

MINUTES OF MEETING OF RCSI HG BOARD STRATEGY MEETING HELD ON 19th FEBRUARY 2019 AT 8.00 IN THE SIR THOMAS MYLES ROOM, RCSI

PRESENT:

- Ms. Anne Maher - AM
- Mr Colm McGrattan - CMcG
- Dr Donal de Buitléir - DdeB
- Mr Douglas Keatinge - DK
- Prof Helen Roche - HR
- Dr Maria Wilson Browne - MWB
- Prof Cathal Kelly - CK

IN ATTENDANCE:

Mr Ian Carter	Chief Executive
Ms Sheila McGuinness	Chief Operations Officer
Mr Rory Farrelly	Chief Director of Nursing and Midwifery
Mr Chris Kenny	Chief Financial Officer
Prof Paddy Broe	Clinical Director
Mr Enda Maloney	Director of Human Resources
Ms Rosemary Collier	Director of Transformation

APOLOGIES:

- Prof Anthony Cunningham
- Mr Enda Connolly

<i>Opening Remarks</i>	The Chair opened the meeting.
<i>Declarations of Conflicts of Interest Agenda Item 1</i>	The Chair enquired if any Board member wished to declare any conflict of interest in relation to the Agenda. No declarations declared. Apologies were noted from Prof Anthony Cunningham and Mr Enda Connolly
<i>Chair Update Item</i>	The Chair opened the special meeting of RCSI Hospital Group Board to discuss and finalise the Strategic Plan 2019 -2023. The Chair welcomed Ms Rosemary Collier, Director of Transformation to the Group. Industrial Action: The Chair commended the CEO and Executive Team on their performance during recent Nurses industrial action. <ul style="list-style-type: none"> - Correspondence issued by CEO to LW regarding the recent industrial action - IC noted the industrial action has had a significant impact on activity -a total of 8,288 planned patient care episodes within the RCSI HG have been cancelled. Rebooking exercise underway. - Talks between the Government and nursing unions at the Labour Court ongoing. Resolution anticipated following same. Meetings <ul style="list-style-type: none"> - The Chair has met with Ms Laura Magahy, Executive Director, Slaintecare. Meeting with IC and Ms Magahy requested by Ms Magahy. - The Chair met Sir Ciarán Devane, new Chair of Health Service Executive.

<p><i>Feedback on recent issues in national healthcare affecting our Hospitals Correspondence</i></p>	<p>Realignment of Hospital Groups: (RICO)</p> <ul style="list-style-type: none"> - Proposed realignment of Hospital Groups and its impact on the RCSI HG was discussed - official information on this has yet to be received. It is understood that a letter of consultation will be issued to the Hospital Group Chairs in the near future. - There was discussion on <ul style="list-style-type: none"> - recent media coverage has said that the Mater Hospital is likely to be assigned to the RCSI Hospitals Group. Issues and potential impact were raised and discussed. Concern was expressed that having two Level 4 Hospitals within one Group will present significant challenges. - There was general agreement that proposed linkage between the Hospital Groups and Community Health Organisations was a desirable direction. - Joint letter on behalf of RCSI HG Chair and Ireland East HG Chair requesting a meeting with the Minister was sent - meeting yet to be convened. - Serious concern was expressed at the lack of communication and consultation from the Department of Health about the changes to the Hospital Groups referenced in the media and various possible responses to this were discussed. After discussion it was proposed and agreed that further discussion / action be deferred until official consultation or notification received.
<p><i>RCSI Hospital Group Strategic Plan 2019 - 2023 (Draft) Item 4</i></p>	<p>Comments on Draft RCSI Hospital Group Strategic Plan 2019-23</p> <p>Feedback from Board Members:</p> <p>Aging</p> <ul style="list-style-type: none"> - “We should not overestimate the impact of aging over the term of this Plan. General population growth may be significant also”. - “The population in our catchment area is relatively young. For example Fingal has the youngest and fastest growing population in the Country. Per Census 2016 average age is 34.3 (3 years lower than the average) and the growth rate between 2011 and 2016 was 8 per cent more the twice that for the country as a whole”. - “In the 5 counties (Fingal, Meath, Louth, Cavan and Monaghan) there were 5872 people over 85 and 21938 between 75 and 85 per Census 2016”. <p>Page 6</p> <ul style="list-style-type: none"> - “The rates of perceived good health of the Irish population compared to other countries is mainly due, I believe to the younger age of our population”. - “Average Length of Stay (ALOS) is a very important metric. Beaumont I believe is about 7”. - “Small reductions in ALOS deliver significant increases in capacity For example a reduction in the ALOS in the State from 5.6 to 5 delivers a 12 per cent increase in capacity. Anything we can do in this area such as tackling delayed discharges will yield significant results”. <p>Page 7 Capital Expenditure</p> <ul style="list-style-type: none"> - “Capital expenditure is too low and may not even cover normal depreciation. It would be useful to see if this is the case for our Group”. - “The public finance environment during the period of the Plan will be more benign than in the last decade. The National Development Plan (P 88) projects capital spending on health to be €10.9 billion in the period 2018-27 –more than twice the rate in the last decade”. - “We should press to obtain our share”. <p>Page 9 - Purpose of Strategic Plan</p> <ul style="list-style-type: none"> - “Mission / Vision - more front and centre” - “Leveraging Group capabilities” <p>Page 10 - Vision Statement</p> <ul style="list-style-type: none"> - “This is an excellent statement of what we are about”

	<p>Page 10 - RCSI Overall Statement of Vision and Key Strategic Objectives</p> <ul style="list-style-type: none"> - Statement of RCSI Hospital Group Vision:- Query: Should this be done for each site? - <i>“To provide world class patient care.....</i> - Query should patients be noted in this statement - <i>“Can apply to each hospital or unique for group”</i> - <i>“Do no preventable patients harm - Query: Expanded KPIs?”</i> <p>Page 11 - Performance Indicators</p> <ul style="list-style-type: none"> - <i>“No measurable targets noted”</i> - IC advised each objective has measurable performance indicator <p>Page 19 Influencing the External Environment</p> <ul style="list-style-type: none"> - <i>“The Board has an important role here”.</i> <p>Page 35 Implementation</p> <ul style="list-style-type: none"> - <i>“The Implementation Plan is excellent”.</i> <p>Chronic disease model</p> <p>Reference - 4.2.4.1 Develop relationship RCSI - RCSI Hospital Group</p> <p><i>“Key Issues - requirement for alignment between Research, Education and service delivery - strategies as approaches action plans across all sites</i></p> <p><i>Critical Success Factors - articulation of joint mission and value set - development of interconnected and aligned research, education and service delivery strategies across the entities within the Academic Medical Centre construct</i></p> <p><i>Future State Joint Strategy for endeavours</i></p> <p><i>Performance Indicators % progression on joint Strategy “</i></p> <p>Reference - 4.2.4.2 Maintain RCSI Hospital Group as a leading Clinical and Research Facility construct in Ireland / Internationally</p> <p><i>“Key Issues - limited co-ordinated action plan—hospital group in terms of managing and developing research - absence of a coherent hospital group centric research strategy - obtainment of research funding generally requires a collaborative approach incorporating both other hospitals and other medical schools - control, legal and risk requirements for the undertaking of research of clinical trials</i></p> <p><i>Critical Success Factors - develop an integrated research educational and service strategy - specifying role for each partner - effect Academic Medical Centre - hospital group construct incorporated Intellectual Property policy - effect compliance with all control, legal and risk requirements relating to the undertaking of research and clinical trials</i></p> <p><i>Future State RCSI Hospital Group as a leading Clinical and Research Facility construct in Ireland / internationally is maintained</i></p> <p><i>Performance Indicators: Clinical Trials, Research Studies, Peer Review publications volume being undertaken</i></p> <ul style="list-style-type: none"> - The RCSI Hospital Group to be an internationally recognised centre of excellence for research and patient outcomes - Patients of the RCSI Hospital Group are engaged with, participate in, and benefit from research and innovation - Research is embedded into the planning and delivery of routine patient care for all patients of the RCSI Hospital Group - Develop a culture that places research at the core - Maximise the benefits of our partnership with Royal College of Surgeons in Ireland - Increase the success of research funding from grant-giving bodies
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	<ul style="list-style-type: none"> - Become a preferred partner with industry for pharmaceutical research and medical innovation - Develop a robust infrastructure to support research - Research in the RCSI Hospital Group is well governed, managed and supported so studies are delivered, as promised” <p>Potential areas for RCSI – RCSI HG collaboration</p> <ul style="list-style-type: none"> - “Process improvement work to support integration and address inefficient processes - Leadership and clinical development - Role of public health - HORC, audit work - Process improvement work to support integration and address inefficient processes - Leadership and clinical development - Role of public health - RCSI voice in public policy - Evidence base (HORC, population health, clinical audit, etc.) - Use of the ‘academic medical centre’ approach - Supporting case for ‘selective’ public investment - Enhance attractiveness of HG roles - Training offerings to HG staff - Surgical affairs / IOL - Linking academic departments to clinical delivery units - Leadership and clinical development - Calls for the ‘development of interconnected and aligned research, education and service delivery strategies across the entities within the Academic Medical Centre construct’ - Surgical Affairs , intern year supports, IOL - Ensure that we are aligned” <p>Data</p> <p>It was noted that some hospitals e.g. Cavan/ Monaghan have close working relations with local community services and this could potentially be an opportunity to “trial” an integrated structure / approach.</p> <p>Actions:</p> <ul style="list-style-type: none"> - all comments to be considered and incorporated as appropriate. - once finalised it was agreed that copies of the Strategy be issued to <ul style="list-style-type: none"> - Minister Harris - Ms Laura Magahy, Executive Director of Slaintecare - TD Stephen Donnelly, Fianna Fail Spokesperson on Health - TD Louise O’Reilly, Sinn Fein Spokesperson on Health - Minister Harris to be invited to Strategy launch - Q1 19. AM writing to Minister Harris regarding same.
<i>Key Performance Metrics</i> <i>Item 5</i>	<p>Key Performance Metrics - January 2018</p> <ul style="list-style-type: none"> - tabled and noted.
<i>Finance Report</i>	<p>Finance Update</p> <p>CK gave brief overview of 2019 budget and financial position</p> <ul style="list-style-type: none"> - Expected 2% gross challenge and cost control report required. - Income budget realistic based on outturn 2018 with no accelerated targets, continuing issues with PHI and fallen income - Further details to be provided at next meeting
<i>Date of next meeting</i>	<p>The next RCSI HG Board meeting would take place on Friday, 15th March 2019 at 8am.</p>

Signed: _____

Date: _____