

**RCSI HOSPITALS GROUP**  
**BOARD MEETING**  
 MONDAY 1<sup>ST</sup> FEBRUARY 2017 AT 2.00PM

ROBERT SMITH ROOM, 123 ST STEPHENS GREEN

Present		
Anne Maher (Chair)	Chair RCSI Hospitals Group Board	AM
Ian Carter	Group Chief Executive Officer	IC
Sheila McGuinness	Group Chief Operations Office / Group Chief Nursing Officer	SMcG
Eric Brady	Group Director of Human Resources	EB
Chris Kenny	Group Chief Finance Officer	CK
Susan Moloney	Group Quality, Safety & Risk Manager	SM
Trevor Duffy	Group Chief Academic Officer	TD
Michael Quirey	Group Director of Estates	MQ
Linda Kennedy	PA to the Executive Team (Minute Taker)	LK
Apologies		
Patrick Broe	Group Clinical Director	PB
Cathal Kelly	Chief Executive Officer, RCSI	CaK

Item	Discussion	Action
1. Minutes of previous meeting 21st November 2016	<p><b>Previous Minutes</b>            Previous minutes agreed with no amendments.</p> <p><b>Update from Chair:</b></p> <ul style="list-style-type: none"> <li>- <b>RCSI Hospital Group Board Vacancies</b> –slow progress on movement towards appointment of RCSI Board members.</li> <li>- Limerick Board has appointed two board members.</li> <li>- Chair of Saolta advertised. Acting chair appointed.</li> <li>- IC reported back on recent TOB meeting,</li> <li>- <b>Meetings with Political Representatives</b>–Positive meetings held with a number of TD’s. LK to continue to arrange same. The need for a process to brief TD’s ongoing was discussed to provide them with regular updates on Group performance and Group issues.</li> <li>- <b>Rotunda Relocation</b> – Meeting held on the 14th December 16. Deloitte presented at same. Next meeting scheduled for February 17.</li> <li>- <b>Media</b>- AM acknowledged the positive media the Group received over the Christmas period.</li> </ul>	
2. Activity Report	<p>IC provided an overview to Board.</p> <p>Sustained growth in ED New attendances and resultant increase in ED admissions</p> <p><b>ED new attendances</b></p> <ul style="list-style-type: none"> <li>- Cavan (2.5%) decrease in attendances demonstrated Dec 2016 v Dec 2015. Group insourcing project and surgical activity for Cavan discussed.</li> <li>- Remaining sites all showing an increase in attendances Dec 2016 v Dec 2015.</li> </ul> <p><b>In patient activity</b></p>	

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	<ul style="list-style-type: none"> <li>- Group admission value increase of 6.0% predominantly as a result of increased ED activity.</li> </ul> <p><b>Day Case Attendances</b></p> <ul style="list-style-type: none"> <li>- Overall Day case activity increase with the exception of Cavan and Louth Hospital (Dundalk).</li> </ul> <p><b>OPD Attendances.</b></p> <ul style="list-style-type: none"> <li>- Group OPD activity values 2016 maintaining 2015 values.</li> </ul> <p><b>Waiting Lists-Inpatient / Day Case</b></p> <ul style="list-style-type: none"> <li>- National target of 50% reduction waiting &gt; 18mths by the end of July achieved across the Group.</li> <li>- The aim is to have single shared waiting lists for Endoscopy and specialities e.g. Neurology, Dermatology to be developed in 2017.</li> <li>- OPD –importance of chronological bookings discussed.</li> <li>- In sourcing project across the Group working well and to continue.</li> </ul>	
<p><b>3. Quality &amp; Risk Management</b></p>	<p>SM provided an update to the Group.</p> <ul style="list-style-type: none"> <li>- Total number of SIs / SREs 01.01.16 – 31.12.16 = 121</li> <li>- New SIs / SREs reported - 31.10.2016 - 31.12.16 = 14</li> </ul> <p><b>Complaints</b></p> <p>A total of 25 complaints received at Hospital Group level since October 2015.</p> <ul style="list-style-type: none"> <li>- A proposal for Staff training in dealing with complaints has been submitted and approved.</li> <li>- An audit of complaints management across the Hospital Group is underway. Audit of Beaumont complaints currently taking place.</li> </ul> <p><b>Action: SM to provide update on progress of audit and complaints metrics.</b></p> <p><b>RCSI Hospitals Group, Women’s and Children’s Directorate</b></p> <p>An RCSI Group Maternal and Early Child Health Senior Safety Incident Management Forum was established in July 2016 and has had 6 meetings to date. Good participation at forum noted.</p> <p><b>RCSI Hospitals Group, Quality &amp; Safety Hospital Performance Metrics</b></p> <p>A standard set of Quality &amp; Safety Metrics incorporating Maternity Services is being utilised to across the hospital sites. A set of Quality &amp; Safety Metrics has now been developed for the RCSI Hospital Group Website.</p> <p><b>RCSI Hospitals Group, Quantification Of Risk</b></p> <p>No new risks identified. AM, SM &amp; SMCG to meet to discuss process for populating risk register.</p>	<p>SM</p> <p>AM &amp; SM &amp; SMCG</p>
<p><b>4. Financial Report</b></p>	<p>CK provided an update</p> <ul style="list-style-type: none"> <li>- <b>Gross Expenditure Outturn</b> – deficit €690k (0.1%); effective breakeven gross</li> </ul>	

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	<p>expenditure €833.9m v Funding €833.2m.</p> <ul style="list-style-type: none"> <li>- <b>Income Outturn</b> – deficit €2,934k (0.4%); Income outturn €148.5m v allocation €151.4m; Outturn is less than ‘stretch target’ of €5.1m.</li> </ul> <p><b>Forecast 2017</b> Forecast expenditure deficit 2017 is €21.2m (2.5%); additional income deficit of €8.9m, net potential deficit €30.1m. Issues which arise are currently being clarified with HSE. IC met with AF to discuss same.</p> <p>A discussion regarding private health insurance took place.</p>	
<p><b>5. HR Report</b></p>	<p>EB provided an update regarding HR in RCSI Hospitals Group.</p> <p><b>IR update</b></p> <ul style="list-style-type: none"> <li>- Industrial action by administration staff by OLOL – resolved but awaiting completion of the regularisation of specified purpose contracts.</li> <li>- Laundry in Cavan – discussion ongoing between local management, Unions and National HR.</li> </ul> <p><b>RCSI HG Leadership Development Programmes</b></p> <ul style="list-style-type: none"> <li>- Cohort 1, 24 participants – 2/5 modules completed.</li> <li>- Cohort 2 (Joint HG &amp; CH09) has 27 participants, 15 of which are from the Group.</li> </ul> <p><b>Starters and Leavers – Report tabled</b></p> <ul style="list-style-type: none"> <li>- Cumulative Starter/ Leaver variance for 2016 was +323.</li> </ul> <p><b>EWTD Compliance (24 &amp; 48 Hour ) Roster</b></p> <ul style="list-style-type: none"> <li>- Most rosters compliant &amp; remain stable. EB to present quarterly EWTD findings at the next meeting.</li> </ul> <p><b>Absence.</b></p> <ul style="list-style-type: none"> <li>- Group Total Absence has risen slightly over the course of November (+0.1%) to 4.4%.</li> <li>- Only 2 hospitals are currently reporting absence figures ≤ national performance target (3.5%).</li> <li>- Louth County Hospital continues to be a significant negative outlier for the ‘Group’ with a total absence score of 8.3%. Continued engagement with local management.</li> </ul>	<p>EB</p> <p>EB</p>
<p><b>6. AOB</b></p>	<p><b>Academic Update:</b> TD provided an update to the group.</p> <ul style="list-style-type: none"> <li>- Integrated care project proposal for Rheumatology- presenting at next Regional Health Forum.</li> <li>- NCHD training in level 3 hospital sites discussed.</li> </ul>	<p>TD</p>
<p><b>Date &amp; Time Next Meeting</b></p>	<p>Wednesday 5<sup>TH</sup> April 2017 at 2.00pm, DCEC Tutorial Room 1&amp; 2, OLOL</p>	