



**Tallaght University Hospital Board Meeting**  
**Robert Graves Postgraduate Centre**  
**Tallaght Hospital**  
**21<sup>st</sup> October 2019**  
**08:00-10:30**

**Present:**

**Board member**

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

**In attendance:**

Ms. Lucy Nugent (LN)  
 Mr. Dermot Carter (DC)  
 Mr. John Kelly (JK)  
 Ms. Aine Lynch (ALyn)  
 Prof. John Quinlan (JQ)  
 Dr. Catherine Wall (CW)  
 Dr. Peter Lavin (PL)  
 Ms. Sharon Larkin (SL)  
 Ms. Madeline O' Neill (MO'N), Board Secretary

**Apologies**

Prof. Paul Ridgway (PR)

No.	Agenda Items	Decisions Made	Action By
		<b>Board only time</b>	
19.07.01	<b>Apologies</b>	Apologies were noted.  LD welcomed Dr. Darach O'Ciardha to the Hospital Board.	
19.07.02	<b>Patient's Story</b>	ALyn advised that a patient of Tallaght University Hospital (TUH) e-mailed the Patient Advocacy Department acknowledging the care he had received when he had a surgical procedure carried out on the day ward in June 2019. He advised that his physical needs were addressed but and as important his emotional and mental needs were also addressed.  <b>Process:</b> The Patient Advocacy Department shared the feedback with the Consultant, Anaesthetist Staff and day ward staff thanking them for the care, compassion and commitment shown to this patient. The department acknowledged receipt of the correspondence to the patient with an undertaking to share with the staff involved.  <b>Learning:</b> <ul style="list-style-type: none"> <li>• Positive feedback to staff is meaningful and boosts morale.</li> <li>• A reminder that the impact of holistic care of a patient is of high value.</li> </ul>	

		<ul style="list-style-type: none"> <li>• The importance of team work and aiming to provide a patient with the best experience possible in varying circumstances.</li> <li>• A review of the process so that it makes it easier for patients to provide feedback (currently reviewing the website)</li> </ul> <p>ALyn advised the Board in respect of a comprehensive letter which was received into the Patient Advocacy Department with a detailed time line of events from the family of a recently deceased patient. The family outlined their father's care and treatment in TUH between in December 2018. The family consistently alerted both nursing and medical staff to the fact that they felt the patient's condition was deteriorating.</p> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• The letter of complaint was received into the Patient Advocacy Department through e-mail and acknowledged to the daughter of the patient who was representing the family.</li> <li>• The complaint was then sent onto relevant treating clinicians. As this patient had many co-morbidities there were several departments involved. A copy of the correspondence was also sent to the Risk Management Department for consideration by the Serious Incident Management Team (SIMT). SIMT reviewed the case and recommended a meeting with the family.</li> </ul> <p><b>Effective Communication</b></p> <ul style="list-style-type: none"> <li>• The meeting held with the family, Director of Nursing, Director QSRM and Patient Advocacy was beneficial. An apology to the family was offered at the outset of the meeting and set the tone of the meeting. The meeting was not rushed and facilitated time for full discussion.</li> <li>• The meeting was held in an open, honest and transparent manner which the family did not expect. They had prepared for a more adversarial approach.</li> </ul> <p>The Director of QSRM requested that she present the case at Grand Rounds, using a pseudonym. The family were pleased at this suggestion. They felt their father would be in agreement. Prof. Wall presented the case at Grand Rounds on September 13<sup>th</sup> to coincide with Sepsis awareness week.</p>	
19.07.03	<b>New Declarations of Interest</b>	<p>There were no declarations of interest made.</p> <p>LD reminded Board members of their obligations under the Ethics in Public Office Acts and requested that the remaining outstanding forms are returned to the Board Secretary.</p>	
19.07.04	<b>Minutes of Previous Meeting</b>	<p>Minutes of the meeting held on 23<sup>rd</sup> September 2019 were circulated in advance of the meeting and approved by the Board subject to two amendments. EF will provide the wording for the two amendments.</p>	
19.07.05	<b>Issues Log</b>	<p>The issues log was reviewed and noted and will be updated accordingly.</p>	
19.07.06	<b>Chairman's update</b>	<p>LD advised that the Voluntary Health Forum are meeting with Mr. Paul Reid, CEO of the HSE on 29<sup>th</sup> October 2019.</p> <p>LD also advised that a meeting is arranged to take place on 24<sup>th</sup> October 2019 with the Provost from Trinity College Dublin and</p>	

	<p><b>CEO Update</b></p>	<p>LD will revert to the Board with an update in respect of these meetings.</p> <p>It was noted that a Board Away Day will take place in February 2020.</p> <p>It was also noted that LD and LN are arranging to meet with the CEO of DMHG over the coming weeks. This matter was discussed at Board only time. It was agreed to keep the Board apprised in relation to this matter.</p> <p>It was agreed that papers for Board meetings should be circulated five to seven days in advance of each meeting.</p> <p>A CEO Report was circulated in advance of the meeting and taken as read.</p> <p>LN updated Board members on the highlights over the last period.</p> <p>LN advised that the Cry Unit opened to patients on Tuesday October 1<sup>st</sup> and November 28<sup>th</sup> has been confirmed for the official opening of the unit by Minister Harris.</p> <p>LN also advised that construction has commenced on the Day Surgery Unit at Tallaght Cross West with an estimated completion timeline of August 2020. Operational and steering committees are in place in this regard.</p> <p>It was noted that the Executive and financial leads for the Slaintecare programme have requested a meeting with the Hospital in relation to elective surgery and background to the Tallaght Cross West Day which will afford the Hospital the opportunity to discuss funding options. The Slaintecare projects are being progressed and agreement reached for use of HSE clinical space in the community for this projects. These projects will commence on confirmation of funding.</p> <p>LN advised that the Hospital has received a draft licence agreement from Children’s Health Ireland but there is one area for clarification in relation to the phase one release of vacated 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 National Paediatric Hospital Development Board.</p> <p>It was noted that the Hospital has been awarded a Gold Active@Work award by the Irish Heart Foundation for efforts in promoting physical activity in the workplace.</p> <p>It was also noted that the Hospital was shortlisted for four awards at the recent Irish Healthcare Centre Awards and won three.</p> <p>LN advised that Minister Jim Daly, Minister for Mental Health and Older Persons will visit the hospital on 5<sup>th</sup> November 2019. An invitation has also been extended to Mr. Paul Reid, CEO HSE, to visit the Hospital and the Tallaght Health Quarter.</p> <p>It was noted that the Butterfly sculpture commemorating staff who died in service is being installed in the main atrium on Friday 18<sup>th</sup> October. In addition, the Meath Foundation funded the Balloons installation which are being erected on the 19<sup>th</sup> and 20<sup>th</sup> of October, 2019.</p>	<p><b>LD</b></p> <p><b>LN</b></p> <p><b>EMT</b></p>
<p><b>19.07.07</b></p>	<p><b>Revised Integrated Management Report</b></p>	<p>A presentation in respect of proposed changes to the Integrated Management Report (IMR) was tabled at the meeting.</p>	

		<p>JK provided a briefing to the Board with regard to the background of the original IMR to the Hospital Board.</p> <p>JK advised of the current structure of the IMR and the proposed changes with regard to the content and presentation of the report.</p> <p>JK also advised that approximately 20% of the current IMR will change and be presented at the November meeting of the Hospital Board.</p> <p>It was agreed to include a section in respect of bed usage and the public private mix.</p> <p>TUH performance versus Service plan was discussed and it was agreed to present this information at the January 2020 meeting to include a comparison with other level four Hospitals.</p> <p>It was also agreed to provide a separate comparisons document as an exceptional report on TUH performance against other level four Hospitals.</p>	<p><b>JK</b></p> <p><b>JK</b></p> <p><b>JK</b></p> <p><b>JK</b></p>
<b>19.07.08</b>	<b>System changes implemented as a result of the patient story</b>	<p>A briefing paper in respect of the local and system changes implemented as a result of the introduction of the casebook approach to the Patient Story for Hospital Board from March 2018 was circulated in advance of the meeting.</p> <p>ALyn advised that the establishment of a complaints and compliments performance tracker is under consideration and the importance of this by way of a review process was noted by the Board.</p> <p>It was suggested to include a thematic process to compliment the chronological profile of the casebook approach.</p> <p>It was agreed that ALyn will report back to the Board in six months with an update which will include the performance tracker.</p>	<b>ALyn</b>
<b>19.07.09</b>	<b>Presentation by Ms. Carol Mullins, Patient Advocacy Department</b>	<p>LD welcomed Ms. Carol Mullins, Patient Advocacy Department and invited Ms. Mullins to present to the Board.</p> <p>A presentation in respect of Patient Advocacy was circulated in advance of the meeting and taken as read.</p> <p>CM provided an update to Board on the following matters:</p> <ul style="list-style-type: none"> <li>• Feedback regarding complaints and compliments</li> <li>• Ombudsman Report</li> <li>• Significant investment in education for Patient Advocacy locally and nationally</li> <li>• National Patient Experience Survey (NPES) for 2019</li> <li>• Sustained local Patient Experience Surveys</li> <li>• Respond Software System</li> </ul> <p>CM advised of the importance of formalising the working relationship between the Patient Advocacy Department and the Volunteer Services at the Hospital and noted that there are in excess of 120 volunteers providing a service at the Hospital.</p>	

		<p>CM advised the Board that the future plan for the Patient Advocacy Department will include:</p> <ul style="list-style-type: none"> <li>• Providing the relevant training to all staff in the Patient Advocacy Department</li> <li>• Ensuring the Respond system functions to a high level</li> <li>• Continue to be a key member of PCAS</li> <li>• Continue positive engagement with the HSE, HIQA and all relevant stakeholders</li> <li>• Maintain the bright spot status with the Office of the Ombudsman</li> </ul> <p>It was suggested to include trauma informed care in future considerations for the Patient Advocacy Department.</p> <p>JQ on behalf of the Medical Board thanked CM for doing a excellent job in sometimes challenging circumstances.</p> <p>LD thanked CM for a very informative and useful presentation. CM left the meeting at this time.</p>	
19.07.10	<b>Proposed Board meeting schedule for 2020</b>	<p>A proposed schedule of meeting dates for Hospital Board meetings in 2020 was circulated in advance of the meeting. Board members will revert with feedback in this regard.</p>	<b>All</b>
19.07.11	<b>Corporate Strategy Presentation</b>	<p>The Corporate Strategy was circulated in advance of the meeting. A presentation in this regard was tabled at the meeting.</p> <p>LD advised the Board that KM, EF and MV were asked by the Board to engage with the EMT and provide input in respect of the establishment of a Corporate Strategy for the Hospital. The purpose of today's presentation is to provide the Hospital Board with a briefing on the latest draft of the Corporate Strategy and the next steps in this regard.</p> <p>LN advised the Board of the process by which the Corporate Strategy has been created. The Hospital Board established an Oversight committee who have been providing input and feedback to the Steering Group on the Corporate Strategy.</p> <p>LN provided an update on the development of the Corporate Strategy including:</p> <ul style="list-style-type: none"> <li>• Background</li> <li>• Process</li> <li>• Outputs</li> <li>• Implementation and Evaluation</li> </ul> <p>The Corporate Strategy was discussed in detail and was approved by the Hospital Board subject to input from Board members before 4<sup>th</sup> November, 2019. This was proposed by DAS and seconded by MHS.</p>	
19.07.12	<b>Application of the Corporate Seal to Nursing Certificates</b>	<p>Permission was sought from the Board to apply the Corporate Seal to the Nursing Certificates. This was proposed by DP and seconded by DAS.</p>	
19.07.13	<b>Appointment of Chair of the Staff and Organisation Development committee</b>	<p>A briefing note in respect of the appointment of Professor Kathy Monks to the Chair of the Staff and Organisation Development committee was circulated in advance of the meeting and taken as read. LD thanked KM for agreeing to take on the role of Chair of the committee. This was proposed by PB and seconded AL.</p>	

		LD thanked DAS, the outgoing Chair of the committee, for his service.	
<b>19.07.14</b>	<b>Contract for Radiology MRI Equipment and associated Building Works</b>	<p>Documentation in respect of a contract for Radiology MRI Equipment and associated Building works was circulated in advance of the meeting.</p> <p>DC provided a further briefing to the Board in this regard and it was noted that there will be no incremental cost relating to this contract. The Contract for Radiology MRI Equipment and associated Building Works was approved by the Board having been proposed by EF and seconded by PB.</p>	
<b>19.07.15</b>	<b>AOB</b>	<p>JQ provided an update in respect of the Trauma Submission on behalf of TUH and advised that the matter is now with the Minister for Health.</p> <p>There was no further business for discussion and the meeting concluded at this time.</p>	
<b>19.07.16</b>	<b>Next Meeting</b>	25th November 2019 at the Robert Graves Postgraduate Centre.	

**Apologies** to Ms. Madeline O’Neill, Board Secretary on 4143845/ [Madeline.oneill@amnch.ie](mailto:Madeline.oneill@amnch.ie)