

**RCSI HOSPITALS GROUP**  
**BOARD MEETING**  
 MONDAY 26<sup>TH</sup> SEPTEMBER 2016 AT 9.30AM

CEO'S OFFICE, RCSI HOSPITALS GROUP, 111 ST STEPHEN'S GREEN

Present		
Anne Maher (Chair)	Chair RCSI Hospitals Group Board	AM
Ian Carter	Group Chief Executive Officer	IC
Patrick Broe	Group Clinical Director	PB
Sheila McGuinness	Acting 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
Linda Kennedy	PA to the Executive Team (Minute Taker)	LK
Apologies		
Cathal Kelly	Chief Executive Officer, RCSI	CaK

Item	Discussion	Action
<b>1. Minutes of previous meeting 18<sup>th</sup> July 2016</b>	<p><b>Previous Minutes</b>            Previous minutes agreed with no amendment</p> <p><b>Matters Arising</b>            Meetings with TD's to be scheduled for September / October. Mairéad Lyons to progress arrangements directly.</p> <p><b>Update from Chair:</b></p> <ul style="list-style-type: none"> <li>- <b>Beaumont</b> - Minister Simon Harris's visited on 15/09/2016 - significant information was provided to Minister regarding a proposed new ED, group insourcing and Beaumont capacity challenges. General consensus was that the meeting was productive.</li> <li>- <b>Hospital Group Board Vacancies</b> - it was <u>expected</u> that the Hospital vacancies would be advertised and feedback expected on same by end of October 2016. AM conveyed to the Team that this would be a lengthy process and is hopeful to have full Board in place by year end.</li> <li>- <b>Rotunda Relocation Update</b> - it was agreed that one RCSI member would attend meetings. It was noted that Design Consultants had been retained and requested to submit a completed design proposal within the next six month period which would bring us up to 26<sup>th</sup> March 2017. AM suggested engagement/discussions should continue with a number of political leaders e.g, Leo Varadkar.</li> <li>- <b>DMHG Board</b> - It was conveyed that Minister Simon Harris communicated Dr Frank Dolphin's decision to step down as Chairperson of the Board of the Dublin Midlands Hospital Group (DMHG), and no appointee to-date.</li> <li>- <b>HSE</b> - Letter from HSE outlining changes of structure within the HSE.</li> <li>- <b>HSE Chief Medical Director (CMD)</b> - new structure within HSE will include CMD and same to be advertised.</li> <li>- <b>Group Board Minutes</b> - currently available on RCSI Group Website.</li> </ul>	<b>ML</b>

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<b>2. Activity Report</b>	<p>Sustained growth in ED New attendances and resultant ED admissions.</p> <p><b>PET's – 9 hours target</b></p> <ul style="list-style-type: none"> <li>- Cavan – Jan-July 2016 cumulative 91.2% compliant with PET non admitted / 72.4% compliant with PET admitted.</li> <li>- OLOL – Jan-July 2016 cumulative 88.5% compliant with PET non admitted / 48.2% compliant with PET admitted.</li> <li>- Connolly – Jan-July 2016 cumulative 85.8% compliant with PET non admitted / 68.1% compliant with PET admitted.</li> <li>- Beaumont – Jan-July 2016 cumulative 82.4% compliant with PET non admitted / 32.3% compliant with PET admitted.</li> </ul> <p><b>Trolleygar</b></p> <ul style="list-style-type: none"> <li>- Connolly - 42% performance improvement demonstrated</li> <li>- Cavan – 92% performance improvement demonstrated</li> <li>- OLOL – 32% performance improvement demonstrated</li> <li>- Beaumont - 10% performance improvement demonstrated</li> </ul> <p><b>In patient activity</b></p> <ul style="list-style-type: none"> <li>- Group admission value increase (8.2%) 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.</li> </ul> <p><b>OPD Attendances</b></p> <ul style="list-style-type: none"> <li>- Group OPD activity values 2016 maintaining 2015 values. Causal factors for significant decrease in Louth (25%) to be explored and corrected.</li> </ul> <p><b>Waiting List – In patient / day case</b></p> <ul style="list-style-type: none"> <li>- 11.5% patients waiting &gt; 12 months.</li> <li>- Robust validation exercise taking place. Opportunities for improvement.</li> <li>- Funding for waiting list initiative's discussed. SMCg &amp; IC awaiting update from HSE regarding same. Local initiatives ongoing.</li> <li>- Trauma Bypass – Opportunity for bypassing Cavan ED for hip fractures and ultimately trauma, implications of same for OLOL / Connolly and Navan discussed.</li> </ul> <p><b>Waiting List – Out-patient</b></p> <ul style="list-style-type: none"> <li>- 19.5% waiting &gt; 1 year for an appointment.</li> <li>- Robust validation exercise taking place.</li> <li>- Beaumont endoscopy initiative commenced in June and continues to impact.</li> <li>- Theatre capacity discussed. Beaumont have 2 Theatres closed currently, other sites have uncommissioned theatre capacity. Funding source required to commission these theatres.</li> </ul>	
<b>3. Quality &amp; Risk Management</b>	<b>SRE's</b>	

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	<p>Significant under reporting within the Group discussed.</p> <ul style="list-style-type: none"> <li>- New SIs / SREs reported by Hospital 01.07.16 – 31.08.16 = 14 <ul style="list-style-type: none"> <li>- Rotunda - 4</li> <li>- OLOL - 3</li> <li>- Connolly - 0</li> <li>- Beaumont - 3</li> <li>- Cavan - 4</li> </ul> </li> <li>- Total of 22 SREs / SIs for the Rotunda Hospital <ul style="list-style-type: none"> <li>- 7 of which were infants transferred into the Rotunda for Cooling from Regional Hospitals</li> <li>- 1 SRE Rotunda, Logged under Dublin Midlands HG (Portlaoise Hospital)</li> </ul> </li> </ul> <p><b>Maternity and Early Child Health Senior Safety Incident Management Forum</b> Maternity and Early Child Health Senior Safety Incident Management Forum (SIMF) established. It will support cross site Quality Assurance related engagement between the 3 Maternity services within the Group. Women's and Children's Health Metrics has being developed for the Hospital Group.</p> <p><b>RCSI Incident Management Model</b> The Quality and Safety Directorate have developed an RCSI Hospital Group Incident Management Model to standardise and streamline the review process across the Hospital Group. A key objective of this model is to ensure reviews are completed in a timely manner. It is noted that there is good Consultant engagement.</p> <p><b>Review Timeframes within Group</b> It was noted that reviews greater than 9 months are unacceptable.</p> <p><b>Media</b> Recent media attention from Cavan discussed.</p> <p><b>Medication Errors:</b> Medication safety officer appointed to Beaumont. Systems and processes in place. Work on education required.</p>	
<p><b>4. Financial Report</b></p>	<ul style="list-style-type: none"> <li>- Budget deficit year to date August 16 is 7.6% -€32.3m. The increase year on year was €22.5m (5.2%).</li> <li>- The Group has been advised of an Expenditure Cap for 2016 of €826.800m, versus projected spend of €831.295m leaving a projected deficit of €4.495m for 2016. Additionally, we anticipate an income deficit of €3.566m, total projected deficit of €8.061m.</li> <li>- The Group have implemented a hospital specific targeted action plan to deliver savings of €4.495m by reductions in direct pay costs, agency usage and non-pay expenditure.</li> <li>- Each hospital has been issued with targets for weekly usage of Agency HCA's and requested to focus on a targeted reduction in medical and admin agency. A control process has been implemented by the Group EMT with each hospitals Finance Manager, Head of HR and DON involving bi weekly meetings, data on agency spend and a review of service needs.</li> </ul>	

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	<ul style="list-style-type: none"> <li>- The Group has implemented since February 2016 a Group Employment Control Committee for all forms of recruitment requiring Hospital Managers to secure direct approval, in advance, of the recruitment of all grades of staff which ultimately should show a reduction in OT / discretionary spend.</li> <li>- The financial risks were discussed. Most issues experienced are common to other Groups.</li> </ul>	
<b>5. HR Report</b>	<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 in OLOL – ceased.</li> <li>- Laundry in Cavan –A date for the Labour Relations Committee is scheduled for the 5th October. EB awaiting outcome. It is expected that the outcome will be a positive one.</li> </ul> <p><b>Starters and Leavers – Report tabled</b></p> <ul style="list-style-type: none"> <li>- Cumulative Starters &amp; Leavers increased significantly due to the NCHD rotations in July. IC &amp; EB to discuss same.</li> <li>- August show a greater number of Starters than Leavers (first since April 2016) due to NCHD movements.</li> </ul> <p><b>Absence</b></p> <ul style="list-style-type: none"> <li>- Absence Rates (July 2016) for Hospitals within the Group continue to cause concern. AM requested the need to enforce stricter controls.</li> <li>- Current areas of concern with respect to total sick leave are               <ol style="list-style-type: none"> <li>1. Louth County 6.88%</li> <li>2. OLOL 5.86%</li> <li>3. Cavan 4.85%</li> </ol> </li> <li>- Increase focus on absence rates required.</li> </ul> <p><b>EWTD Compliance</b></p> <ul style="list-style-type: none"> <li>- IC advised that the current EWTD compliance is unacceptable. EB &amp; IC to discuss further.</li> </ul>	<p>IC &amp; EB</p> <p>IC &amp; EB</p>
<b>4. Communications Update</b>	<ul style="list-style-type: none"> <li>- Update circulated.</li> <li>- Q4 PR will continue supporting RCSI Group communications until the end of the year.</li> <li>- A discussion regarding the Keeping Ireland Alive: TV programme took place. It was felt that public reaction to the programme was mixed.</li> </ul>	
<b>5. AOB</b>	<ul style="list-style-type: none"> <li>- Minister Marcella Corcoran Kennedy will launch the RCSI Hospital Groups 'Healthy Ireland Implementation Plan 2016 – 2019' on Tuesday the 11<sup>th</sup> October. AM to attend same.</li> <li>- AM attended the Emily Winifred Dickson Award which was held on 22nd September 2016. The awards recognised women who have made outstanding contributions to their field.</li> <li>- LK to circulate revised meeting dates to the Board.</li> </ul>	<p><b>LK</b></p>
<b>Date &amp; Time Next Meeting</b>	<p>MCT Boardroom, 123 St Stephens Green – 12:30 – 13:30</p>	