



Tallaght University Hospital Board Meeting
28th November 2022
Fitzwilliam Hotel, St. Stephen's Green, D2
10.00am – 12.30pm

Participating:

Board member:

Mr. Liam Dowdall (LD)
Archdeacon David Pierpoint (DP)
Mr. Mike Beary (MB)
Mr. John Hennessy (JH)
Mrs. Mairead Shields (MHS)
Mr. Edward Fleming (EF)
Dr. Darach O'Ciardha (DO'C)
Mr. Mark Varian (MV)

Also participating:

Executive Management Team:

Ms. Lucy Nugent (LN)
Mr. John Kelly (JK)
Mr. Dermot Carter (DC)
Ms. Evonne Healy (EH)
Ms. Sharon Larkin (SL)
Prof. Catherine Wall (CW)

In attendance:

Ms. Anne McKenna (AMcK)

Apologies:

Dr. Vivienne Byers (VB)
Prof. Anne-Marie Brady (AMB)
Dr. Peter Lavin (PL)
Ms. Angela Clayton-Lea (ACL)
Ms. Bridget Egan (BE)
Prof. Tara Coughlan (TC)

No.	Agenda Items	Decisions Made	Action By
		LD welcomed Ms. Evonne Healy in her capacity as Interim Director of Nursing to the meeting.	
22.11.01	Apologies	Noted.	
22.11.02	Patient's Story	<p>A briefing paper highlighting two Patient's Stories was circulated in advance of the meeting and taken as read.</p> <p>EH briefed Board members on each Patient Story noting the compliments received in relation to the care and compassion, and overall the holistic approach demonstrated staff in the context of end of life care.</p> <p>EH briefing Board members on a complaint in relation to delays experienced by patients in the outpatient clinics. It was noted that a staggered approach to appointments is in place and communication with patients regarding potential delays is key. It was noted that there may be different patient streams in the same outpatient area. It was noted TUH are reviewing the roll out of appointment screens to all clinics and are working to identify a space within outpatients for virtual clinics. CW advised TUH will be conducting patient experience surveys and will target specific areas.</p>	

22.11.03	New Declarations of Interest	DP declared an interest in relation to the quality improvement funding provided by the Meath Foundation to the Falls Nurse.	
22.11.04	Minutes of Previous Meeting	Minutes of the Board Meeting held 22 nd October 2022 having been circulated in advance of the meeting were taken as read.	
22.11.05	Issues Log	The issues log which was circulated in advance of the meeting will be updated accordingly.	AMcK
22.11.06	Issues Log 1.5.1	<p>Staff Recruitment and Retention Update.</p> <p>Having been circulated in advance of the meeting a briefing paper regarding the recruitment and staff turnover for TUH was taken as read. SL briefed Board members and the following was noted:</p> <ul style="list-style-type: none"> • The Staff and Organisation Development Committee have reviewed the recruitment and retention and will continue to monitor same. • New initiatives have been implemented in recruitment in terms of expanding the use of agencies to recruit internationally. This has proved successful and TUH will continue with same. • A Deputy Communications Manager has been appointed and is due to commence in January 2023. It was noted that this post will include responsibility to expand and develop the Hospital’s digital marketing presence. • Increased funding of the Learning and Development budget to support applications for post graduate level course funding has been agreed. • Recruitment competitions for general and nursing recruitment has increased by 36% on 2021 activity. • Recruitment competitions for Consultants is in line with last year’s activity. • There is a 17.4% return on nursing recruitment on direct applications. • TUH’s turnover rate is low in comparison to the HSE average. • Challenges remain in recruiting administrative and corporate positions, particularly in IT, Finance and HR. • Recruitment and retention risks have been escalated to the DMHG and is on the risk register. • 102 WTE have been lost as a result of the reversal of the Haddington Road Hours. • There were no applications received to date from the staff referral programme. • The HR Strategy is focused on retaining staff and CLD have implemented initiatives to retain staff. • Accommodation is proving to be a big factor in the context of recruitment. <p>The Board commended SL and the EMT on the low turnover rates and acknowledged the ongoing challenges in recruitment.</p>	
22.11.07	Chairman’s Update 2.1	<p>LD updated Board members as follows:</p> <ul style="list-style-type: none"> • LD advised TUH was in receipt of an Irish HealthTech Award for the Reeves Day Surgery Centre. • It was noted a review of the Charter is being undertaken by the Hospital’s solicitors. Once complete it will be reviewed by the Governance and Nominating Committee and the Foundations. • [REDACTED] 	

22.11.08	CEO Update 3.1	<p>CEO Update</p> <p>Having been circulated in advance of the meeting the CEO Report was taken as read. LN highlighted the following:</p> <ul style="list-style-type: none"> • LN advised of the top three challenges for TUH at present include capacity, recruitment and HSE Leadership changes along with national policy arrangements. • ED Activity. It was noted the Hospital is in escalation and the acuity of patients presenting has increased by 10-15%. • Delayed Transfer of Care. LN advised of challenges relating to staff within the community. It was noted TUH have funding approved for TUH in the home, whereby a HCA will assist patients at home. • There are currently 26 inpatients with Covid in the Hospital which impacts on patient flow and bed management. • CHI Sub Lease. It was noted a meeting has been requested with CHI in relation to further amendments to the sub-lease. • Charter. LN advised the department has not accepted one element of the proposed changes and LN & LD will meet with the Hospital's solicitors in December to review same. <div style="background-color: black; width: 100%; height: 100px; margin: 10px 0;"></div> <ul style="list-style-type: none"> • Women's Health Hub. It was noted a further meeting with HSE Estates took place and TUH were advised of the new capital process. LN advised the Women's Health Hub will be an agenda item on the HSE's December Board meeting. • 6 Storey. The SAR is complete however clarity is needed on timelines. • The City Edge Project. LN attended a briefing in South Dublin County Council on the proposed regeneration projects in the area. LN advised that whilst this will enhance the area it will increase the population and potentially increase healthcare needs. • Town Hall. The next town hall will take place on December 14th. • Awards. It was noted TUH were shortlisted for 3 categories in the Irish HealthTech Awards 2022 and won an award for the Reeves Day Surgery Centre. It was noted the Meath Foundation funded the Intra-dialytic Exercise in Haemodialysis patients. • Ms. Sandra McCarthy will take up the post of Interim Director of Nursing and Integrated care on January 3rd 2023. • Director of Estates and Facilities Management interviews will take place in December. • LN advised of a meeting with local TD's and engagement was positive. • It was noted Ms. Lorna Ross, who was recently appointed to the Board's Research & Innovation Committee presented at grand rounds. • Health Innovation Hub Ireland will sign a statement of partnership with TUH. • The HSE Spark programme have agreed to co-fund a product designer for a year to work in TUH. <p>Integrated Management Report</p>	
----------	---------------------------------	--	--

		<p>The Board IMR having been circulated in advance of the meeting was taken as read. JK briefed Board members on the following:</p> <ul style="list-style-type: none"> • HIQA conducted an unannounced inspection of the ED on October 27th. TUH are awaiting the formal report. • Green Belt graduation took place with 15 graduates. JK commended CW and the QI team. • Assisted Decision Making Capacity is deferred until January. • Delayed Transfer of Care (DTC). It was noted this is a significant challenge for TUH with 58 patients awaiting transfer. • Waiting Lists. Progress noted in many areas however JK advised TUH will not meet the OPD target. • Flu vaccine campaign proceeding well. • TUH gave a presentation at the DMHG/TUH PMR meeting on winter challenges. A lengthy discussion took place regarding community challenges. It was suggested the Board consider writing to DMHG regarding the challenges. • DC briefed the Board regarding the current financial position. It was noted that the projected net outturn for 2022 is €288.3m with a projected deficit of 16.4M. DC advised the MVL (Maximum Variance Level) for TUH is set at €14m therefore TUH is projected a deficit of €5m. • It was noted that the Meath Foundation QI programme has provided funding for the Falls Nurse to undertake an analysis of falls. The analysis will review the challenges for the continuous supervision of patients. 	LD
22.11.09	<p>For Decision</p> <p style="margin-left: 20px;">4.1</p>	<p>Contracts.</p> <p>Having been circulated in advance of the meeting the Contracts for Board approval briefing paper was taken as read. DC briefed members and the following was noted:</p> <p><u>Physiological Monitoring – Anaesthetics.</u> A mini procurement process undertaken by TUH. The capital equipment and maintenance cost is inclusive. The contract is for a 5 year period and funding was provided by the National Equipment Replacement Programme.</p> <p>The Board approved the contract having been proposed by JH and seconded by EF.</p> <div style="background-color: black; width: 100%; height: 40px; margin: 10px 0;"></div> <p>The Board approved the contract having been proposed by JH and seconded by EF.</p> <div style="background-color: black; width: 100%; height: 40px; margin: 10px 0;"></div> <p>The Board approved the contract having been proposed by JH and seconded by EF.</p> <p>LN advised TUH is the first hospital to implement charging stations for electric ambulances and the Interim Director of Estates & Facilities Management is currently engaging with consultants regarding the realignment of the road.</p>	

		<p><u>Provision, Manufacture, Supply, Placement/Installation, Commissioning and Maintenance for a Blood Group Analyser.</u> DC advised as part of the Internal Audit process a contract relating to the Blood Group analyser was identified as not being submitted to the Board. DC outlined the new process via DocuSign for all contracts requiring Board approval The blood group analyser contract is for a period of 3 years with the option to extend to 7 years. The procurement process was undertaken by TUH. The funding is via the HSE Capital fund.</p> <p>The Board approved the contract having been proposed by JH and seconded by EF.</p> <p>4.2 Application of the Hospital Seal to the Nursing Graduate Certificates. Having been circulated in advance of the meeting a briefing paper regarding the application of the Hospital seal to the nursing graduate certificates was taken as read.</p> <p>The Board approved the application of the Hospital seal to the nursing graduate certificates having been approved by DP and seconded by JH.</p> <p>4.3 [REDACTED]</p> <p>[REDACTED]</p>	
22.11.10	For Discussion	<p>5.1 [REDACTED]</p> <p>5.2 HR Strategy SL gave a presentation titled ‘<i>HR Strategy Update</i>’ and the following was noted:</p> <ul style="list-style-type: none"> • There are 50 objectives on the action plan. • 87% of the collective leadership objectives are complete. • 73% of the exceptional talent objectives are complete. • 79% of the excellent capability objectives are complete. • Collective Leadership. An Advanced Leadership Development programme was introduced for senior managers. A new mentoring framework will be launched in 2023. Service design and integrated has resulted in the RDSC, new ICU and new renal build. • Exceptional Talent. On Board@TUH launched with ongoing educational programmes. TUH are the only Hospital listed on Ibec’s Leading in Wellbeing top 100 companies. TUH received the KeepWell accreditation. The Meath Foundation has provided funding for in-house elearning software development. • Excellent Capability. CLD is providing clinical skills programmes for colleagues in nursing homes and residential care home settings. • The development of a balance scorecard will assist in monitoring the implementation of the HR strategy and work is ongoing with business intelligence to finalise same. 	

		<ul style="list-style-type: none"> • Retention and development. It was noted that 50% of staff who undertook the Masters programme or Advanced Leadership Development programme have been promoted within the organisation. Coaching has increased. • Health and Wellbeing Strategy was launched and the Meath Foundation has funded a 0.5 WTE Staff Psychology post and the post has now been filled. • 2023 will focus on finalising the balance scorecard, proceed with the Values in Action programme and continue with developing programmes with the CLD. <p>LN commended SL and her team for the continued development of programmes despite the challenges within human resources.</p> <p>5.3 Contract Savings Having been circulated in advance of the meeting a briefing paper regarding contract savings was taken as read. DC briefed members and the following was noted:</p> <ul style="list-style-type: none"> • The review was part of an Internal Audit contract savings review. • The Internal Audit report is being brought forward to the Audit Committee for adoption this week. • The review identified savings in 4 contracts. • Two contracts have only commenced, Total Bed Management and Energy Performance Contract. These will be reviewed in 2023 in the context of contract savings. <p>LD thanked DC for the briefing.</p> <p>5.4 Research & Innovation. JK gave a presentation titled <i>'TUH Strategy 2019 – 2024 update – Research and Innovation'</i> and the following was noted: <u>Innovation</u></p> <ul style="list-style-type: none"> • Innovation department have 4 WTE with posts in design, engineering, Research fellowship and Head of Department. • Ideas clinics are held twice weekly thus raising awareness and improving the innovation culture. • Partnerships with academia, national programmes and industry noted. • The department currently have 60 projects in the pipeline. • The maturity model demonstrates the Hospital's maturity in the context of innovation. • InnovateHealth@TUH launched in October. <p><u>Research</u></p> <ul style="list-style-type: none"> • TUH Research Strategy launched in 2020 with 5 key pillars. • JK advised Dr. Sadhbh O'Neill is the Head of Research with responsibility for research in TUH, Research Ethics Committee manager for TUH/SJH, Research Data Protection and Clinical Trials and studies contracts. • Research applications have been streamlined with the implementation of Infonetica that has resulted in increased oversight and governance. • JK advised a repeat of the HANA report will take place in 2023. <p>LD thanked JK for the comprehensive presentation and noted the progress being made by TUH in Research & Innovation.</p>	
22.11.11	Regular Updates 6.1 6.2	Governance and Nominating Committee Update. LD advised the Committee will meet on December 8 th and an update will be provided at the next Board meeting. Finance Committee Update.	

		<p>EF advised that the Committee met on November 22nd. The draft 2023 workplan was reviewed by members. The Committee received briefings on the cleaning services, sourcing and supply risks that will be advanced over the next 12 months. The Committee received a presentation on the Energy Performance Contract.</p> <p>6.3 Staff and Organisational Development Committee Update.</p> <p>MV advised the Committee on November 9th and the focus of the Committee is recruitment & retention and absenteeism.</p> <p>6.4 QSRM Board Committee Update.</p> <p>6.5 Deferred.</p> <p>Audit Committee Update.</p> <p>DP advised the Committee met on October 27th and received an update from the Internal Auditor. The Committee reviewed the Internal Auditor's reports on Occupational Health, Contracts Savings, Patients Private Property and reviewed the draft Internal Audit Plan 2023 – 2025. The Committee reviewed the terms of reference and charter. The Committee received a presentation from the CIO on IT and a presentation on procurement from the newly appointed head of procurement,</p> <p>6.6 Research & Innovation Committee.</p> <p>Deferred.</p>	
22.11.12		<p>Closing Items</p> <p>7.1 AOB</p> <p>Gender Pay Gap Reporting.</p> <p>LN advised TUH are required to report on same. It was noted that the HSE National Payroll System need to develop a specific report for same.</p> <p>Business Energy Support Scheme.</p> <p>LN advised DC is currently reviewing if TUH are eligible for same.</p> <p>Retirement of Mrs. Mairéad Shields.</p> <p>LD advised Board members of the retirement of MHS noting this would be MHS last meeting. LD acknowledged the years of service and dedication of MHS to TUH. LD thanked MHS for her leadership, expertise and continued support of TUH.</p> <p>SL thanked MHS for her continued support and for her leadership in HR.</p> <p>LN thanked MHS for her years of service and guidance.</p> <p>LD thanked Board members for their continued support in 2022,</p>	
22.11.13	Next Meeting	30 th January 2023.	

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