final Journeys education programme and the Enhanced Communication Skills in Delivering Bad News workshops are provided by the Centre for Learning and Development. Mortuary tours are facilitated monthly. An End of Life skills workshop is scheduled bi annually.

Alyn advised that the wife of a critically ill patient e-mailed the Patient Advice & Liaison Service (PALS) on 28th January 2020 complaining that she could not get to speak with a Consultant with regard to her husband's diagnosis and prognosis.

She went on to explain that she attended one meeting with the surgical team at a time when it was thought she would have to make a life or death decision about her husband as to whether he would need surgery. His condition improved slightly and this decision was averted.

On another occasion she complained that she waited two hours to speak with a doctor but nobody approached her. She explained that this was a very stressful period for her and her children and all she wanted was 5 minutes for someone to sit with her and talk to her about her husband's condition and what was happening.

She acknowledged the nursing team in ICU for keeping her informed by communicating effectively.

Process:

The PALS team contacted this lady promptly by telephone and had a lengthy conversation.

PALS contacted the Clinical Nurse Manager and the Consultant.

The Consultant arranged to meet and speak with the complainant. She was satisfied with the outcome.

PALS shared the positive feedback with the ICU staff.

Learning:

		<ul style="list-style-type: none"> ▪ Once the e-mail was received PALS contacted this lady immediately over the telephone, not by return e-mail. ▪ The standard process was appropriately bypassed as the patient was an inpatient. PALS needed to act on the family's concerns without delay <p>Recommendations:</p> <ul style="list-style-type: none"> ▪ Sensitivity to the needs of a worried spouse needs to be taken seriously. Effective communication by senior clinicians is essential. ▪ Decisive swift action in relation to the issues raised demonstrate the commitment of the hospital to assist our patients and their families through our Patient Advice & Liaison Service. 	
20.02.03	New Declarations of Interest	There were no new declarations of interest made. LD reminded Board members of their obligations in respect of the Ethics in Public Office Act and to complete and return outstanding Declarations of Interest as the date for submission to SIPO has expired.	
20.02.04	Minutes of Previous Meeting	Minutes of the meeting held on 27 th January 2020 which were circulated in advance of the meeting were approved for signing subject to one amendment.	
20.02.05	Issues Log	LD advised in respect of some changes to the issues log which was reviewed by the Board and will be updated accordingly.	
20.02.06	Chairman's Update	LD advised the Board that he plans to write to all Hospital staff on behalf of the Hospital Board to thank them for their wonderful work and the extraordinary lengths that everyone is going to in order to maintain essential services during the current Covid 19 global pandemic.	LD
20.02.07	Regular updates Nominations Committee update Finance committee update	<p>LD advised that Minutes of the Governance and Nominating committee meeting held on 11th March 2020 will be circulated in due course.</p> <p>LD also advised that the committee welcomed Mr. John Hennessy, Board member to the meeting. The committee also welcomed Mr. Sean McGlynn the new external member to the committee.</p> <p>LD advised that some of the main items discussed at that meeting were Board committee appointments and external Board committee appointments. These matters will be covered on the Board Agenda today.</p> <p>LD advised that the committee is working closely with the Chairs and Executive leads of Board committees to identify new external members of each committee.</p> <p>EF advised that the Finance committee has met twice since the last meeting of the Hospital Board. Minutes of both meetings have been circulated to the Hospital Board.</p> <p>EF advised that two of the main matters considered by the committee were Tallaght University Hospital Foundation and a Business Case for Robotic Surgery. Both items are covered on the Board agenda today. The Service Level Agreement for 2020 was</p>	

	<p>Staff & Organisation Development committee update</p> <p>Quality, Safety & Risk Management committee update</p> <p>Audit committee update</p>	<p>also considered by the committee.</p> <p>KM advised that the Staff & Organisation Development committee has not met since the last meeting of the Hospital Board. KM welcomed MHS as the new Board member on the committee. It was noted that staff will need support to get through this challenging time due to COVID 19.</p> <p>MHS advised that QSRM Board committee minutes of the meeting which took place on 12th March 2020 will be circulated to the Board in due course.</p> <p>Items discussed by the committee included:</p> <ol style="list-style-type: none"> 1. An update on the Risk Register highlighting five new risks which include the Adult Endoscopy C Arm which is poorly functioning and failing and end of life defibrillators. Clarity is awaited in respect of the three remaining new risks. 2. MHS advised that Dr. Paul McElwaine, (PMcC) Consultant Geriatrician ARHC at TUH and members of the Safer Mobility Team presented to the committee. It was noted that the committee aims to promote safer mobility and reduce inpatient falls and fall-related injuries for patients of Tallaght University Hospital (TUH) through a dynamic and responsive approach to falls prevention and assessment and to adopt a culture where falls and safe mobility are embedded in daily routine. <p>The Inpatient Falls Audit Report for 2019 was tabled at the meeting.</p> <p>The committee agreed that the following items would be raised with the Hospital Board.</p> <ol style="list-style-type: none"> 1. Acknowledgement of the level of continuous work carried out under the QSRM Directorate under the current circumstances. 2. Acknowledgement of the large workload in respect of the Risk Management Department at the Hospital. 3. Acknowledge the high level of information presented to this committee which is prepared by Professor Catherine Wall, Director of QSRM and Ms. Caitriona Kelly, QSRM Co-ordinator. <p>PB advised that she has now been re-appointed to the Hospital Board and agreed to continue to Chair the Audit committee on the request of the Chairman. PB also advised that the Audit committee has not met in 2020. A meeting is planned to take place on 2nd April 2020.</p> <p>PB advised that the financial risks associated with Covid 19 / Coronavirus will be added to the Audit committee agenda.</p>	
20.02.08	CEO Report	<p>CEO Report to include Covid 19 update</p> <p>A CEO Report and presentation in respect of Covid 19 was</p>	

circulated in advance of the meeting and taken as read.

The CEO Report provided an update in respect of the following Strategic Developments:

- The Hospital received €5.6m allocation on Rosetta for the end of 2019.
- Costs incurred pertaining to Covid 19 / Coronavirus
- ICU
- 6 Storey Build
- Renal Build
- Aseptic Unit
- Project Synergy

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

- HSE update
- SLAs are covered on the Board Agenda
- CHI LN advised that given the exceptional challenges facing the Acute Hospital system and in turn TUH, CHI have generously offered their support in terms of their staff and facilities in CHI at Tallaght, as children are largely unaffected by COVID19 and in the main do not require hospitalisation. Therefore, all paediatric elective activity with the exception of some OPD clinics has ceased. All emergency surgery has transferred to OLCH, Crumlin. From Friday 27th March, the paediatric Emergency Department will close. The remaining inpatient beds will close on Monday March 30th. A communications plan for the public and General Practitioners is being put in place.
- Trinity Health Sciences Centre Agreement

LN gave a presentation in respect of Covid 19 and updated the Board on the following matters:

- Covid 19 Background
- Irish Epidemiology
- Acute Capacity
- National Procurement
- TUH Governance structures established
- Workstreams
- Critical Care Escalation Plan
- Hospital wide Pandemic Plan in place
- Bed Capacity
- Staffing
- CHI at TUH
- Communications and Innovation

LN advised that all updates regarding the Hospital's response to COVID19 along with relevant national updates are sent to all staff at regular intervals via a CEO email and posted on staff notice boards. A section of the TUH Staff App (which is free for staff to download with a valid staff ID) is also being made available for these updates. All non-essential meetings are cancelled and meetings are being conducted via Zoom or teleconference. Due to social distancing requirements no staff Town Hall meetings are planned. TUHF have supported funding of podcasts for staff such as Professor Brendan Kelly, Consultant Psychiatrist session on

		<p>minding your mental health.</p> <p>It was noted that the Occupational Health Department at the Hospital is providing a seven day service to staff during the current crises.</p> <p>SL advised that particular emphasis is being focused on minding and supporting staff during this difficult time.</p> <p>It was agreed that all staff emails from the CEO in respect of Covid 19 are shared with the Hospital Board.</p> <p>It was noted that some of the main challenges facing the Hospital at present in respect of Covid 19 is staffing and Intensive Care Unit capacity. It was also noted that daily deliveries of Personal Protective Equipment are received from the HSE. A large quantity of PPE is expected from China over the coming days and weeks.</p> <p>LN provided assurance to the Hospital Board that a governance structure for managing the pandemic and an action log is in place. There are also daily Covid19 contingency planning phone calls with DMHG.</p> <p>It was agreed that the Hospital's Pandemic Plan will be useful in the event of a similar incident taking place again in the future.</p> <p>ALyn advised that she is working on putting in place an action Plan with the Palliative Care Team at the Hospital to provide additional measures to support end of life care due to the Covid 19 crisis.</p> <p>The importance of appointing a family member as a contact to take responsibility for Covid 19 patients in respect of the rapid deterioration of health associated with the virus was noted by the Board. JK advised that the Hospital is reviewing this process at present.</p> <p>Board members expressed their thanks to all staff at the Hospital for the wonderful work being done during this particularly challenging time.</p>	<p>LN</p> <p>JK</p>
20.02.09	Medical Board update	<p>JQ advised that Medical Teams at the Hospital are occupied by the Covid 19 crises at present. JQ also advised that he was invited to attend a recent meeting of the Executive Management Team and commended the EMT for the level of effort and detailed planning which is ongoing in respect of the Covid 19 virus.</p>	
20.02.10	Board committee appointments	<p>A briefing paper in respect of the appointment of Mrs. Mairead Shields to the Staff & Organisation Development committee was circulated in advance of the meeting and taken as read.</p> <p>A briefing paper in respect of the appointment of Archdeacon David Pierpoint to the Audit committee was circulated in advance of the meeting and taken as read.</p> <p>A briefing paper in respect of the appointment of Mr. John Hennessy to the Governance & Nominating committee was circulated in advance of the meeting and taken as read.</p>	

		These appointments were approved by the Hospital Board having been proposed by DAS and seconded by KM.	
20.02.11	External Board committee appointment	A briefing paper in respect of the appointment of Mr. Ray Ryder to the Finance committee was circulated in advance of the meeting and taken as read. This appointment was approved by the Board having been proposed by PB and seconded by DAS.	
20.02.12	Business case / presentation for Robotic Surgery	<p>A briefing paper in respect of the da Vinci Robot was circulated in advance of the meeting and taken as read.</p> <p>PR further briefed the Board in respect of the origins of the Robot and how it would benefit the Hospital and the quality of care for patients including:</p> <ol style="list-style-type: none"> 1. Robustly putting TUH Urological (surgical and nursing) services back on the first tier of Irish Urology, not just as the current largest referral base. 2. Stop the current outsourcing of our patients to be operated robotically in the private sector. 3. Copper fasten TUH's past and support its future reputation at the forefront of technological innovation for our patients. <p>EF advised the Board that the Finance committee discussed this matter at a meeting on 6th February 2020. The committee agreed to recommend the da Vinci Robot for approval to the Hospital Board at the current level of activity. Any increase in capacity above the current levels would require additional funding from the HSE and TUH would need to engage with the HSE to secure same. EF advised that Dublin Midlands Hospital Group (DMHG) are favourably disposed to what is being recommended.</p> <p>JH queried if an operational expense to fund capital expenditure would create any challenge for the Hospital and advised of the importance of having support from DMHG when purchasing this equipment.</p> <p>It was agreed that the funding for the current robot should be independent of funding raised by TUHF. It was also agreed that the CEO and DOF will liaise with TUHF to advise them in this regard.</p> <p>DO'C advised that acquiring the da Vinci Robot would be a very positive development to building on the excellent Urology service at the Hospital.</p> <p>Having discussed this matter in detail the Hospital Board approved the recommendation as outlined in the briefing paper. This was proposed by EF and seconded by MHS.</p>	LN,DC
20.02.13	Voluntary Health Forum Plenary Report and Decisions for the Hospital Board	<p>A briefing paper in respect of the Voluntary Healthcare Forum request re the Single Public Service Pension Scheme and the Integrated Financial Management System was circulated in advance of the meeting and taken as read.</p> <p>DC provided the background to the Single Public Service Pension</p>	

		<p>Scheme and advised the Board that option one outlined in the briefing paper is the best option for TUH.</p> <p>LD advised that he is a member of the VHF Leadership committee and the committee are seeking views from Hospitals to get direction from Hospital Boards in relation to SPSS and IFMS.</p> <p>LD also advised that following discussions he is of the view that option one outlined in the briefing paper makes sense for the Hospital.</p> <p>In respect of the SPSS it was agreed to proceed with option one which is outlined in the briefing paper.</p> <p>In respect of IFMS the VHF are seeking confirmation that TUH are happy for the VHF to take the lead on negotiations regarding the introduction of the IFMS with the DoH, HSE and DPER.</p> <p>The Board discussed this matter in detail and it was agreed to proceed on the basis that legal advice is considered and the Board will be presented with a more definitive position in due course.</p> <p>This was proposed by DP and seconded by MHS.</p>	
20.02.14	HSE SLA 2020 DMHG & CHI	<p>Documentation in respect of Service Level Agreements (SLA) for the CHI and DMHG was circulated in advance of the meeting and taken as read.</p> <p>Following a review process led by the Deputy CEO which incorporated feedback from the relevant executives the attached Service Level Arrangements (SLA) have been drafted between the Dublin Midlands Hospital Group, Children’s Health Ireland and HSE Mental Health Services.</p> <p>JK provided a further verbal update in respect of the SLA between TUH and DMHG. JK advised the Board that there are no significant material changes to the SLA. It was noted that caveats have been included in the comment boxes within the document.</p> <p>Having discussed this matter in detail the SLA between TUH and DMHG was approved by the Hospital Board having been proposed by EF and seconded by DAS.</p> <p>JK provided an update to the Board in respect of the SLA between TUH and CHI. It was noted that considerable dialogue and engagement took place in respect of this SLA.</p> <p>Having discussed this matter in detail the SLA between TUH and CHI was approved by the Hospital Board having been proposed by EF and seconded by DAS.</p> <p>JK provided an update to the Board in respect of the SLA between TUH and Mental Health. It was noted that the Mental Health facility is based on TUH campus and is governed by the HSE. A slight increase in budget in relation to this SLA was noted by the Board. There are no other significant changes to report in this regard.</p>	

		Having discussed this matter in detail the SLA between TUH and Mental Health was approved by the Hospital Board having been proposed by MHS and seconded by EF.	
20.02.15	Tallaght University Hospital Foundation	<p>A briefing note in respect of Tallaght University Hospital Foundation was circulated in advance of the meeting and taken as read.</p> <p>EF advised the Board that the Finance committee had a teleconference on 27th March 2020 to discuss this matter.</p> <p>It was noted that TUHF have responded positively to the changing environment brought about by the Covid 19 / Coronavirus which may be an opportunity for the Foundation to raise funds.</p> <p>The Hospital Board discussed this matter in detail and expressions of concern were noted.</p> <p>It was agreed that the Hospital Board is very supportive of TUHF. However, assurances are required from the Foundation in respect of providing a 5 year Business Plan before the transfer of funds is formally considered by the Hospital Board. This Plan should be provided within the next 7/10 days. The Finance committee will meet to review this Business Plan and provide feedback and a recommendation to the Hospital Board thereafter.</p> <p>It was agreed that LN and DC will liaise with TUHF today with this update and the Chairman would advise the Chairman of TUHF.</p>	LN,DC,LD
20.02.16	Finance committee Annual Report 2019	<p>An Annual Report for 2019 from the Finance committee was circulated in advance of the meeting and taken as read.</p> <p>EF advised that an external review of the committee has just been completed and he will report any findings or recommendations in due course.</p> <p>EF advised that the committee is progressing well through the 2020 Workplan.</p>	
20.02.17	AOB	There was no further business to conduct and this concluded the business of the meeting.	
20.02.18	Next Meeting	27 th April 2020 at the Robert Graves Postgraduate Centre	

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