

ATTACHMENT 1

RCSI HOSPITALS GROUP
BOARD MEETING
 TUESDAY 15TH MARCH 2016 AT 14.00PM

SIR THOMAS MYLES ROOM, 123 RCSI

In Attendance		
Anne Maher (Chair)	Chair RCSI Hospitals Group Board	AM
Ian Carter	Group Chief Executive Officer	IC
Sheila McGuinness	Acting Group Chief Operations Office / Group Chief Nursing Officer	SMCG
Chris Kenny	Group Chief Finance Officer	CK
Eric Brady	Group Director of Human Resources	EB
Trevor Duffy	Group Chief Academic Officer	TD
Suzanne Daly	PA to the Executive Team	SD

Apologies		
Patrick Broe	Group Clinical Director	PB
Cathal Kelly	Chief Executive Officer, RCSI	CaK

Item	Discussion	Action
1. Minutes of previous Meeting 15th February 2015	<p><u>Matters Arising</u></p> <ul style="list-style-type: none"> Minutes of the previous meeting agreed without amendment. AM welcomed TD and SM to the RCSI Hospitals Group Board Meeting. Apologies noted from CAK and PB Meeting took place with Secretary General AM / IC. Hospitals Group structure – follow-up meeting scheduled end March 2016. AM to keep Board updated of progress. Group Chairs meeting 25/02/16 – variable structures / progress noted throughout the Groups to date. Mr Pat O'Malley, Deputy Director of reform to meet with Group Chairs later in the year. Rotunda Relocation Group established – AM member of Operational Governance subgroup. Chairperson for the Rotunda resigned in January, acting Chairperson currently – new chairperson to be appointed in April. Discussion around potential establishment of National Trauma Centre at Connolly Campus. TD member of Connolly Campus Development subgroup – DCP (Development Control Plan) being developed for Connolly Campus currently. EB met with RCSI HR colleagues – follow-up meeting scheduled. RCSI and RCSI Hospitals Group collaborative recruitment campaigns were discussed. 	AM
2. Chief Executive Officers Report	<ul style="list-style-type: none"> Sustained growth in ED attendances and resultant increase in ED admissions – Elective waiting lists being affected as a result. No key rationale/cause for same ie flu / frail elderly influx / change in acuity has been identified for same. RCSI Hospitals all demonstrate moderate improvements with the exception of Beaumont Hospital, in relationship to reduced patient trolley waits. Waiting Lists OPD 	

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	<ul style="list-style-type: none"> - Requirement to increase new attendances - 9.1% (n = 4894) of patients waiting >12 months - Chronological booking controls required • Waiting Lists IPDC <ul style="list-style-type: none"> - ED Admissions continue to compromise Day Case capacity • Community / GP engagement essential at both Hospital and Group level. Joint initiatives to be included in Group Strategy. • Migration of non-complex surgery from Beaumont to Connolly / Cavan hospitals is underway. 	
3. Quality & Risk Management	<ul style="list-style-type: none"> • SM provided overview of the Quality and Safety Directorate. • Key Priorities: <ul style="list-style-type: none"> - Quality & Safety Committee established November 2015, meetings taking place monthly. - Quality & Safety Review of the existing hospital structures – Healthcare informed awarded tender to carry out the review of Quality and Safety functions in each hospital. Review to be completed May 2016 with findings presented to the CEO. - Standardisation of Risk Assessments / Management of Serious Adverse Events (SRE) and Non Serious Events - Local engagement with Quality, Risk & Safety colleagues - Development of Group Log for: <ol style="list-style-type: none"> 1. Level 3 Complaints 2. Serious Adverse Events (SRE) 3. Hospital Reviews • SM currently analysing trends / themes around incidents and complaints which could be incorporated into Board Reports going forward. 	
4. Financial Report	<ul style="list-style-type: none"> • Group Budget Forecast identifies including new Service Developments and existing Service Developments. • €28m deficit equates to the same reduction in funding noted Group is broadly maintaining gross expenditure as 2015. • Projected private patient income has increased by €5m (6%) but still off target by €6.5m. • Since last meeting a further deduction of €2.9m by NCCP has been applied, optimistic that this will be delivered with additional income from drugs. • ‘Beaumont Improvement Plan’ has reduced cost from approximately €8m now costed at €4.1m but this remains unfunded. Noted Beaumont will carry deficit in totality. • New cost pressure <ul style="list-style-type: none"> - €1.5m to support intern salary regularisation scheme (Lansdowne Road Agreement) • SLAs to be signed in Beaumont and Rotunda end of the month following March Board Meetings. Penalty for non-compliance will be 20% cash reduction. 	
5. HR Report	<ul style="list-style-type: none"> • Staffing metrics including: <ul style="list-style-type: none"> - WTE (Whole Time Equivalents) December 15 / January 2016 – increase of 49 WTE, Beaumont having the majority increase (23) attributed to the Beaumont Improvement Plan. Controls now in 	

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	<p>place to manage headcount.</p> <ul style="list-style-type: none"> - Expected Retirements 2016 / 2017 – (158) staff to retire. Retirements estimated only at 1% for the Group. SMCG clarified significant senior posts at retirement and this will impact skill mix also. <i>To note Beaumont non return of data.</i> - Absence Rate December 15 – HSE target of 3.5% – overall 3.9% for Group. Our Lady of Lourdes Hospital noted as a significant outlier specifically in the areas of Nursing and Patient Care. Issues to be addressed at local level. <ul style="list-style-type: none"> • Agency usage / conversion / nursing turnover / staff retention noted to impact movement in specialties and headcount data. • Nursing initiatives underway nationally to attract people to work in different hospitals. SMCG stated that a panel is to be created for Connolly as nursing recruitment has been successful in the last number of campaigns. • SMCG has encouraged Directors of Nursing and Midwifery to provide Graduates with assurance of permanent pensionable jobs. • NCHD recruitment also noted to be a national issue, Locum usage vs Permanent posts recruitment challenging as posts not desirable for a number of reasons – Group posts have been redefined to address this. • Additional recruitment for the Group Executive Team is expected as the Group evolves. • SMCG raised Taskforce for Staffing and Skill Mix for Nursing <ul style="list-style-type: none"> - National framework has been established indicating ideal hours per patient of care / environment / throughput / skill mix. This framework was commissioned by the Department Of Health. Report produced and decision for piloting in number of sites for recommendation of approved staffing levels. Mixture of Level 2 / 3 / 4 Hospitals. Beaumont, Our Lady of Lourdes and Loughlinstown have been chosen as the pilot sites. Additional budget for 5/6 months will be provided starting in 4-6 weeks. Initial meeting with Beaumont has occurred and meeting scheduled for next week in Our Lady of Lourdes. SMCG to keep the Board informed of progress / report publication. 	SMCG
6. Group Strategy Plan	<p><u>Development</u></p> <ul style="list-style-type: none"> • RCSI Hospitals Group Strategy Plan to be developed. • Meeting scheduled with Ireland East Hospital Group Chair / CEO / CDs 22.03.16. IC to update Board regarding same. 	IC
7. Communication and Medial Plans	<p><u>Web Update</u></p> <ul style="list-style-type: none"> • Website to be launched by end of March 2016. • Direct Media enquiries currently being managed internally within the RCSI Hospitals Group, • Communications contract to be reviewed in the future. 	
8. AOB	<ul style="list-style-type: none"> • TD developed Academic Development Strategic Plan – would welcome input and meeting with CEO for agreement / progression. IC / TD to meet to discuss advancement. TD to present at the next Board meeting. • TD attended Chief Academic Officers Forum recently. Varying approaches also noted regarding governance and strategy. 	IC/TD SD/TD

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	<ul style="list-style-type: none"> • Difficulties encountered regarding collation of data and students not linking/referencing RCSI or hospitals. Clinical Trials / Grants data form steady publicity stream of activity. NRS (National Recruitment Service) working on data bank on patient care outcomes associated with ongoing research and educational emphasis. • Education / Research component to link in with Community / GPs and promote engagement. • Project ECHO (videoconferencing Rheumatology Outpatient Clinic) starting tomorrow in Connolly Hospital, 5 GPs participating. • Engagement with Politicians – Oireachtas Briefings to be arranged in 2016 	SD/IC
9. Date & Time Next Meeting	<ul style="list-style-type: none"> • Monday 18th April, 2pm, 2nd Floor Boardroom, 121 RCSI 	