

Board Meeting

University Hospital, Galway
9th March 2016

Present

Non Executive Directors

Dr John Killeen, Interim Chair (JK)
Ms Phyllis MacNamara, Director (PMN)
Mr Gerry McManus, Director (GMM)
Dr Jim Browne, Director (JB)
Mr Zubair Javeed, Director (ZJ)
Dr Brendan Day, Director (BD)

Apologies

Ms Sharon Moohan, Director (SM)

In Attendance

Mr Michael Moloney, Communications

Non Attendance

Mr Colam O'Neill, Director (CON)

Executive Members

Mr Maurice Power, CEO (MP)
Dr Pat Nash, Group Clinical Director (PN)
Ms Ann Cosgrove, I/ Chief Operational Officer (AC)
Mr Tony Baynes, I/Chief Financial Officer (AB)
Ms Jean Kelly, I/ Group Director of Nursing and Midwifery (JMK)
Mr Tony O'Gorman, Secretary, (TOG)

Agenda Item	Discussions / Comments	Action
1.	Apologies/ Minutes of Board Meeting/ Declaration of Interest	
	Minutes of Board meeting of the 10 th February were approved on the proposal of Ms Phyllis MacNamara and seconded by Mr Gerry McManus. Conflict of Interest Declaration: No Declaration of Interest made.	
	Matters Arising and Review of Action points	
	None.	
2.	Chairperson	
	Chairman's Update (verbal) The Chair advised Board members that he had recently met with other Hospital Group Chairs to review the practices of all Boards relating to governance and structure and was pleased to observe that Saolta were well advanced in respect of structure, governance and Board sub-	

	<p>committee activity, particularly in the area of Audit.</p> <p>The Chair observed that, in future, funding for the Hospital Group will move from the block grant system to an activity-based model of funding and that the Board's finance sub-committee should give this further consideration at its next meeting. The finance sub-committee should also consider how potential opportunities for savings within the Group should be identified and prioritized going forward.</p> <p>In response, Mr Baynes noted that, in addition to regular meetings between the Group and the HSE corporate procurement organization there is already an expenditure monitoring committee in operation to monitor the purchase of drugs etc.</p> <p>The Board acknowledged the outstanding work of Ms Phyllis McNamara in relation to her ongoing interaction with patient groups and in highlighting the patient experience as a key area of consideration for the Saolta Group.</p> <p>Ms Mc Namara acknowledged the Chair's comments, observing that the various patient fora were now well-formed and making significant progress in conjunction with the PALS and CBAS initiatives, supported by the Group Director of Nursing Ms. Jean Kelly.</p> <p>The Chair, on behalf of the Board, expressed condolences to the families of recently deceased staff members Ms. Laura Kelly and Professor Wil Van Der Putten and acknowledged the contributions they made as employees of Saolta.</p>	MP/ZJ/TB
3.	Audit Committee Update.	
	<p>The Audit Committee Report (10/2016) and 2016 Audit Plan (11/2016) circulated prior to the meeting was taken as read.</p> <p>Mr Gerry McManus, Chair of the Audit Committee, proposed Ms Bernadette Costello as a member of the Board's Audit subcommittee, seconded by Dr. Brendan Day.</p> <p>Mr Mc Manus noted that a priority for the Audit Committee in 2016 was the introduction of standardized non-clinical registers across the Group's hospitals and that the sub-committee would, in time, produce a draft template for review.</p> <p>The Chair thanked Mr McManus and the Audit Committee for their valuable work on behalf of the Board.</p>	G Mc M.
4.	Chief Executive Officer	
	<p>The Chief Executive Officer report (12/2016) circulated prior to meeting was taken as read.</p> <p>Mr Power advised the Board that an additional 13 beds have been handed over for use in UHG and will open on Monday 14th March.</p>	

	<p>Mr Power also advised that the Roscommon Endoscopy Service is scheduled to commence end Q2 2016 and that the proposed commencement date for the cross-border cardiology pPCI service is May 1st 2016, subject to the enablement of ECG transmission facilities from NAS vehicles.</p> <p>It was also noted that Action Cancer successfully tendered for the contract to provide Mammography Services in Sligo.</p>	
5.	Chief Clinical Director	
	<p>The Chief Clinical Director report (13/2016) circulated prior to meeting was taken as read.</p> <p>Portiuncula Maternity Services Review.</p> <p>The status and progress of the review was discussed. The process of sending draft chronologies to families and draft reports to staff for accuracy checking is continuing, with the intent to have the review completed as soon as possible. Since commencement in April 2015, approximately 250 staff interviews have taken place.</p> <p>Clinician Recruitment and Performance Review Process.</p> <p>There was a discussion amongst Board members regarding clinician recruitment and performance review processes used by the Hospital Group. Dr Nash advised the Board that team-based medicine and the Multi-Disciplinary Meeting (MDM) process in use by Saolta are key elements of the ongoing quality and patient safety process.</p> <p>Clinical Directorate Updates.</p> <p>Dr Nash advised the Board that a Clinical Integration Subgroup has been formed to assist with producing a 5-year clinical and business strategy.</p> <p>Quality and Patient Safety.</p> <p>Dr Nash advised the Board that the Q-Pulse Electronic Quality Management System will shortly be operational in both Sligo and Letterkenny University Hospitals.</p> <p>Mr Power advised that a document entitled "Board on Board with Quality of Clinical Care", published by the HSE Quality Improvement Division (QID), would be distributed to the Board for their use. It is intended that the Saolta Group will work with QID to develop and implement revised Board reports, agenda and minutes over the coming months.</p>	TOG

6.	Chief Financial Officer Report	
	<p>The Chief Financial Officer report (14/2016) circulated prior to meeting was taken as read and the following updates were provided:</p> <ul style="list-style-type: none"> • The Saolta University Health Care Group has received €656m funding for 2016. Funding in 2016 is calculated on Activity Based Funding (ABF). The projected activity for 2016, on which the funding is based, has been calculated using the 12 months to the 31st October 2015 with minor adjustments for some services changes. The forecast deficit for 2016 is €66m. • The increase in funding of €30m due to ABF is accompanied by an increased income target of €16m. The Chair queried whether this increased income target was obtainable and Dr. Browne stated that the Board need to challenge the basis on which this increased income target was derived. The Chair stated that this matter would be raised with the incoming Minister of Health. • There was a discussion regarding medical and support/administrative staffing levels in the Hospital Group. Mr Baynes informed the Board that whole-time equivalent (WTE) staffing levels are a key performance metric reviewed at monthly performance review meetings with hospitals in the Saolta Group. Mr Power noted that Saolta HQ WTE levels are lower than other Hospital Groups nationally. The Chair requested the finance sub-committee to consider reviewing WTE direct/indirect staffing ratios in comparative healthcare organizations and report back to the Board with findings. • Mr Baynes informed the Group that Saolta's membership of the Institute of Public Administration (IPA) was in process. 	<p>Chair.</p> <p>MP /ZJ /TB</p>
7.	Chief Operating Officer	
	<p>The Chief Operating Officer (COO) report (15/2016) circulated prior to meeting was taken as read and the following updates were provided:</p> <ul style="list-style-type: none"> • There was a discussion regarding YTD patient activity across the Group. Ms Cosgrove noted that whilst Emergency Department (ED) presentation rates had increased YTD when compared to 2015, admission rates had remained at 2015 levels. Dr Brendan Day informed the Board that there is a 40-50% increase nationally in the presentation of out-of-hours under-6 paediatric cases at GP surgeries. • In relation to optimization of patient flows within the hospital setting, Ms Cosgrove outlined that there is a significant ongoing focus on patient flow on each site. Ms. Cosgrove informed the Board that a comprehensive Clinical Services Strategy, referencing the ranges of services required, available infrastructure, location and process efficiencies, would ultimately support the optimal patient flow and 	

	<p>also inform efficient workforce planning.</p> <ul style="list-style-type: none"> In relation to payment for ED attendance, Ms. Phyllis Mc Namara observed that more signage was required at the entrance to UHG ED Dept, notifying patients of the ED attendance charge. Mr Baynes informed the Board that additional payment methods will shortly be available to patients. 	AC
8.	Any other Business	
	<p>The following additional updates were provided</p> <ul style="list-style-type: none"> Following a request from Ms Mc Namara, Ms Cosgrove will meet with Arts Coordinator Margaret Flannery and the Friends of GUH to explore how local artists can be involved with GUH as part of Galway's bid for the City of Culture. Mr Maurice Power informed the Board that he had met with an RTE production team who propose making a series of TV programmes about the Hospital Groups. Mr Tony O'Gorman advised the Board that Directors would be issued with IT equipment, with a suitable information portal, to facilitate the secure transmission, review and storage of Board papers. 	<p>AC</p> <p>TOG</p>
9.	Date of Next Board Meeting	
	Wednesday – 13 th April 2016 2-4pm, Board Room, Portiuncula University Hospital.	

SIGNED DIRECTOR:


Interim Chair of Board

DATE: _____

