

Board Meeting
West /North West Hospitals Group
 Tuesday 18 February 2014 08.30 -13.30
 Croí House, Moyola Lane, Newcastle, Galway

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)
 Mr Zubair Javeed, Non Executive Director (ZJ)
 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)
 Mr Colam O'Neill, Non Executive Director (CON)
 Ms Colette Cowan, Chief Director of Nursing and Midwifery (CC)
 Dr Pat Nash, Chief Clinical Director (PN)
 Mr Maurice Power, Chief Financial Officer (MP)
 Ms Fiona McHugh, Secretary, (FMH)

Joined the meeting:

Mr Neill Johnson, CEO, Croí
 Ms Jenni Jones, Director of Programmes Croí
 Mr Ross Cullen, Information Services, UHG
 Ms Catherine Lee, Acting ADON, UHG
 LH Former Patient, UHG
 Ms Deirdre Foley Woods, Managing Director, Health Partnership
 Ms Aoife Morrissey, Communications Officer (AM)

Item No.	Discussions /Comments	Action
1.	Apologies/Agenda/Minutes	
	The minutes of Board meeting 17 December 2013 held in Sligo Regional Hospital were approved on the proposal of Dr John Killeen, seconded by Ms Sharon Moohan. Matters arising nil.	
2.	Chairman Update	
	<p>The Chair opened the meeting by congratulating Dr John Killeen on his recent appointment as Chairman to the Board of the Marine Institute.</p> <ul style="list-style-type: none"> • Congratulated Dr Jim Browne on being the first facility in Ireland to manufacture human stem cells and on the recent opening of the Biosciences Research building. • Updated the Board on recent meeting of the Chairs of the 7 Groups and informed the Board in the delay in the publication of legislation. • Interviews for the four new CEO's have commenced, however, there are some concerns that not all appointments will be filled. 	

	<p>TOR Strategic Manpower Planning Committee</p> <p>Strategic Manpower Planning Committee Terms of Reference previously circulated where adopted by the Board. Ms Sharon Moohan and Mr Zubair Javeed agreed to sit on this committee. This was seen as a welcome development to plan and manage the development of the future Senior Executive Management for the Group</p> <p>Amended Terms of Reference of Board</p> <p>The Chair introduced the amended Terms of Reference for the Board and highlighted the changes required following the HIQA report into the maternal death, and requested from the DOH and HSE that requires the Board to be compliant in relation to the HIQA Tallaght Report.</p> <p>The amended Terms of Reference were accepted following detailed consideration. The Chair and CEO to prepare a submission to the DOH and HSE highlighting the benefits and justification for a Unitary Board Structure, and requesting that the submission be brought to the attention of the personnel involved in the preparation of legislation for the New Hospital Groups.</p>	ND/WEM
3.	Patient Safety Committee update	
	<p>Dr Pat Nash reported on the issues considered by the Patient Safety Committee at its meeting on 18 February and advised the Board</p> <ul style="list-style-type: none"> It is planned to have the new framework document for quality and patient safety finalised for the next committee meeting in May. The Group Quality and Patient Safety Report for January were reviewed and the template of this report will be adjusted further for the next Board meeting. <p>Terms of Reference Patient Safety Committee</p> <p>The Terms of Reference of the Patient Safety Committee were adopted by the Board (Report No. 03/2014)</p> <p>Disciplinary Process Update (Report No 04/2014)</p> <p>Dr Pat Nash reported on the progress of the disciplinary process for staff following review of reports into the death of Ms Savita Halappanavar and advised the Board it is planned to have the process completed over the next two months and he will report back to the Board on the outcome.</p>	<p>BD/ PN</p> <p>BD/PN</p> <p>PN</p>
4.	Chief Executive Officer (CEO)	
	<p>Group Chief Executive Officer Report No 79/2013</p> <p>Mr Bill Maher spoke to the CEO report as previously circulated and taken as read (05/2014) and asked the Board to note the following</p> <ul style="list-style-type: none"> Mr Leo Kearns National Lead for Transformation and Change to visit the Group to discuss how the Group might best jointly implement the reform agenda outlined in various policies. Progress regarding the Letterkenny Rebuild Programme, and of particular note the Minister of Health Dr James Reilly is officially reopening the Emergency Department and Acute Medical Assessment Unit on 3 March 2014 seven and half months after it closed due to flooding. A Flood Management Strategy for Letterkenny Hospital has been developed and will be launched on 4 March 2014 	

	<ul style="list-style-type: none"> • Negotiations regarding insurance settlement are now complete. €34 million has been agreed which will part fund capital developments, all equipment replacement and all contingency costs. • An invitation has been extended to Tom Daly, Director General of CAWT to attend the March Board Meeting to explore opportunities to developing an all island approach to services and cross border initiatives. • As of the 31 of December 2013 all hospitals within the WNWHG achieved the national waiting list targets for Inpatients and Day Case procedures • As of the 31 of December 2013 all hospitals within the WNWHG met the national waiting list targets for outpatients with two exceptions to this. These were waiting times for orthopaedics across the Group and 283 medical patients in Mayo. <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"> • The initiated changes to the Boards modus operandi for the coming year. • Acknowledged the work of Mr Sean Cleary and Mr Maurice Power in securing funding for the Letterkenny Rebuild Programme. • Acknowledged the performance of all staff in achieving the national waiting list targets for Inpatients and Day Case procedures and national outpatient waiting list targets. • Approved the Group priorities for 2014 – these will be used as the basis for future reports to the Board. • Noted that Second Annual Conference will take place on 9 October 2014. <p>MOU WNWHG & Northumbria Trust (Report No 06/2014) The memorandum of understanding between the Group and Northumbria Trust as part of the Groups ongoing international Developments was noted.</p>	
5.	Review of Maternity Services	
	<p>Consistent with the recent HIQA recommendations regarding maternity services and the Higgins Report on the establishment of Hospital Groups Mr Bill Maher CEO set the context for the first phase of the review into the existing models of maternity models of maternity services care conducted across the West/North West hospitals Group including the maternity units at University Hospital Galway, Portiuncula Hospital , Sligo Regional Hospital , Mayo General Hospital and Letterkenny General Hospital.</p> <p>Mr Maher advised that three key areas of safety, staffing and sustainability were the guiding principles throughout the review.</p> <p>Ms Deirdre Foley Woods who joined the meeting took the Board through the draft maternity review findings and its recommendations including</p> <ul style="list-style-type: none"> • High level overview of current service in each of the five maternity units • Best practice Review of Models of Intrapartum Care and Midwife-Led Units • Recommendations both short term and strategic • Stakeholder Consultation proposals 	

	<p>Following Ms Foley Woods presentation the recommendations of the first phase of the review were discussed in detail and the Board accepted the short term recommendations</p> <ul style="list-style-type: none"> • Implement a Maternity Clinical Governance Structure for the West North West Network; in essence complete the rollout of the Clinical Directorate Structure. • Implement Maternity Management Structure for the Obstetrics and Gynaecology Directorate. • Implement a common ICT Platform and Clinical and Management Application • Implement a centralised booking for Obstetrics and Gynaecology and agree admission criteria. • Implement the rotation of midwifery staff through each area within each hospital. <p>The Board also discussed the 5 strategic options including different service models including Midwife led Units co-located with existing obstetric units and agreed that staff and public engagement on this to commence immediately. To inform future decisions regarding possible reconfiguration options.</p> <p>Following request from the Board Members it was agreed to provide additional data to enable members to contribute appropriately at the next stage of review particularly source of referral, for Sligo and Portluncula and potential impact on neighbouring units outside our Group.</p> <p>The Board also requested a detailed public and staff engagement plan</p>	<p>WEM/ PN</p> <p>PN/ GG</p> <p>WEM/MP</p> <p>PN/TC</p> <p>CC</p> <p>WEM/CC</p> <p>WEM/PN</p> <p>WEM/DFW</p>
6.	Chief Director of Nursing and Midwifery (GDoNM)	
	<p>Chief Director of Nursing and Midwifery (GDoNM) Report (08/2014)</p> <p>Ms Colette Cowan spoke to the report as previously circulated and taken as read (08/2014). She reported on progress regarding Centre for Learning and Innovation Project Echo, Health link support to GP's , Executive Walkabouts , Patient Experience, Maternity Services, Hand Hygiene Targets, Healthy Ireland Strategy, Productive Ward, Directorates, Recruitment and Health Care Awards and advised the Board that this report should be read in conjunction with Quality and Safety, CEO and Financial Reports to the Board.</p> <p>The members of the Board received the GDoNM report and noted the key areas of progress and concern. The Board commended Ms Cowan for all her work to date and in particular the developments she has initiated.</p> <p>Patient Story</p> <p>LH joined the meeting and presented her patient story the first to the Board. She acquired HINI in 2012 and gave a synopsis of her experience and treatment while a patient at UHG. LH was the first patient to have a patient diary filled in by her family and stated this was invaluable in her road to recovery. The Group Director of Nursing and Midwifery will take forward other areas of Learning.</p> <p>The Board thanked LH for sharing her positive experience that was deeply personal.</p>	<p>CC</p>

7.	Chief Financial Officer	
	<p>Chief Financial Officer Report 09/2014</p> <p>Mr Maurice Power spoke to the CFO report as previously circulated and taken as read (09/2014) the Board received the CFO report and noted</p> <ul style="list-style-type: none"> • At the end of the year 2013 the Group is over budget by €39.4m (-6.5%). Adjusting for flood net expenditure of €7.7m, the deficit is reduced to €31.7m (-5.2%). • After adjusting for flood expenditure, the accounts show a negative variance of €16.8m (2.7%) with 2012. • Patient related income (excluding RTAs) is down on last year by €3.4m compared to prior year due to fewer patients with private insurance and continuing infection control protocol, while full capacity also hinders income generation initiatives. Patient related income is €10.4m less than budgeted. • The West North West Hospitals Group received funding of €593.4m for 2014; this reflects a reduction of €16.4m or 2.7% on last year. Forecast expenditure is based on 2013 spend and is adjusted for service developments and emerging pressures and national budget targets such as HRA, Income Legislation and Employment Control. After adjusting for these, the potential deficit for 2014 is €54m. This is being raised at national level with Mr Tom Byrne National CFO and Ian Carter National Director of Acute Services. • A financial situation is emerging with regard to medical agency; with a monthly increase of approximately €0.5m in the cost of hiring agency staff in the second half of 2013. The trend for this year is already showing little sign of improvement; this may result in an additional cost pressure of approximately €4m for 2014. As a result there is little scope for further savings in this area. • Income legislation enacted with effect from 1 January 2014 will have a significant impact on income generation, with the negative effect of rate cuts far outweighing the additional income from the increased volume of patients who will be subject to billing for accommodation charges. • The Group is working closely with the Systems Reform Unit (SRU) DoH in developing the roadmap towards the Electronic Patient Record. • Money Follows the Patient (MFTP) programme commenced on 1 January 2014 • Noted Group Finance Priorities for 2014 <p>Governance in the Charity and Not-for-profit Sector in Ireland</p> <p>The key findings of a report Governance in the Charity and Not-for-profit Sector in Ireland circulated prior to the meeting (Report No 10/2014) was noted by the Board and was of particular interest in considering our plans to develop our Foundation.</p> <p>Procurement Plan 2014</p> <p>The WNW HG procurement Plan 2014 circulated prior to the meeting (Report No 11/2014) was considered and approved by the Board.</p>	MP
8.	GP Referral Process	
	Consideration of this item was deferred to next Board Meeting of the 13 March 2014 due to time constraints and will be scheduled for the beginning of the meeting.	

9.	Croí West of Ireland Cardiac Foundation	
	<p>Mr Neil Johnson, CEO and Ms Jenni Jones Director of Programmes Croí presented a comprehensive overview of the programmes provided and the current relationship between UHG and Croí House.</p> <p>The Chair on behalf of the Board thanked Mr Johnson and Ms Jones for their impressive presentation and look forward to working with Croi in achieving the Group's objectives.</p>	
10.	Launch of West North West Hospitals Group Website	
	<p>Ms Phyllis MacNamara formally launched the West North West Hospitals Group Website.</p> <p>Mr Noel Daly Chair welcomed the Launch of the West North West Hospitals Group Website as part of the Groups Communication Strategy.</p> <p>Mr Tony Canavan to coordinate full launch and media coverage.</p>	TC
11.	Any other Business	
	<p>The Board passed on its thanks to Croí for hosting the Board Meeting</p> <p>The Appointment of Associated Clinical Directors to support the new Governance model will be announced later this week by Dr Nash Chief Clinical Director.</p> <p>Dr Brendan Day and Ms Phyllis MacNamara raised concerns regarding mixed wards on the UHG site. The GDoNM agreed to investigate this and report back to the Board at their next meeting. It was noted a policy is in place.</p>	CC
11.	Date of Next Meeting	
	Thursday 13 March, Board Room , Portiuncula Hospital, Ballinasloe 08.30 – 11.30	ND

SIGNED: _____
Chair of Board

DATE: _____