



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

Participating:

Board member:

Mr. Liam Dowdall (LD)
Mr. Mark Varian (MV)
Mr. John Hennessy (JH)
Mrs. Mairead Shields (MHS)
Prof. Kathy Monks (KM)
Mr. Edward Fleming (EF)
Archdeacon David Pierpoint (DP)
Dr. Darach O' Ciardha (DO'C)
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. Áine Lynch (ÁLyn)
Mr. Shane Russell (SR)
Dr. Peter Lavin (PL)
Prof. John Quinlan (JQ)
Prof. Catherine Wall (CW)
Ms. Anne McKenna (AMcK)

Apologies:

Prof. Paul Ridgway (PR)

No.	Agenda Items	Decisions Made	Action By
		LD wished to convey the Board's best wishes & speedy recovery to Ms. M O'Neill & Mr. S McGlynn.	
20.07.01	Apologies	Noted.	
20.07.02	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.	
20.07.03	New Declarations of Interest	There were no new declarations of interest made.	
20.07.04	Minutes of Previous Meeting	Minutes of the meeting held on 19 th October 2020 which were circulated in advance of the meeting were approved by the Board.	
20.07.05	Issues Log	<p>The issues log which was circulated in advance of the meeting was reviewed by the Board and will be updated accordingly.</p> <p>KM, following her participation in the recent Virtual Patient Safety Walkaround, commended the professionalism and commitment of staff. KM advised staff raised the issue of space and requested this matter be raised at Board Level. CW advised the use of space is restricted as a result of Covid and a review of space will take place in Q1 2021 in this regard.</p>	
20.07.06	Chairman's Update	LD provided a brief update on the following items:	

		<p>Virtual Bereavement Service. LD congratulated the Pastoral Care team and staff for the moving virtual service that took place on November 19th.</p> <p>LD acknowledged SL and her team on winning one of the HR Leadership & Management awards for the AsIAM autism project and commended Geraldine Kyle and CLD for their work on same.</p> <p>LD congratulated ÁLyn and the team for the virtual Nursing Graduation that took place on November 25th.</p> <p>LD advised that Board members at the Board Only Time approved the appointment of Dr. Vivienne Byers to serve on the Board of TUH and the re-appointment of Archdeacon David Pierpoint for a further 3 years.</p> <p>LD requested Board members to revert with comments/suggestions for the Board Work Plan 2021.</p> <p>LD advised the Governance Manual is being updated and thanked AMcK for her work in this regard.</p> <p>LD briefed members regarding the VHF noting two position papers pertaining to the IFMS & SLA have been submitted to the Minister. DC outlined attendance by TUH Finance team at IFMS Workshops.</p>	ALL
20.07.07	<p>Regular Updates</p> <p>3.1 Governance and Nominating Committee Update.</p> <p>3.2 Finance Committee Update.</p> <p>3.3 Staff and Organisation Development Committee Update.</p>	<p>Regular Updates</p> <p>LD advised the minutes of the Committee meeting held on November 6th have been circulated. LD noted the work completed in relation to the Board Questionnaire Feedback and Checklists and the Committee will revert to Board members with a further update in the New Year.</p> <p>EF provided an update of the Committee meeting held on November 5th advising the minutes will be circulated in due course. It was noted that the Committee reviewed the current financial status of the Hospital in the context of Covid expenditure which it expects will be funded.</p> <p>The process of reviewing the financial information presented to Board is ongoing.</p> <p>The Budget Allocation for 2021 was reviewed and it was noted that an additional €10m will be required in order to meet the additional initiatives rolled out in 2020.</p> <p>EF briefed members regarding Biosimilar and credited the multi-disciplinary team for the work undertaken in the context of savings.</p> <p>A review of the TUHF Performance and funding was discussed.</p> <p>Finance & Procurement structure was discussed and EF noted the importance of maintaining the Procurement staffing levels.</p> <p>KM advised the Committee met on October 21st and the main focus of the meeting was the HR Strategy. The Committee agreed to</p>	

		<p>increase the schedule of meetings to every two months and will invite members of the HR team to attend meetings to address particular issues.</p> <p>3.4 Quality, Safety & Risk Management Committee Update. MHS advised the Committee met on November 12th and the minutes will be circulated in due course. The Risk Register was reviewed and the Committee noted the addition of the risk in relation to Windows 7 not being supported and has been escalated to the DMHG.</p> <p>MHS advised of two items to be raised at Board level as requested by the Committee; the proposed development at Board level of a Risk Appetite Statement and the results of the recent HIQA Assessment of Compliance with Medical Exposure to Ionising Radiation Regulations Inspection of which TUH performed well.</p> <p>3.5 Audit Committee Update. PB advised the Committee met on October 29th & November 26th. There is a joint meeting of the Audit Committee & QSRM Board Committee on December 3rd 2020 and minutes will be circulated in due course. PB advised the Committee reviewed the audit reports and focused on a review, with the Senior Leadership Team, of the controls and risks associated with Covid. PB advised the Committee were assured that the appropriate controls are in place and this will be recorded in the minutes.</p> <p>PB advised the DPO for TUH, Ms Siobhan Lingwood was invited to present to the committee on October 29th and it was noted that Ms Lingwood is retiring. The Committee will be escalating the risk associated with resources within the remit of GDPR and compliance, however noted that there is no HSE funding for same.</p>	
20.07.08	<p>CEO Report, incl. IMR</p> <p>4.1 CEO Report.</p>	<p>CEO Report, including the Integrated Management Report.</p> <p>A CEO Report was circulated in advance of the meeting and taken as read.</p> <p>LN advised that further to approval & funding for the ICU build the contract was awarded to Clancy Construction who commenced onsite on November 2nd.</p> <p>LN advised the Vartry Renal Unit opened to patients on October 26th.</p> <p>The Reeves Day Surgery Centre is scheduled to open this week and confirmation of funding of the fourth theatre has been received from Sláintecare. HSE have also confirmed staff funding in this regard.</p> <p>LN advised the first patients were discharged to Tymon North last week and the unit is operating under an MOU and HSE funding approved.</p> <p>6 Storey Build. LN advised TUH are required to submit a cost benefit analysis for same and the matter is an agenda item at the EMT next week.</p> <p>Integrated Care Programme for the prevention and Management of Chronic Diseases. LN advised Sláintecare have funded 18 Chronic Disease Ambulatory Care Hubs in the community to be linked with</p>	

11 hospitals nationally and TUH has been selected as one of the sites with three of the ambulatory hubs attached.

Hospital Charter. LN advised further correspondence has issued to the Minister in this regard.

CHI. LN advised TUH are aiming to conclude negotiations regarding the Lease & Licence Agreement in early 2021.

Communications. LN advised Lisa Glynn, ANP in Respiratory was invited to participate in a national media broadcast with Paul Reid, Anne O'Connor and Dr. Colm Henry on International ANP day, following which Dr. Henry and Dr G Shaw, Nursing Lead for the Clinical Programmes, have expressed an interest in visiting TUH.

LN advised that Christmas at TUH will be different to previous years given the pandemic. Staff will receive a canteen voucher in lieu of the Christmas dinner dining and LN will be doing a thank you video for staff.

LD acknowledged the work of EMT & Staff of TUH during the year.

Integrated Management Report

Having been previously circulated the IMR was taken as read.

Performance Summary

JK advised the Clinical Audit & QI Symposium took place in November 13th 2020 and commended Prof. Wall and her team for the work undertaken in order for the event to proceed virtually. PB requested an update on projects and CW advised that this work is undertaken by the QI Lead in the QSRM Directorate however noted that it can take 12 -18 months for a project to be embedded within normal practice.

JK advised most of the recommendations arising from the HIQA Assessment of Compliance with Medical Exposure to Ionising Radiation Regulations Inspection are now complete with some requiring national input as they relate to NIMIS.

NOCA Hip Fracture Targets have improved in 2020 thanks to the COO & his team.

Operations

JK advised of the challenges faced by TUH during 2020 as a result of Covid. JK advised the second wave was very different to the first as a result of loss of access to CHI beds and ED attendances have resumed to normal levels.

Tymon North. JK advised TUH anticipate to transfer 6 patients per week up to Christmas.

Flu Vaccine Campaign. TUH are noted as being 75% compliant which has been achieved as a result of the peer vaccinators.

Occupational Health & IPC. JK acknowledged the supports and measures put in place by Occupational Health and Infection Prevent Control throughout the pandemic, highlighted that TUH do not have an Infectious Disease team like some of its peer Hospitals.

	<p>4.2</p>	<p>QSRM CW acknowledge the work of Ms. Sinead Palmer in organising the Clinical Audit & QI Symposium.</p> <p>Risk Register. CW advised that the Risk Register undergoes a high level review twice yearly. CW advised 8 risks have been closed off the EMT Risk Register and 3 new risks relating to Endoscopy, Windows 7 & Isolation Rooms have been included.</p> <p>SIMT. CW briefed members regarding research undertaken on pressure ulcers on patient’s lips as a result of prolonged ventilation and proning. These incidents are also reported on NIMS.</p> <p>Covid. CW advised it is now mandatory to report all Hospital Acquired Covid cases, including staff positives. It was noted the prevalence in the community is one of the highest.</p> <p>Medical Board Update. JQ advised the final Medical Board meeting of the year takes place today.</p> <p>JQ advised members that from the Consultant perspective the Management & staff of TUH have been extraordinary in their management of the pandemic and new innovations in place as a result of same are a credit to all involved. JQ expressed the appreciation of the Consultant body to the CEO & EMT and acknowledge the leadership of Dr. Peter Lavin.</p> <p>LD thanked JQ and expressed the Board’s thanks to the Consultant body for all the support and work carried out during the pandemic.</p>	
<p>20.07.09</p>	<p>For Decision 5.1</p> <p>5.2</p> <p>5.3</p>	<p>Bank Mandate A briefing paper in respect of closing AIB Accounts and transferring funds to the main BOI Account having been circulated in advance of the meeting was taken as read.</p> <p>DC briefed members regarding the exercise and outlined the funds to be transferred. The Hospital Board approved the mandate having been proposed by EF and seconded by MV.</p> <p>Contracts A briefing paper in respect of contracts for Board approval having been circulated in advance of the meeting was taken as read.</p> <p>The following contract is proposed for Board Approval</p> <p>1.1 Anaesthetic Monitors 1.2 Theatre Operating Tables</p> <p>The Hospital Board approved the contracts having been proposed by PB and seconded by EF.</p> <p>Tallaght University Hospital and CHO7 Community Radiology SLA.</p>	

		<p>The SLA having been circulated in advance of the meeting was taken as read.</p> <p>JK briefed the Hospital Board regarding the joint initiative with CHO7 noting that the facility was opened in March 2020 providing plain film x-rays and has now progressed to providing Dexas. The facility is funded by the HSE and the clinical governance of the facility rests with TUH.</p> <p>The Hospital Board having discussed the SLA, noting early signature of the 2021 SLA is ensured, approved the SLA having been proposed by PB and seconded by KM.</p>	
20.07.10	<p>For Discussion</p> <p>6.1</p> <p>6.2</p>	<p>Communications Presentation</p> <p>Ms J Coffey gave a presentation to Board members, providing an update from the Communications department for 2020. JC outlined the work that was undertaken and aligned with the TUH Strategic Priority Areas. JC outline the following:</p> <ul style="list-style-type: none"> • JC advised that TUH were shortlisted for an innovation award following the use of Redzinc glasses in clinical areas. • Thank You Thursday. Different cohorts of staff are recognised every Thursday for their work and commitment to the organisation and patients on social media. • Christmas FM. JC advised that Christmas FM are running a campaign of messages from frontline workers and TUH staff will feature. • 2020 Outcomes. JC briefed Board members regarding the increase in social media traffic, press interviews and overall reach. • The focus for 2021 will be on priority areas aligned with the Strategy. <p>LN outlined the key role JC plays in building pride in the institution and commended JC for her ongoing commitment.</p> <p>Board members thanked JC for her comprehensive presentation and all the work undertaken throughout the year.</p> <p>MHS thanked JC for her particular assistance to the Meath Foundation.</p> <p>Activity Based Funding Briefing Paper</p> <p>A briefing paper in respect of Activity Based Funding having been circulated in advance of the meeting was taken as read.</p> <p>DC briefed Board members and outlined the following:</p> <ul style="list-style-type: none"> • ABF model was introduced in 2015-2017 to replace the existing block grant model. • ABF was linked to activity. • In 2020 the ABF model was not applied and the 2020 budgetary allocation was predicted on the adjusted 2019 financial limit. • Appendix 1 outlines the KPI's YTD. • Scan4Safety project commenced TUH and releases clinical hours back to the system. Integration to SAP if the IFMS is proposed could cause challenges. 	

		<p>DC thanked the support of the Nursing and QSRM Directorates in assisting in the roll out of the project.</p> <p>6.3 Covid-19 Presentation JK gave a presentation to Board Members titled ‘<i>Impact of Covid-19 on Hospitals services</i>’ and the following was outlined:</p> <ul style="list-style-type: none"> • Mr. Paul Reid, CEO HSE visits TUH. • Covid-19 data outlines the volume of testing. • Impact on activity noted. OPD clinics held virtually and via telephone. Day Case activity recovering well and impact of contracts with private hospitals noted in assisting waiting lists. Reduction in Endoscopy waiting list noted. • Nursing portfolio demonstrated flexibility with redeployment of staff, pastoral care virtual visits, anticoagulation drive through clinic and flexibility of staff. • Finance. Projected Covid costs for 2020 is €27m and this figure is being reviewed by the Finance Director. DC advised TUH anticipates funding of the €5m non-Covid deficit however noted this is work in progress. • Facilities. JK outlined the work undertaken as a result of the pandemic along with oxygen monitoring and purchasing of new equipment. JK advised that the Health & Safety Authority undertook an inspection in the context of Covid onsite. • IT. JK gave a summary of the work undertaken by the IT department as a result of the pandemic and commended the IT Team. • The New Norm; JK outlined the significant increase in the use of PPE and the new practices for all staff regarding same. <p>PB congratulated the team for their leadership and management throughout the pandemic and queried the trajectory of staff testing. JK advised that TUH have stabilised in the last 10 days. JK advised TUH have implemented PPE Champions and all national measures have been implemented. SL confirmed the resources put in place for staff testing noting however that TUH does not have an Infectious Disease Consultant or team.</p> <p>6.4 Advanced Nurse Practice Presentation ÁLyn gave a presentation to Board members titled ‘<i>Celebrating International Advanced Nurse Practice 2020</i>’ and the following was outlined:</p> <ul style="list-style-type: none"> • TUH have 20 registered ANP’s and 9 candidate ANP’s. • Focus for 2021 will be on ANP’s in Critical Care Outreach, Dermatology, Diabetes and Urology. • ÁLyn outline advance nurse practice in Ireland in 020 in Acute Hospital Services, Children’s Services, Midwifery Services, Mental Health Services, Intellectual Disability Services, Older Persons Services, Public Health Nursing and others. <p>LD thanked ÁLyn for the presentation.</p>	
20.07.11	AOB	<p>Closing Items</p> <p>7.1 LN thanked the Board members for their time and continuous support during this challenging year.</p> <p>7.2 Meeting Schedule 2021. Board members are to revert to A McK in this regard.</p>	<p>ALL</p> <p>ALL</p>

		LD requested that Board members consider matters for the Board Workplan. It is anticipated that the Board Workplan would be finalised and agreed at the Board Meeting in January 2021.	
		LD thanked Board members for their ongoing commitment and wished everyone a Happy Christmas and Peaceful New Year.	
20.07.12	Next Meeting	25 th January 2021.	

Apologies to Ms. Anne McKenna, Interim Board Secretary on 414 3845/ anne.mckenna@tuh.ie