

Board Meeting
West /North West Hospitals Group
Tuesday 15 April 2014 08.30 -12.30
Board Room, Letterkenny General Hospital, Letterkenny

Present:

Mr Noel Daly, Chair (ND)
 Mr Bill Maher, Group CEO (WEM)
 Dr Jim Browne, Non Executive Director (JB)
 Dr John Killeen, Non Executive Director (JK)
 Ms Phyllis MacNamara, Non Executive Director (PMN)
 Dr Brendan Day, Non Executive Director (BD)
 Ms Sharon Moohan, Non Executive Director (SM)
 Mr Gerry McManus, Non Executive Director (GMM)
 Ms Colette Cowan, Chief Director of Nursing and Midwifery (CC)
 Mr Maurice Power, Chief Financial Officer (MP)
 Ms Fiona McHugh, Secretary, (FMH)

Joined the meeting:

Mr John Shaughnessy, Group Director of Human Resources
 Mr Conor Hannaway, Director SHRC Limited
 Dr Colm O Donnell, Clinical Director Diagnostic Directorate
 Ms Elaine Way, Chief Executive, Western Health and Social Care Trust
 Ms Geraldine McKay, Director of Acute Services, Western Health and Social Care Trust
 Ms Eileen Bannan, Friends of Letterkenny
 Ms Deirdre Foley Woods, Managing Director, Health Partnership
 Ms Anne Conroy SEO, WNWHG (Future Leaders Programme)
 Mr Sean Murphy, General Manager, Letterkenny General Hospital
 Mr Ray Mitchell, HSE Assistant National Director

Apologies:

Mr Zubair Javeed, Non Executive Director (ZJ)
 Mr Colam O Neill, Non Executive Director (CON)
 Dr Pat Nash, Chief Clinical Director (PN)

Item No.	Discussions /Comments	Action
1.	Minutes of Board Meeting on the 18 February and Matter Arising	
	The minutes of Board Meeting 13 March approved on the proposal of Dr Jim Browne seconded by Dr John Killeen. Matters arising not on the agenda nil	
2.	Chairman Update	
	The Chair welcomed the Members of the Board to Letterkenny General Hospital Hospital Groups Chairs The Chair briefed the Board on the Group Chairs progress and informed the	

	<p>Board that a memorandum had been submitted from the Chairs to the Secretary General and Director General following their meeting. A meeting of Chairs with Secretary General has been convened for later today to discuss the enactment for legislation towards Trust Status.</p> <p>CEO Appointments</p> <p>Three CEO's have yet to be appointed and an interim arrangement is in place in the South Group. The Group Chairs have requested that the process for the appointment of the CEO's should be reactivated urgently. A business case is to be presented to the Department of Public Expenditure and Reform (DPER) regarding the Group CEO's terms and conditions WNWHG. The Groups CEO secondment was also discussed and the Chair is liaising with the HSE to extend this as per the motion put forward by the Board in the November 2013 meeting.</p> <p>The Chair will advise Members of progress. The Group CEO expressed his intention to remain in the WNWHG and this was welcomed by the Board.</p> <p>Future Governance Framework and Road Map</p> <p>The Chair advised the Board that the Ernst and Young "Future Governance Framework and Road Map" was discussed by the Group Chairs.</p> <p>The Chair advised the Board that he has sought clarity regarding the planned MOU from the Director General and has extended an invitation to the Director General to meet our Board to consider the report as a single item on Tuesday 1st July. It was noted that Mr O'Brien has sent his apologies as he is on Annual leave. The Chairman is to consider how best to engage HSE in development of MOU.</p> <p>Public Board Meeting 13 May</p> <p>The Chair advised the Board that the Minister for Health confirmed he will attend the Board meeting in Roscommon on 13 May and will arrive at 12.15 to address the Board and launch 2013 Annual Report. The Minister will then proceed to Roscommon Hospital for a walkabout and officially launch the Endoscopy Project.</p> <p>Mr Bill Maher and Mr. Michael Moloney to coordinate this event.</p>	<p>ND</p> <p>ND</p> <p>WEM</p>
3.	Patient Story – Unscheduled Care Action Plan	
	<p>Arising from the last Board meeting item 11, Ms Colette Cowan informed the Board that she had written to the family member to advise that his letter regarding his mother's journey through GUH was raised at the last Board Meeting. (Copy of letter circulated at meeting) and extended an invitation to meet up for further discussion on how we can interact on improving Patient Experience.</p> <p>Mr Bill Maher and Ms Colette Cowan provided an update to the Board on the plan and key pieces of work being carried out to improve patient flow and care within GUH including; unscheduled care action plan circulated prior to the meeting, (Report no 19/2014) frail elderly care in the Emergency Department, patient flow team, infrastructure developments including approval to commence this summer a build for 75 Inpatient beds which will</p>	

	<p>Provide GUH the capacity to improve the patient flow.</p> <p>Mr Maher assured the Board that this was a key priority for the Executive Council and the unscheduled care action plan will result in improvements in a number of areas.</p> <p>The Board considered a discussion led by Dr Jim Browne and Dr Brendan Day on the Unscheduled Care Action Plan and the following actions agreed</p> <ul style="list-style-type: none"> • Dr Day to attend the next Unscheduled Care meeting and Ms Colette Cowan will provide him with the details. • Dr Pat Nash to provide an update on the AMAU protocol at next Board meeting • Ms Colette Cowan to liaise with Non Executive Directors to carry out informal walkabouts of our hospitals. • A zero tolerance approach to mixed gender wards and ongoing review of the situation. Ms Colette Cowan agreed to update the Board of any breaches and put in place a monitoring system. 	<p>BD/CC</p> <p>PN</p> <p>CC</p> <p>CC</p>
4.	Chief Executive Officer	
	<p>Mr Bill Maher spoke to the CEO report circulated prior to the meeting and taken as read (20/2014) and drew the Boards attention to the following</p> <ul style="list-style-type: none"> • In receipt of Ernst and Young “Future Governance Framework” and road map and that a number of our points had been taken on board which he welcomed. • Ongoing discussions continue with the DOH regarding the development of legislation and the key areas that it might include in terms of governance, autonomy and Trust freedoms. • The Path to Universal Healthcare: White Paper on Universal Health Insurance” published. This is a major system change and we have opportunity to comment on proposals. • Following a procurement process, Prospectus appointed to provide consultancy support to review the Emergency Departments across the Group. Similar reviews are planned for Urology and Orthopaedic Networks. • There is now agreement with Mr John Hennessy, National Director of Primary Care to develop a primary care centre in Castlebar. A similar centre for GUH is also being planned. • Launch of the Flood Management Strategy is now scheduled for 25th April. • Following a procurement process, BFK have been appointed to provide consultancy support for the development of a Branding Strategy for the Group. It is intended to “launch” our new name and logo at our annual conference on 9th October. • A meeting with the Director of Commissioning of HSCB and Western Trust is scheduled for 9th May to further progress the North West Cardiology Review recommendations. • A “mini summit” with key stakeholders in Government and the Department 	

	<p>of Health to help inform and shape the forthcoming Legislation is planned for June 26 and 27.</p> <ul style="list-style-type: none"> The 2013 Annual Report will be launched at our Public Board Meeting on 13 May 2014. <p>The members of the Board received this report and noted the key areas of progress and concern and formally</p> <ul style="list-style-type: none"> Agreed to hold a dedicated Board meeting on Governance; Transition to Trusts and Universal Health Care on the 1 July 2014. This might be held in conjunction with the planned Legislation “Mini Summit” Nominated Ms Phyllis MacNamara and Mr Gerry McManus to sit on the Branding Strategy Steering Group. Noted the initiation of the Emergency Department Review. 	
5.	Chief Financial Officer	
	<p>Chief Financial Officer Report</p> <p>Mr Maurice Power spoke to the CFO report (21/2014) circulated prior to the meeting and taken as read and drew the Boards attention to the following</p> <ul style="list-style-type: none"> End of February 2014 the Group is over budget by €8.9m (-9.3%). Adjusting for flood expenditure of €0.7m, the deficit is reduced to €8.2m (-8.5%).The accounts show a negative variance of €2.8m (2.8%) with February 2013. After adjusting for flood expenditure this deficit is reduced to €2.1m (-2%). The Group are currently facing a financial deficit challenge of €48m by year end and have identified cost containment measures totalling €12m. The single largest cost pressure facing the Group is agency, and particularly medical agency costs for consultants and doctors. Based on current recruitment levels, the net cost of agency to the Group for 2014 is forecasted at €8m. Within the constraints of the current recruitment difficulties, additional controls in relation to minimising agency costs have been put in place. €22.9m of patient related debt has been submitted to insurers for payment and actions needs to be taken nationally to secure this funding. Agreement reached with the National Team to progress with implementation of Claimsure in LGH, RCH and MGH in the second half of the year. Update on progress against the CFO Priorities for 2014 Update on progress against ICT projects <p>The members of the Board received this report and noted the key areas of progress and concern.</p> <ul style="list-style-type: none"> Mr Maurice Power agreed to provide further breakdown of pay categories in future CFO reports. Mr Maurice Power agreed to circulate financial position paper for WNWHG submitted to National Director, Acute Services and CFO, HSE. 	

6.	Chief Director of Nursing and Midwifery	
	<p>Chief Director of Nursing and Midwifery Report</p> <p>Ms Colette Cowan spoke to the CDONM report (22/2014) circulated prior to the meeting and taken as read and drew the Boards attention to the following:</p> <ul style="list-style-type: none"> • First Project Echo test took place on 28 February 2014 at MPUH. • Meeting held with Dr Aine Carroll, National Lead for Clinical Care Programmes to discuss national approach to ensure sustainability of Project Echo. • Update on Executive Walkabouts • As part of Public Engagement Strategy interviews for Patient Council will commence the end of April with the first Patient Council meeting to commence in May 2014 • Approval granted to appoint two Patient Advisory Liaison Officers initially to GUH site to deal with specific issues raised by patients and families over the last 6 months. If the role is successful it will be extended to other sites. • Progress against the 2014 GDONM Priorities • First care pathway for pregnant women attending during core hours and out of hours for GUH implemented. • Update on Compliance for Hand Hygiene training • Collaboration agreed with Dr Stephanie O'Keeffe, National Director for Health and Well Being to develop and implement a three year implementation plan and will be present this plan to Board at a future Board meeting. • First meeting of Steering Group for outpatient's reconfiguration was held in March and Dr Brendan Day's presentation given at the last Board meeting was shared with the team. <p>The members of the Board received this report and noted the key areas of progress and concern</p> <ul style="list-style-type: none"> • Dr Brendan Day agreed to seek nominations from GP's to sit on the outpatient's reconfiguration Steering Group. <p>Centre for learning and Innovation</p> <p>Ms Colette Cowan updated the Board on the recent developments regarding the Centre for Learning and Innovation including the recent visit of Dr Kathleen Gallo and Dr Barbara De Voe from Northshore Long Island (NSLI) who shared their vision and experience of developing a Centre for Learning and Innovation.</p> <p>Ms Colette Cowan asked the Board to considered the funding model options for the Centre of Learning and Innovation circulated prior to the meeting (Report No 23/2014). The Board considered the options regarding either collecting this money through our soon to be established Foundation, or establishing a company limited by guarantee, specifically for the Centre for Learning & Innovation.</p>	<p>CC</p>

	<p>Ms Colette Cowan agreed to set up a meeting with Mr Noel Daly, Mr John Killeen, Mr Bill Maher, Mr Maurice Power and Ms Colette Cowan to establish a formal mechanism to start collecting funds for this key project for the organisation.</p> <p>The Chairman requested that this item be addressed at a future Board meeting.</p>	<p>ND/JK/WEM/CC/MP</p> <p>ND</p>
7.	Maternity Service Review / Patient Engagement Strategy	
	<p>Mr Bill Maher and Ms Deirdre Foley- Woods briefed the Board on the progress made regarding the implementation of the recommendations of the maternity service review. The 2nd Draft report (24/2014) circulated prior to the meeting with the additional information requested by the Board was accepted and approved. The report also outlined the Stakeholders Engagement Plan and this too was discussed and approved by the Board.</p> <p>Ms Colette Cowan agreed to establish a Sub Committee of the Local Maternity Strategic Implementation Group (LMSIG) to take forward the Staff Engagement and the Pre Public Consultation Preparatory Work and will keep the Board updated on developments at future Board meetings.</p>	CC
8.	HR Strategy	
	<p>Mr John Shaughnessy Director of Human Resources presented an overview of the HR Strategy 2014-2018, a key priority for the Group and took the Board through the development of the strategy, staff engagement process, the challenges and key action points which will form the basis of an implementation plan to recruit, retain and develop our staff to promote our Group as a model employer.</p> <p>Discussion regarding the focus of the HR Strategy took place. Staff are rightly at the centre of this Strategy but only in so far as staff exist to provide service to our patients. This should be made explicit at roll out of the HR strategy and Mr John Shaughnessy agreed to make this point during the launch of the Strategy.</p> <p>Mr John Shaughnessy is now establishing a Steering Group to take forward actions to address issues raised in the survey and improve staff morale, retention and efficiency. We will resurvey staff in 18 months to monitor progress.</p> <p>The Board endorsed the strategy and welcomed the launch at a time of ongoing challenges for our staff and complemented Mr Shaughnessy for producing such an important document.</p> <p>Mr Bill Maher welcomed the launch of the Group HR Strategy and agreed to provide a quarterly/six monthly update to the Board regarding progress.</p>	<p>JS</p> <p>JS</p> <p>WEM</p>
9.	Employment Engagement Strategy	
	Mr Conor Hannaway, Director SHRC, Limited presented to the Board the results from the first Employee Engagement Survey as part of our Employment Engagement Strategy for the Group. 1,600 staff completed the survey.	

	<p>The Board considered the findings of this report and accepted all of the key recommendations and would encourage other Group CEO's to carry out a similar survey.</p> <p>Mr Bill Maher agreed to report back to the Board progress of agreed actions at future Board meetings.</p>	WEM
10.	Diagnostic Directorate Overview	
	<p>Dr Colm O Donnell newly appointed Diagnostic Clinical Director presented to the Board a comprehensive overview of the new Diagnostic Directorate including proposed organisational structure to integrate diagnostics across the 7 hospitals, linkages with patient safety and quality assurance, the key priorities, key performance indicators for the directorate for 2014, and the challenges faced by the directorate to deliver cost containment plans and safe patient care.</p> <p>A discussion lead by Dr Colm O Donnell took place regarding the strategic direction of IT development required to lead to greater efficiencies, patient safety and improved quality of care within the Directorate.</p> <p>The Board welcomed the recent developments within the Directorate and noted that there were capacity and resource deficiencies in the delivery of diagnostic services.</p> <p>Mr Maurice Power agreed to keep the Board updated on the Radiology Information Systems review currently taking place at a future Board Meeting.</p>	MP
11.	Friends of Letterkenny	
	<p>Mrs Eileen Bannan, Friends of Letterkenny presented a comprehensive overview of the work of the Friends of Letterkenny who have raised over €4.5 million since it was established in 1992.</p> <p>The Chair behalf of the Board thanked Mrs Bannan for an excellent presentation and expressed gratitude for the significant funds raised by the Friends of Letterkenny to date.</p>	
12.	Western Health and Social Care Trust	
	<p>Ms Elaine Way, Chief Executive and Ms Geraldine McKay, Director of Acute Services from Western Health and Social Care Trust presented to the Board an overview of Altnagelvin Hospital and outlined the current and future collaborations between our organisations and commended Nursing Leadership in the role played to fast track nurse registration during the recent flooding at Letterkenny to allow Nurses to practice in Altnagelvin Hospital.</p> <p>The Chair on behalf of the Board thanked the Western Health and Social Care Trust for their attendance today and again thanked them for their assistance during the recent flood in Letterkenny.</p> <p>Mr Bill Maher agreed to keep the Board updated on developments at future Board Meetings and in particular patient care pathways for AAA Services and Radiotherapy Services.</p>	WEM

13.	Any other Business	
	<p>The Board received a complaint from the parents of DC which was duly discussed. The Board extended their sympathies to the family on the death of DC RIP</p> <p>It was noted that a review is underway by the National Incident Management Team (NIMT) and that the Board will receive this report once available. The Chair agreed to notify the family that their complaint was brought to the attention of the Board.</p> <p>The Chair agreed to extend an invitation to Ms Margaret Flannery of the Arts Committee to present at a future Board meeting.</p> <p>The Board passed on its thanks to Letterkenny General Hospital for hosting the Board Meeting.</p>	<p>ND</p> <p>ND</p> <p>ND</p>
14.	Date of Next Meeting	
	Tuesday 13 May 2014 , Public Board Meeting, Abbey Hotel, Roscommon 10.30am – 12.30pm	ND

SIGNED: _____
Chair of Board

DATE: _____