

MINUTES OF MEETING OF RCSI HG BOARD HELD ON 16TH MARCH 2018 AT 8.00 IN THE ROBERT SMITH MEETING ROOM, RCSI

PRESENT: Ms. Anne Maher (Chair, Designate)
Dr Maria Wilson Browne
Mr Enda Connolly
Prof Anthony Cunningham
Mr Colm McGrattan
Prof Helen Roche
Dr Donal de Buitléir
Mr Douglas Keatinge

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 Controller

APOLOGIES: Prof Cathal Kelly
Prof Paddy Broe

<i>Opening Remarks</i>	The Chair opened the meeting noting apologies from Prof Cathal Kelly and Prof Paddy Broe.
<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.
<i>Approval of Minutes 16.02.18 Item 2</i>	Minutes of the 16 th February 2018 meeting agreed.
<i>Matters Arising Item 3</i>	<p>Strategy Day: Half day session to be convened in May or June. Chair to circulate suggested dates.</p> <p>Purpose of Strategy Day: To determine how the Board can</p> <ul style="list-style-type: none"> - contribute / support HG - what can be done to progress the HG - influence external system i.e. Department of Health / HSE / Political System
<i>Chair Update Item 4</i>	<p>Chair advised</p> <ul style="list-style-type: none"> - Group Chairs meeting with Minister had been cancelled. - [REDACTED] - Chair to attend Oireachtas, Joint Committee on Health (date yet to be agreed). <p>Director General of the Health Service Executive: Tony O'Brien has announced he will leave his position as DG HSE when his contract expires this summer. Public Appointment Service is expected to put in place an open competition for the role.</p>

<p><i>CEO Report Item 5</i></p>	<p>CEO's Report Tabled and Key Points Included:</p> <p>ED attendances (new) - 11% increase January YTD (n = 1478) Emergency Admissions - 3% decrease January YTD (n = 182) Elective Admissions - 3% increase January YTD (n = 28) Day Care attendances - 6% increase January YTD (n= 729)</p> <p>Red Weather Alert (28th February - 2nd March) Commendable staff performance noted across all sites.</p> <p>Waiting List Initiative: HG focusing on maximising insourcing and usage of all available capacity to meet the demands of the Group in relationship to scheduled care access.</p> <p>Capital Development: Beaumont Hospital: ED development and dedicated Cystic Fibrosis ward confirmed in National Development Plan 2018. OLOL Hospital: Phase 2 second ward capacity available April 2018, with third ward and theatre additionality available in last quarter 2018, which will equate to 81 additional beds.</p> <p>Geographic Alignment of Hospital Groups and Community Healthcare Organisations IC to attend a briefing with the Minister on the issue of Geographic Alignment of Hospital Groups and Community Healthcare Organisations.</p>
<p><i>Key Performance Metrics Item 6</i></p>	<p>Background of Quality Assurance Programme - Key Performance Metrics The measurement of quality to drive improvement is one of the hallmarks of a high performing healthcare system. The RCSI Hospital Group recognises the importance of a common relevant set of metrics and key performance indicators and their active usage in measuring, tracking and generally guiding performance in various dimensions of care across all clinical services. Their usage also helps identify where improvement is required and the impact of purposeful quality improvement initiatives when introduced.</p> <p>RCSI Hospital Group is committed to maximum transparency in relation to performance measurement. These metrics are published on a cumulative basis on its web site (www.rcsihospitals.ie).</p> <p>Key Performance Metrics - January 2018 tabled and key points included:</p> <p>Beaumont Average time spent in ED Admitted/Non-Admitted</p> <ul style="list-style-type: none"> - the average time spent in ED for admitted patients has reduced by 6% from reporting month 2017 (16 hours) to reporting month 2018 (15 hours) - the average time spent in ED for non-admitted patients has remained constant from reporting month 2017 to reporting month 2018 (6 hours) <p>Whilst performance improvement noted, continued focus required.</p> <p>OPD Waiting Time for New Appointments</p> <ul style="list-style-type: none"> - target - 100% patients waiting <52 weeks for new outpatient appointment - focus to achieve target by year end, subject to funding.

	<p>Diagnostic Imaging Waiting Times</p> <ul style="list-style-type: none"> - US 56.29% waiting < 3 months - Group did not achieve target - MRI 87.62% waiting < 6 months - Group did not achieve target - CT 80.56% waiting < 6 months - Group did not achieve target <p>There was discussion on</p> <ul style="list-style-type: none"> - why diagnostic waiting times high in certain institutions <ul style="list-style-type: none"> - IC confirmed wait times high due to: <ul style="list-style-type: none"> - capacity not matching demand - necessary prioritisation for in-house patients <p>There was also discussion on</p> <ul style="list-style-type: none"> - regarding the availability of Long Term Care beds in the community. <ul style="list-style-type: none"> - significant private sector capacity available predominately within Dublin, limited public capacity available within Cavan/ Monaghan / Louth - provisions pertaining to elderly care services remain fragmented. - IC advised of the need to develop control relationships / joint working with community care. <p>Staff Absenteeism</p> <ul style="list-style-type: none"> - engagement with management across all sites ongoing. - necessary robust management of absenteeism not consistent across Hospital Group. - absence rates within voluntaries lower than statutory hospitals. <p>CEO indicated, in future, the Metrics Report will form the basis for questions in relation to any matters relating to HG clinical performance.</p> <p>The Board agreed that the quality of information provided in the Key Performance Metrics Document was informative.</p>
<p><i>Finance Report Agenda Item</i></p>	<p>The Finance Report for January 2018 was tabled and key points included:</p> <p>Budget 2017 rather than Outturn 2017 has been returned as base 2018 Budget.</p> <p>Financial challenges 2018</p> <ul style="list-style-type: none"> - increase in non-pay activity - no funding identified for minor capital works or equipment requirements - impact of price inflation on non-pay spend - National HR pay policy and instructions including restoration of pay cuts - underfunding of National Pay Agreement pressures - growth in pension costs in 2018 <p>The Group has set the following financial targets for 2018:</p> <ul style="list-style-type: none"> - Group delivered a breakeven position v Pay budget in 2017 and intend a similar outturn 2018 - cost Containment Plan target 1% of net budget (€7m) - private patient income - ensure collection of charges is maximised. - Service Developments - funding of full year impact of 2017 developments and new 2018 developments being pursued with AHD <p>The Group is awaiting determination of allowed 2017 non pay expenditure above budget from Acute Hospital Division (AHD). Engagement with AHD ongoing re same.</p>

<p><i>RCSI Academic Partner Presentation</i></p>	<p>The Chair welcomed Mr. Eunan Friel, Managing Director Healthcare Management Institute from the RCSI. EF provided a brief overview presentation of the RCSI Strategic Plan 2018-2022. Strategy to be launched shortly.</p> <p>The Board and the RCSI need to identify what academic and research activity would best support the development of the Group.</p> <p>The Chair thanked EF for his presentation and acknowledged the significant and ongoing support from the RCSI.</p>
<p><i>Appointment of Board Sub Committees Item 10</i></p>	<p>Appointment of Board Sub Committees:</p> <p>Two Board Sub Committees being established.</p> <ul style="list-style-type: none"> - Quality and Safety Committee - Finance Committee <p>Terms of reference tabled (Attachment 6 & 7).</p> <p>Discussion regarding the scheduling / time commitments of proposed committees took place.</p> <p>Action: Board members to revert to the Chair confirming which committee they would like to participate on.</p>
<p><i>Board Membership Recompense Item 11</i></p>	<p>Board Membership Recompense:</p> <p>CK to revert to Board members with details of same.</p>
<p><i>AOB Agenda Item 12</i></p>	<p>RCSI HG Quality and Safety to present at the next meeting.</p>
<p><i>Date of next meeting</i></p>	<p>It was agreed that the next meeting would take place at Friday, 13th April 2018 at 8am.</p>

Signed: _____

Date: _____