



Tallaght University Hospital Board Meeting
Robert Graves Postgraduate Centre
Tallaght University Hospital
25th November 2019
07:30-10:00

Present:

Board member

Mr. Liam Dowdall (LD)
Prof. Patricia Barker (PB)
Dr. Darach O' Ciardha (DOC)
Mrs. Mairead Shields (MHS)
Prof. Kathy Monks (KM)
Ms. Anna Lee (AL)
Mr. Edward Fleming (EF)
Mr. David Seaman (DAS)

In attendance:

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

Apologies

Mr. Mark Varian (MV)
Dr. Anne-Marie Brady (AMB)
Archdeacon David Pierpoint (DP)
Prof. Catherine Wall (CW)
Dr. Peter Lavin (PL)
Prof. John Quinlan (JQ)

No.	Agenda Items	Decisions Made	Action By
		Board only time	
19.08.01	Apologies	Apologies were noted. LD welcomed the Hospital Board to the last scheduled meeting for 2019. LD advised that Ms. Anna Lee is resigning from the Hospital Board at the end of this current term and thanked Ms. Lee for her very valuable contribution to the Hospital Board throughout her tenure.	

19.08.02	Patient's Story	<p>ALyn advised that a lady contacted the Patient Advocacy Department by telephone. She wanted to thank the Specialist Registrar, in Gastroenterology, for how well she was looked after. She wanted the Doctor to know that she was thankful for the care and compassion shown to her during her consultation and afterwards.</p> <p>Process: The Patient Advocacy Department shared the feedback with both the doctor and the Consultant responsible for the services thanking them for the care, compassion and commitment shown to this patient.</p> <p>During the telephone conversation the department acknowledged the sentiments shared by the patient with an undertaking to share with the staff involved.</p> <p>It was noted that positive feedback can be documented from a telephone call by the Patient Advice and Liaison Service. This expedites the feedback process so that patients do not need to put positive feedback in writing.</p> <p>Learning:</p> <ul style="list-style-type: none"> • Positive feedback to staff is meaningful and boosts morale. • A reminder that the impact of holistic care of a patient is of high value. <p>ALyn advised that the following was brought to the attention of the hospital on 16th September 2019 by a Dublin Radio station.</p> <p>ALyn advised that a lady was visiting her husband who was an inpatient. She went for some refreshments in the BaxterStory coffee shop in the hospital atrium. While sitting there the lady remembered she needed to take her medication. She asked the shop assistant for some water to take her medication. The water offered was a €3.50 bottle of water to which the lady advised she did not have the money for. Tap water was available to the woman at a cost of 50c for the paper cup. The water was not available in a glass.</p> <p>The lady went back to her husband's ward where staff provided her with water to take her medication and were sympathetic following her experience.</p> <p>Process:</p> <ul style="list-style-type: none"> • A statement was provided to the Radio Station by the Communications Department. • The Patient Advice and Liaison Service did not receive a letter of complaint from the lady in question. • The Hospital have liaised with the outlet and ensured that a number of glass tumblers are available in order to respond to requests for water. 	
----------	-----------------	---	--

		<ul style="list-style-type: none"> The cost for a paper container in BaxterStory coffee shop has reduced to twenty five cent. <p>Facilities and Estates have installed three hydration stations; one beside the BaxterStory coffee shop, one along Hospital Street and the third near William Stokes/ Rynd Suite.</p> <p>Learning:</p> <ul style="list-style-type: none"> The ward staff acted promptly to assist the lady and were sympathetic following her experience. The Hospital have responded promptly to the complaint and improved facilities for patients, visitors and staff by liaising with the coffee shop re facilities and pricing and by the installation of the three hydration stations. <p>Recommendations/Actions:</p> <ul style="list-style-type: none"> Facilities have been improved for patients, visitors and staff to avail of hydration without having to purchase same in the coffee shop or retail outlet. This aligns with our Staff Health and Wellbeing and Healthy Ireland focus in relation to hydration along with our efforts on reducing single use plastic and recycling initiatives. 	
19.08.03	New Declarations of Interest	There were no new declarations of interest made.	
19.08.04	Minutes of Previous Meeting	Minutes of the meeting held on 21 st October 2019 which were circulated in advance of the meeting were approved for signing.	
19.08.05	Issues Log	<p>The issues log was reviewed by the Board and will be updated accordingly.</p> <p>It was agreed to carry out a review of the issues log to coincide with the Board Workplan for 2020.</p>	
19.08.06	Chairman's Update	<p>LD provided an update to the Board on the following matters:</p> <p>Voluntary Health Forum/UCD Plenary Workshop LD advised that DAS and JK attended a VHF/UCD Plenary workshop on 14th November 2019. Feedback from this Workshop was very positive.</p> <p>LD also advised that the VHF met with Mr. Paul Reid, CEO of the HSE on 29th October 2019. Mr. Reid committed to engage in respect of six main items which were discussed at the meeting and provided clear timelines in this regard.</p>	
19.08.07	<p>Regular updates Governance and Nominating Committee update</p> <p>Finance committee update</p>	<p>LD advised that the Governance and Nominating committee held a teleconference on 4th November 2019 and also had a meeting on 21st November 2019. Minutes of these meetings will be circulated in due course.</p> <p>LD advised that the committee is working with Board committees to review the membership of each committee. The committee is also considering succession planning and training/education for the Hospital Board. An update in this regard will be provided to the Hospital Board in January 2020.</p> <p>Minutes of the Finance committee meeting which took place on 7th November 2019 were circulated in advance of this meeting. EF advised that the Finance committee discussed the following</p>	

	<p>Staff & Organisation Development committee update</p> <p>Quality, Safety & Risk Management committee update</p>	<p>matters:</p> <ol style="list-style-type: none"> 1. The Self Evaluation, Annual Report of 2019 and the terms of reference for the committee are in the final stages and will be completed shortly. 2. EF advised that the Finance committee remains concerned in respect of the Integrated Financial Management System and how this will impact on the Hospital. This matter will remain under review by the committee. 3. EF advised in respect of the current Financial position of the Hospital. 4. A document providing information on Net Outturn v Allocation 2007-2018 was discussed at the recent Finance committee meeting and it was agreed to share this document with the Hospital Board. 5. EF advised that DC provided a document to the Finance committee outlining the Finance Department Structure and Resources. <p>Minutes of the meeting of the Staff and Organisation Development committee which took place on 30th October 2019 were circulated in advance of the meeting.</p> <p>KM advised that work will commence in early 2020 on the Human Resource Strategy. The Corporate Strategy is now completed. The HR Strategy will underpin the Workplan of the committee into the future.</p> <p>KM also advised that the launch of the Values in Action Programme will take place on 27th November 2019.</p> <p>MHS advised that the QSRM Board committee met on 14th November 2019 and the minutes of that meeting will be circulated in due course.</p> <p>MHS advised that the committee is undergoing an external review at present.</p> <p>MHS advised that a review of the Executive Management Team Risk Register was carried out. It was noted that eight additional risks were identified which include Data Protection/GDPR, Hospital Allocation and Defibrillators.</p> <p>MHS also advised that Ms. Sinead Feehan, Head of Nutrition and Dietetics presented to the committee.</p> <p>The importance of essential staffing resources to implement HIQA Standards and HSE Guidelines and best practice in respect of good nutrition and hydration care at the Hospital was discussed by the committee. The QSRM Board committee agreed to highlight this to the Hospital Board.</p> <p>It was agreed that the Board will receive an update in respect of the Risk Register for the Board January 2020 meeting to understand the risk ratings and to put plans in place to manage and address these risks.</p>	<p>DC</p> <p>EMT</p>
--	--	---	------------------------------------

	<p>Audit committee update</p>	<p>PB advised that Minutes of the meeting of the Audit committee which took place on 31st October 2019 were circulated in advance of this meeting.</p> <p>PB advised that the Head of Internal Audit at the Hospital has resigned from her post and has taken on a new role at the Hospital. It was noted that the Head of Internal Audit post was advertised and after a recruitment process a candidate has been identified to fill this role. PB, on behalf of the Audit committee thanked the outgoing Head of Internal Audit for her considerable work in establishing the Internal Audit Department at the Hospital. It was agreed to write to KO'D on behalf of the Hospital Board to acknowledge her work during her tenure. It was also noted that the assistant in the Internal Audit department has resigned from her post.</p> <p>PB advised that Ms. Siobhan Lingwood, Information Governance Manager/Data Protection Officer gave a presentation to the Audit committee in respect of GDPR and Information Governance.</p> <p>TUH recognises the challenges it faces in respect of Information Governance and GDPR and welcomes the appointment of the Information Governance Manager/Data Protection Officer as a significant step forward in the management of this matter.</p> <p>It was also noted that Mr. David Murphy, Deputy Data Commissioner for Health presented to the Hospital on 22nd November 2019.</p>	<p>LN</p>
<p>19.08.08</p>	<p>CEO Report</p>	<p>CEO Report</p> <p>A CEO Report was circulated in advance of the meeting and taken as read. LN provided an update on the following:</p> <p>Capital Developments</p> <p>It was noted that the Intensive Care Unit is a key hospital capital development. It is currently at Stage 2c Design stage and is progressing well and near completion. The Hospital will be in the position of being able to go to tender in quarter one 2020 subject to HSE capital funding.</p> <p>Innovation Hub</p> <p>The Innovation Hub and Health Information Centre had a soft opening on Friday 21st November in conjunction with Amazon Web Services (AWS) whose volunteer programme assisted the Hospital in its construction and infrastructure. An official opening date in conjunction with AWS is being progressed.</p> <p>Project Synergy</p> <p>The Project Synergy steering group has been formed and the project to replace the end of life ICT systems is on track for phase one delivery (order comms) in September 2020. The Director of ICT is in ongoing discussions with the HSE OCIO in relation to funding supports.</p> <p>Dublin Midlands Hospital Group</p> <p>The CEO of DMHG met with the Chairman and CEO on 31st October 2019 in relation to the role TUH will pay in service reconfiguration moving forward. A follow up meeting is planned in this regard.</p>	<p>LN</p>

HSE Update

As previously advised the Hospital has received notification of its budgetary net financial limit of €231.9m.

There is ongoing focus on the Hospital headcount and overtime spend until year end.

Children's Health Ireland

The Hospital is still awaiting feedback on the draft licence agreement from CHI and resolution of the phase one release of vacated outpatient space. In addition there have been a number of onsite issues in relation to the satellite centre buildings works which the Director of Facilities and Estates has been managing in conjunction with the NPHDB with an end of November deadline.

Joint Health Committee

The Hospital were asked by Dublin Midlands Hospital Group to provide a summary briefing on the Aseptic Unit, Intensive Care Unit, Renal Staffing, Demographics, Tallaght Cross West Day Surgery Unit and Bed Capacity for Mr Paul Reid in advance of the next Joint Health Committee.

Hospital Visits

Minister Jim Daly, Minister for Mental Health and Older Persons visited the hospital on November 5th and the CEO provided an overview of the Hospital and the strategic plan. He also visited the Older Person's and Mental Health teams. The Minister for Health will be opening the new CRY unit on 28th November 2019.

Mr. Paul Reid, CEO HSE, has advised that he will visit the Hospital in the new year.

Arts Programme

The launch of the Sky's the Limit balloon installation sponsored by the Meath Foundation will take place on Thursday 28th November @ 6.30pm. The Hospital has also been gifted the "Point Bears" by Minister Zappone which she will be officially unveiling on 13th December 2019.

Values in Action

In line with the Hospital strategy, the launch of Values in Action will take place on Wednesday 27th November with the founder Dr. Leondro Herrero attending the event.

Staff Townhalls

Following on from the positive staff feedback the second round of town hall meetings are commencing on Friday 29th November which will involve all members of the Corporate Management Team.

Operations

JK advised that the revised Integrated Management Report will be available for the January 2020 Board meeting.

Some items of note for further consideration while presenting the revised IMR are:

		<p>Item 3.3.1 Inpatient Waiters. Item 3.3.4 > 15 months top specialities. 3.3.5 Endoscopes. 3.2.10 Bed days lost due to delayed discharges. JK advised that the Report in respect of the HIQA/National Standards for Safer Better Healthcare was received at the Hospital on Thursday 14th November 2019. It was noted that the Report has shown a very positive outcome for the Hospital with a limited number of areas listed for improvement. JK advised that the 18th Quality Improvement Project Management Graduation took place on 21st November 2019. JK also advised that the Winter Planning initiative is now into the implementation phase. JK advised of the challenges experienced by the Hospital in respect of the Hospital’s refurbishment programme.</p> <p>Finance Funding Allocation 2019 DC advised that in January 2019 the HSE issued a budget to the Hospital of €222.2m (adult only). The closing allocation 2018 (adult only) was €218.5m. Existing level of service 2018 (Adult only) is €227m. This is a reduction of 2.1% / €5.0m for an existing level of service. The current allocation is €232.9m. The projected Net Outturn for the Hospital is €239.5m.</p> <p>The importance of showing good financial discipline and the ability for the Hospital to meet targets set by the HSE was discussed by the Board. The impact of the private health insurance system on Hospital income was discussed.</p> <p>Nursing An update in respect of Nursing was provided by ALyn and included the following matters:</p> <ol style="list-style-type: none"> 1. Nursing Workforce Planning 2. Quality Care Metrics 3. Advanced Nursing Practice 4. End of Life Care 5. Peata 6. Patient Advice and Liaison Service 7. National Patient Experience 8. Pastoral Care 9. Arts and Health 10. Nursing Graduation on 28th November 2019 with 86 nurses graduating <p>LD complimented the Hospital for its ability to retain nurses in the current challenging environment.</p> <p>Other reports within the IMR from the Director of Estates and Facilities, the Director of QSRM and the Director of ICT were noted by the Board.</p>	
19.08.09	Medical Board update	<p>PR advised that significant work has been undertaken in respect of Consultant appointments and replacements. It was noted that the CAT committee are making progress on a number of projects.</p>	

		<p>Some other matters of note are:</p> <ol style="list-style-type: none"> 1. The Open Disclosure policy will take affect from 1st January 2020 and extensive training for staff has been carried out in this regard. 2. The Director of ICT presented to the Medical Board at its last meeting. 3. The Cleaner Air Policy is being considered at present. 	
19.08.10	Appointment to QSRM Board committee	A briefing paper in respect of the appointment of Dr. Darach O' Ciardha to the QSRM Board committee was circulated in advance of the meeting and taken as read. This appointment was approved by the Board having been proposed by MHS and seconded by KM.	
19.08.11	Appointment of external member to the Governance & Nominating committee	A briefing paper in respect of the appointment of Mr. Sean McGlynn as external member of the Governance & Nominating committee was circulated in advance of this meeting and taken as read. This appointment was approved by the Board having been proposed by DAS and seconded by PB.	
19.08.12	Corporate Strategy	<p>The final draft of the Corporate Strategy was circulated in advance of the meeting.</p> <p>Board members had provided feedback in respect of the Corporate Strategy and this feedback has been be incorporated into the document.</p> <p>The Corporate Strategy was approved by the Board having been proposed by PB and seconded by EF.</p>	
19.08.13	Re-appointments to the Hospital Board	A briefing paper in respect of the re-appointments to the Hospital Board was circulated in advance of the meeting and noted by the Board.	
19.08.14	Capital update	<p>A briefing paper to update the Board on some of the key projects in the Hospital's Capital plan was circulated in advance of the meeting and taken as read.</p> <p>The key capital projects are:</p> <ol style="list-style-type: none"> 1. Intensive Care Unit 2. Day Surgery Unit at Tallaght Cross West 3. Six Storey 72 Bed Build 4. Aseptic Unit 5. Spatial Review outputs and plan for next three years 6. Living Well Centre <p>LN advised that the CRY opening will take place on 28th November 2019 and will be attended by the Minister for Health.</p>	
19.08.15	Change in Nursing Uniforms 2019	<p>A briefing paper in respect of the change in Nursing Uniforms in 2019 was circulated in advance of the meeting.</p> <p>In line with the name change of the Hospital to Tallaght University Hospital in 2019 and as part of the 21 year anniversary of the Hospital opening, new uniforms for Registered Nurses and Health Care Assistants were commissioned.</p> <p>A committee representing all nursing grades agreed a contemporary nursing uniform that reflects the professional values of the nursing service.</p> <p>ALyn advised that there are quality boards on all wards at the Hospital.</p>	
19.08.16	AOB	LD advised that this is Ms. Anna Lee's last meeting with the Hospital Board. LD thanked Ms. Lee for her very valuable	

		<p>contribution to the Hospital Board, the QSRM Board committee and the Audit during her tenure.</p> <p>There was no further business to conduct and this concluded the business of the meeting.</p>	
19.08.17	Next Meeting	27 th January 2020 at the Robert Graves Postgraduate Centre.	

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