

**Minutes of the Board of Directors Meeting held in the Boardroom of Our Lady's Children's Hospital, Crumlin, on Wednesday, 26<sup>th</sup> November, 2014, at 4.30pm**

***Some items have been redacted in line with the Freedom of Information Acts 1997 & 2003***

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**Present**

Archbishop Diarmuid Martin (Chairperson), Mr. Frank Magee (Deputy Chairperson), Mr. Lorcan Birthistle (Chief Executive), Mr. John Byrne, Mr. David Devlin, Mr. John Healy, Ms. Geraldine Hickey, Ms. Mary Kelly, Ms. Rachel Kenna, Sr. Anna Kennedy, Councillor Ruairi McGinley, Mr. Martin O'Rourke, Mr. Turlough O'Sullivan, Dr. Maurice Smyth, Dr. Sean Walsh & Mr. Paul White.

**In Attendance**

Ms. Suzanne Allen, Dr. Colm Costigan, Ms. Sharon Hayden, Mr. John Cotter, Ms. Pamela McDonald & Ms. Noreen Johnson.

**Apologies**

Councillor Ray McHugh.

**2014 Irish Medical Times Healthcare Awards**

Prior to the opening of the meeting, the Board welcomed Dr. Orla Killeen, Consultant Rheumatologist. The Rheumatology Department was judged the ***Best Out-Patient Initiative of the Year*** for its entry "The YARD – Young Adolescents with Rheumatic Diseases Clinic". Dr. Killeen advised that this Project pioneered a unique and seamless transitional pathway of care for adolescents and young people with rheumatic conditions. It was developed in collaboration with the Rheumatology Department of St Vincent's University Hospital.

The Board also welcomed Ms. Carol Hilliard, Nurse Practice Development Co-Ordinator and Ms. Glynis Peel, CNM III, Burns Unit. The Burns Unit received the **Best Nursing Project** award for its entry "*Managing Paediatric Skin Graft Donor Sites : A Randomised Controlled Study of Three Wound Care products*". This project involved a nurse-led randomised controlled trial in a children's burns service to identify the most effective dressing for children's skin-graft donor sites. It was submitted as a joint project with University College Dublin and received support from the National Children's Research Centre.

The Rheumatology Department completed an outstanding night for the hospital by scooping the overall award – **An Duais Mhor Irish Healthcare Awards 2014**.

The Board offered congratulations to all staff involved on their success in the 2014 Irish Medical Times Healthcare Awards and noted that this was the second year in success that OLCHC has received recognition at these awards.

**Conflict of Interest**

Mr. P. White informed the meeting that he has agreed to become the Chairperson of the Children's Medical & Research Foundation (CMRF) commencing 1<sup>st</sup> December, 2014 and accordingly advised that he is now stepping down as a Director of the Board. Mr. White then spoke to structures and achievements between the CMRF and NCRC during 2014. The Board congratulated Mr. White on his new position and thanked him for his time as an extraordinary member of the Board who showed passion, commitment and integrity.

Mr. White left the meeting.

#### **14.10.1 Draft Minutes**

Draft minutes of meeting held on 29th October, 2014, having been circulated, **WERE APPROVED** and signed by the Chairperson.

**Action: Approved**

#### **14.10.2 CHIEF EXECUTIVE'S REPORT**

**Mr. L. Birthistle spoke to:**

##### **14.10.2.1 Service Level Arrangement 2015**

Mr. Birthistle advised receipt of a sample part 2 Service Level Arrangement 2015 proposal. Mr. Magee attended a meeting of Section 38 Agencies with the HSE this week and reported that there is an endeavour to have the 2015 part 2 agreement in Q1 2015. The HSE have advised of the aim to have Part 1 Service Level Agreement in place for a period of four years with modifications to be made as required.

**Action: L. Birthistle/F. Magee**

##### **14.10.2.2 Children's Hospital Group**

###### **14.9.2.3.1 Single Legal Entity**

Mr. Magee spoke to recent presentation to the CHG Board regarding IT needs for the new hospital and an approved budget. The Board expressed concern in relation to the expected delivery of a complete IT project. The Board will have further opportunity to discuss this matter directly with the CHG Development Board at its meeting on 10<sup>th</sup> December, 2014.

**Action: Mr. F. Magee**

###### **14.9.2.3.3 Cultural Analysis Collaborative Initiative**

Mr. Birthistle informed the Board that MCO plan to present the shared / common values, mission and vision and diverse thinking highlighted by staff during the recent cultural analysis survey to representatives from the three childrens' hospital management and boards. Mr. Magee, Ms. Kelly and Mr. O'Sullivan previously interviewed by MCO for the survey have been asked to represent the Board at this briefing.

**Action: L. Birthistle**

##### **14.10.2.3 Hybrid Cardiac Catheterisation Laboratory**

The Board noted receipt of letter from the HSE approving funding of €5.6m. This project will begin in January, 2015.

**Action: Noted**

##### **14.10.2.4 Northern Ireland Paediatric Congenital Cardiac Surgery**

Mr. Birthistle advised that a three month strategy consultation process has commenced in Northern Ireland which will be completed by end of January, 2015. A project management structure is being established to manage the development of a network service. The Northern Ireland Minister has indicated a wish to visit the hospital at a date to be agreed.

**Action: Noted**

**14.10.2.5**      **Redacted**

**Ms. S. Allen spoke to:**

**14.10.2.6      Employment Controls**

Ms. Allen noted for the Board an increase in head count as a result of approval to recruit cardiac staffing. The hospital is anticipating an increase in employment ceiling to incorporate this staffing.

**Action: S. Allen**

**14.10.2.7      Recruitment**

**14.10.2.7.1      NCHD/Consultant**

The hospital is presently carrying vacancies in NCHD staffing, however, it is currently expected to have a full NCHD complement for 2015.

Challenges still remain in relation to consultant salary scales. The hospital awaits the outcome of discussions at a national level with the HSE.

**Action: Noted**

**Ms. R. Kenna spoke to:**

**14.10.2.8      Redacted**

**Ms. S. Hayden spoke to:**

**14.10.2.9      Redacted**

**Ms. R. Kenna spoke to:**

**14.10.2.10 Quality Improvement Plans**

Ms. Kenna spoke to Quality Improvement Plans, previously circulated, and noted that all areas are on target.

**Action: Noted**

**14.10.2.11 PCHCAI**

Ms. Kenna advised of no concerns and achievement of all targets.

**Action: Noted**

**14.10.2.12 Nursing Ratios**

Ms. Kenna provided assurance to the Board concerning nursing ratios and advised that adequate nursing levels are linked to good outcomes. As there is no national guideline in Ireland, the hospital uses the UK guideline for providing safe staffing levels together with clinical judgement. The hospital utilises the RCN Standards where ratios are achieved. Ms. Kenna further advised that in the absence of a national standard, she is satisfied that the hospital's standards are safe. The hospital is engaged with the taskforce for the development of standards.

The Board welcomed this assurance and requested a similar report on consultant, NCHD and other relevant healthcare staffing ratios. The Board further requested that such reports be presented on a regular basis.

**Action: R. Kenna/S. Allen/L. Birthistle**

**Mr. J. Cotter spoke to:**

**14.10.2.13 Budget 2014**

Mr. Cotter noted the current HSE Allocation of €113.77m. The hospital received an increase of €125,000 related to a refund of EWTD deductions. Mr. Cotter continues to seek clarifications with the HSE in relation to further outstanding deductions.

**Action: Noted**

**14.10.2.14 Financial Performance**

The net expenditure reported for the month of October was €9.950m which represented an increase of €75k compared with September. The increase noted was driven mainly by a rise in medical pay for the period of €384k resulting from a net increase of 3.61 WTE consultant posts. These posts relate to new vacancies filled in Orthopaedic Surgery, General Paediatrics, and Cardiology. These medical pay increases were off-set by a reduction of -€92k in all other pay categories.

**Action: Noted**

#### **14.10.2.15      Redacted**

#### **14.10.2.16      Cash Flow**

The current cash flow estimates a cash deficit of circa €7.9m. A request has been made to the HSE for an accelerated cash payment of €4.5m relating to allocation retention. The request for an accelerated payment is to facilitate payment of all liabilities by year end. The hospital is also expecting a supplementary budget from the HSE and confirmation in writing is awaited.

**Action: Noted**

#### **14.10.3 FINANCE COMMITTEE**

No update.

**Action: Noted**

#### **14.10.4 AUDIT & NON-CLINICAL RISK COMMITTEE**

No update.

**Action: Noted**

#### **14.10.5 GOVERNANCE, NOMINATIONS & REMUNERATION COMMITTEE**

##### **14.10.5.1      Meeting Minutes**

Minutes of meeting of 13<sup>th</sup> October, 2014, having been circulated, were noted.

**Action: Noted**

##### **14.10.5.2      HSE Compliance Statement**

Mr. O’Sullivan advised that the full Annual Compliance Statement will be provided to the Board at the next meeting.

**Action: T. O’Sullivan**

##### **14.10.5.3      Articles of Association**

An explanatory memorandum clarifying the alternations to the Articles of Association, previously approved at the 57<sup>th</sup> AGM, were reviewed. The members requested that Article 32 be amended from “extend” to “permit”.

**Action: T. O’Sullivan**

##### **14.10.5.4      Succession Planning**

Mr. O’Sullivan noted the resignation of Mr. Paul White. Recommendations for the replacement of Mr. Paul White should be forwarded to the Chairperson of the Governance, Nominations & Remuneration Committee.

**Action: Board of Directors**

**14.10.6 ANY OTHER BUSINESS**

No business for discussion.

There being no further business, the meeting then concluded.

**Date of next meeting:**

Wednesday, 10<sup>th</sup> December, 2014, in Children's Hospital Group-Hospital 7 Project Office, St. James's Hospital, commencing at 3.30 p.m.