

**RCSI HOSPITALS GROUP**  
**BOARD MEETING**  
 MONDAY 15<sup>TH</sup> FEBRUARY 2016 AT 14.30PM

ROBERT SMITH ROOM, 123 RCSI

In Attendance		
Anne Maher (Chair)	Group Chair	AM
Ian Carter	Group Chief Executive Officer	IC
Sheila McGuinness	Acting Group Chief Operations Office / Group Chief Nursing Officer	SMCG
Patrick Broe	Group Chief Clinical Director	PB
Chris Kenny	Group Chief Finance Officer	CK
Eric Brady	Group Director of Human Resources	EB
Cathal Kelly	Chief Executive Officer, RCSI	CK
Suzanne Daly	PA to the Executive Team	SD

Apologies		

Item	Discussion	Action
1. <b>Chairs Introduction</b>	<ul style="list-style-type: none"> <li>AM welcomed all and thanking them for attending inaugural meeting of the RCSI Hospitals Group Board.</li> <li>AM also welcomed IC and EB to the Group and wished them every success in their new roles.</li> <li>AM thanked Group Executive Team for unstinting commitment during transition period over the last number of months.</li> <li>AM and IC to meet with Mr Jim Breslin, Secretary General Thursday 18<sup>th</sup> February to seek update regarding legislation for Hospital Groups. <b>AM to provide update at March Board Meeting.</b></li> <li>Next meeting of the Group Chairs is also scheduled for 25<sup>th</sup> February.</li> <li>AM described key responsibilities of the Board.</li> </ul>	<b>AM</b>
2. <b>Chief Executive Officers Report</b>	<ul style="list-style-type: none"> <li>IC identified Aims and Objectives for the Group:               <ol style="list-style-type: none"> <li>Improve Access Performance                   <ul style="list-style-type: none"> <li>Emergency</li> <li>Elective</li> </ul> </li> <li>Do no preventable patient harm</li> <li>Fiscal Prudence</li> <li>Integration                   <ul style="list-style-type: none"> <li>Single delivery unit</li> </ul> </li> <li>Develop Education and Research capacity and capability with academic partner</li> </ol> </li> <li>IC emphasised the importance of engagement with other Hospital Groups. Meeting scheduled with RCSI Hospitals Group and Ireland East Hospital Group - Chair/Clinical Director/CEO in March 2016.</li> </ul>	
3. <b>Quality &amp; Risk Management</b>	<ul style="list-style-type: none"> <li>RCSI Hospitals Group completed review of high impact risks within the matrix of capacity, capability and culture.</li> <li>Key issues include:               <ul style="list-style-type: none"> <li>Access</li> </ul> </li> </ul>	

Item	Discussion	Action
	<ul style="list-style-type: none"> <li>- Medication errors</li> <li>- Inadequate Infrastructure</li> <li>- Funding Shortfall</li> <li>• PB acknowledged the significant work undertaken by the Quality &amp; Safety Directorate to date. PB also described plans for standardisation of processes across the Group.</li> <li>• Maternity Patient Safety Statements were discussed, there is a requirement arising from the Portlaoise Report (HIQA Recommendation 5) for Hospitals to publish monthly Maternity Patient Safety Statements. First publication on Wednesday 17<sup>th</sup> February.</li> </ul>	
<b>4. Financial Report</b>	<ul style="list-style-type: none"> <li>• CK provided an overview of current financial position for RCSI Hospitals Group for 2016:</li> <li>• Funding reduction of €24.7m for the Group which equates to 3.8%. Average reduction for other Hospital Groups estimated to be approximately 2%.</li> <li>• Existing level of Services deficit 2016 if (Stretch) target income (11.1m) delivered will be €21.8m.</li> <li>• Key focuses will be to maximise income management / strengthen Employment Control procedures / Value for money (VFM) / Cost Containment – targets set for each Hospital / Manage the proposed move to Activity Based Funding (ABF) 2017.</li> <li>• New Agreed Service Developments total €22m. Awaiting confirmation of funding from HSE on a number of these service developments</li> <li>• CK described the proposed changes to the Employment Control processes within the Group which will now apply to Voluntary Hospitals as well as Statutory Hospitals.</li> <li>• Beaumont deficit €14m from last year 2015 was also noted to be an area for concern and deficit likely to increase for 2016.</li> <li>• OLOL and Beaumont are outliers for the Group regarding ABF performance. Varying reason for this include complexity/ volume of activity / cost.</li> <li>• Discussion regarding data entry validity - HIPE coding validation was undertaken with satisfactory outcome.</li> <li>• Engagement with key stakeholders for the migration of Surgical Services across the Group is underway. Opportunities for significant growth utilising Connolly capacity have been identified.</li> <li>• Review of OLOL historical arrangements whereby some complex specialities are outsourced, it is envisaged that these patients will now be accommodated within the Group and restructuring of new Consultant Posts will also assist in this process.</li> </ul>	
<b>5. HR Report</b>	<ul style="list-style-type: none"> <li>• EB discussed key issues and action requirements for HR for 2016.</li> <li>• Employment Control Committee will ensure robust processes with regard to employment in line with budgetary constraints. Focus on allocating resources from Group and risk perspectives.</li> <li>• Agency conversion progression to be reviewed to date and identify if any additional conversion to be made.</li> <li>• Review to be undertaken of additional payments ie allowances, overtime to staff members and ensure they are appropriately applied and managed. Group Wide Governance is required.</li> </ul>	

Item	Discussion	Action
	<ul style="list-style-type: none"> <li>• Examination of existing NCHD recruitment processes to take place.</li> <li>• CK keen to strengthen academic partnership with RCSI Hospitals Group and suggests linkage with Barry Holmes, RCSI Director of HR and Sinead Dunwoody, RCSI Clinical Relationships Manager with regard to Education / Research training programmes. <b>EB to link in with RCSI Colleagues.</b></li> <li>• CK requested that RCSI Hospitals Group Recruitment also be promoted via the Irish Times in line with RCSI – this would facilitate collation of posts Data base and provide access to RCSI resources including libraries / courses.</li> <li>• Discussion on how to promote / attract professionals to RCSI Hospitals Group - create bespoke pathways to Senior Clinical positions (Honorary Associate Professor).</li> <li>• Parallel ED Fora ongoing weekly with Senior Executive Team regarding ED Nursing Work Relations Agreement (WRC).</li> <li>• Regularised union engagement via Joint Union Management Forum (JUMF) quarterly basis.</li> </ul>	<b>EB</b>
<b>6. Group Clinical Directors Report</b>	<ul style="list-style-type: none"> <li>• All Clinical Directors (CD) and Associated Clinical Directors (ACD) have been appointed with only two gaps in OLOL - perioperative ACD and Women &amp; Children ACD – hopeful to appoint in the coming months.</li> <li>• Clinical Directors Forum established - Second meeting scheduled for 17<sup>th</sup> February. Feedback from inaugural meeting was positive. CD Forum strategic development focuses on ED Taskforce implementation and improvement for unscheduled care.</li> <li>• Migration of Surgery pilot between Beaumont and Cavan underway.</li> <li>• Develop cross-site appointments to encourage best use of resources and incorporate increased access to theatres with available capacity.</li> <li>• PB to participate in National Clinical Advisory Group for ABF.</li> </ul>	
<b>7. Operational Plan</b>	<ul style="list-style-type: none"> <li>• RCSI Hospitals Group Draft Operational Plan submitted to the HSE.</li> <li>• Operational Plan underpinned by Finance / HR and Quality.</li> <li>• Key Priorities/Goals include:               <ul style="list-style-type: none"> <li>- Promotion of better Health and Wellbeing</li> <li>- Provide fair, equitable and timely access to quality, safe health services</li> <li>- Foster a culture that is honest, compassionate, transparent and accountable</li> <li>- Engage/Develop workforce to deliver best possible care and services</li> <li>- Manage resources to deliver best health outcomes</li> </ul> </li> <li>• Monthly performance and finance meetings with the HSE. <b>CEO confirmed cumulative performance reports will be provided for future Board meetings.</b></li> </ul>	<b>IC</b>
<b>8. Academic Partners Plans</b>	<ul style="list-style-type: none"> <li>• Academic Partner's Plans – paper circulated at the meeting for discussion.</li> <li>• Key activities to date:               <ul style="list-style-type: none"> <li>- Health Outcomes Research</li> <li>- Lean/Process Improvement</li> <li>- Population Health Research – Declan Bedford</li> <li>- Project ECHO / Hotspotting – lead by Chief Academic Officer, Trevor Duffy and Programme Manager Hugh Sullivan.</li> <li>- Rotunda Campus relocation to Connolly – working group established</li> <li>- Connolly Campus Development – Miriam Kennedy, RCSI Project</li> </ul> </li> </ul>	

Item	Discussion	Action
	Manager working with key stakeholders for educational / research requirements for upgrade to campus and plans to resource same - Expansion of ERC Smurfit Building and enhancement of Beaumont Lecture Theatres	
<b>9. Group Strategy Plan</b>	<b>Development</b> <ul style="list-style-type: none"> <li>Expectation from DOH for Hospital Groups / Community Health Organisations to have Strategy by June 2016.</li> <li><b>RCSI Hospitals Group Strategy Plan to be developed.</b></li> </ul>	<b>IC</b>
<b>10. Communication and Medial Plans</b>	<b>Web</b> <ul style="list-style-type: none"> <li>RCSI Hospitals Group Website developed in 2015 which provides an overview of the Group and cross reference links to each of the hospitals websites. <b>Website to be launched Q1 2016.</b></li> </ul> <b>Newsletter</b> <ul style="list-style-type: none"> <li>Discussion regarding proposal for a Newsletter for the Group.</li> <li>Dedicated resource requirement</li> <li>All in agreement to defer launch of newsletter until 2017.</li> </ul>	<b>SMcG/SD</b>
<b>11. AOB</b>	<ul style="list-style-type: none"> <li>Monthly frequency for Board Meetings / No August Meeting.</li> <li>Board Papers to be issued 1 week in advance of Board Meetings.</li> <li>Trevor Duffy, Chief Academic Officer to be included in Board Membership.</li> <li>Minutes of Board Meetings to be published on Website.</li> <li><b>SD to circulate proposed dates for 2016 and invite Trevor Duffy to future Board meetings.</b></li> </ul>	<b>SD</b>
<b>Date &amp; Time Next Meeting</b>	<ul style="list-style-type: none"> <li><b>Tuesday 15<sup>th</sup> March, 2pm, Sir Thomas Myles Room, 123 RCSI</b></li> </ul>	