

**Minutes of the Board of Directors Meeting held in Archbishop's House on
Tuesday, 29th April, 2014, at 10am.**

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

Present

Archbishop Diarmuid Martin (Chairperson), Mr. John Hennessy (Deputy Chair), Mr. Lorcan Birthistle (Chief Executive), Mr. David Devlin, Ms. Mary Kelly, Sr. Anna Kennedy, Councillor Ruairi McGinley, Mr. Frank Magee, Mr. Turlough O'Sullivan, Dr. Sean Walsh & Mr. Paul White

In Attendance

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

Ms. N. Callaghan was in attendance for item 14.4.12 & 14.4.13 only

Apologies

Mr. John Healy, Ms G. Hickey & Councillor Michael O'Sullivan

Conflict of Interest

No declarations of conflict.

14.4.1 Draft Minutes

Draft minutes of meeting held on 26th March, 2014, having been circulated, **WERE APPROVED** and signed by the Chairperson.

14.4.2 Chief Executive's Report

Mr. L. Birthistle spoke to:

14.4.2.1 Research

Mr. Birthistle advised that Mr. John Healy & Ms. Mary Kelly have agreed to become the Board's nominees as Members of the National Children's Research Centre (NCRC) which was **APPROVED** by the Board. He further advised that the hospital continues to work with the NCRC on a research strategy.

Action: Approved

14.4.2.2 Northern Ireland Paediatric Congenital Cardiac Surgery

Mr. Birthistle & Ms. Regan spoke to an independent all-island assessment of paediatric cardiac service commissioned by Minister Reilly & Minister Poots. A visit of the Review Group took place on 10th April, 2014 in OLCHC.

Action: Noted

14.4.2.3 Redacted

Ms. S. Allen spoke to:

14.4.2.4 Recruitment

Ms. Allen spoke of significant challenges which remain in the recruitment of NCHD's nationally. A detailed discussion took place concerning the risk factors associated with current NCHD vacancies. The Board sought assurance concerning contingency plans in place relating to a shortage of NCHD staff. The Board further sought reassurance that the hospital is liaising with the HSE in providing staffing vacancy metrics. Redacted

Action: S. Allen

Ms. S. Hayden spoke to:

14.4.2.5 Scheduled Care

Ms. Hayden informed the Board that an action plan and business cases have been submitted to the HSE National Director of Acute Services for funding and extra resources based on identification of the areas where challenges remain concerning waiting time targets.

Action: S. Hayden

Ms. G. Regan spoke to:

14.4.2.6 Quality Improvement Plan

Ms. Regan confirmed that Quality Improvement Plan is circulated with Board papers this month and advised of updated status.

14.4.2.7 HIQA Unannounced Visit

Ms. Regan referred to HIQA unannounced visit which took place on 9th April, 2014. The hospital was informed that no major risks were identified. Draft report is receiving attention.

Action: G. Regan

Mr. J. Cotter spoke to:

14.4.2.8 Finance

Mr. Cotter advised that year on year net expenditure is down by €734K with a projected deficit of €2.6m at year end. The hospital has experienced a reduction in pay & non pay costs of €459K, due to pay decreases, cost containment and through a reduction in medical and surgical appliance usage. These decreases were off-set by a reduction in income. Mr. Cotter outlined to the Board that despite significant decreases in net expenditure, the hospital continues to remain over budget as a result of the reduction in allocation. Mr. Devlin expressed concern at the substantial cash deficit from operations of circa €7 million anticipated at year end.

Mr. Cotter commented that the hospital has noted an increase in private health insurance patients opting for public patient status which is impacting on maintenance charges. Corporate Management Team advised that as a result of this, staff education sessions & communication initiatives are being put in place.

A meeting has been arranged with the HSE to further discuss the deductions made in respect of the Haddington Road Agreement and private income legislation.

14.4.3 Governance

Mr. T. O'Sullivan provided an update in relation to the work being undertaken pertaining to the Annual Compliance Statement. The Board were informed that a Governance Hand Book will also be prepared.

The Chairman advised the Board that he would welcome suggestions in relation to the role of the Chairman and directed the Governance & Nominations Committee to progress.

Mr. O'Sullivan further advised of an addition to the role of the Deputy Chairman; that in the event of a crisis, to convene a crisis management committee.

Mr. O'Sullivan reported that the committee is currently seeking a replacement for the Deputy Chairman.

Members were reminded to return outstanding Skills self-assessments, previously circulated. A formal Board Self-Assessment will be put in place for 2015.

Mr. O'Sullivan outlined the Board's requirement for a Remuneration Committee. The Committee's recommendation is that this responsibility will be assigned to the Governance & Nominations Committee, to be renamed Governance, Nominations & Remuneration Committee. This was **APPROVED** by the Board.

Action: T. O'Sullivan

14.4.4 Redacted

14.4.5 Finance Committee

Mr. Hennessy alluded to cost reduction and income, previously mentioned, and stated that Special Activities Fund is a specific agenda item for dedicated discussion later in the meeting.

Action: Noted

14.4.6 Children's Hospital Group (CHG)

14.4.6.1 Integration of Existing Services

Discussion took place relating to the transfer of assets and liabilities to the Children's Hospital Group and the migration to a single service. The Board expressed concern regarding the lack of both a statutory board and enabling legislation. The Board reiterated the focus of the Board which remains the care of sick children.

Redacted

Mr. Birthistle advised that the Children's Hospital Group Board has set up an Integration Steering sub-committee, comprising a board representative and Chief Executive of each of the three paediatric hospitals, to look at integration. The Board referred to the change process which must include the skill sets of programme management & service integration and directed that a programme be created specific to Crumlin, together with a legal agreement. The Board further agreed that a sub-committee of three Board members be established, together with appropriate external expertise, to consider engagement in the integration process; terms of reference to include: human capital movement, where you

have three locations and three hospitals: change process and integration and the voluntary ethos of the organisation. It was further agreed that termination of the agreement must be allowed for in the agreement.

The Board directed the Governance, Nominations & Remuneration Committee to consider these matters.

Action: T. O'Sullivan

The Board **AGREED** that Approach to Single Legal Entity advice from MHC dated 5th March, 2014 be forwarded to the Department of Health & Children's Hospital Group.

Action: L. Birthistle

Concern was expressed relating to the group roles of the Children's Hospital Group which remains without any legal responsibility.

Action: Noted

14.4.7 Redacted

14.4.8 Deputy Chairperson

Due to the retirement of the current Deputy Chairperson, Mr. J. Hennessy, the Chairman requested the Governance, Nominations & Remuneration Committee to meet shortly to consider nominations for his replacement.

As Mr. Hennessy will retire from the Board on 30th April, 2014, the Chairperson, on behalf of the Board, expressed genuine thanks to Mr. J. Hennessy stating that his experience and dedication has been invaluable.

Action: T. O'Sullivan

14.4.9 Special Activities Fund

Mr. Birthistle provided a background to the establishment of the Special Activities Fund.

Mr. J. Cotter spoke to briefing paper, previously circulated, and outlined the movement of the fund since 2009. The Board **AGREED** that the Special Activities Fund be utilised proactively and that donations be spent within 2 years of receipt and requested the Chief Executive to draw up a plan of expenditure for 2014/2015.

Action: L. Birthistle

14.4.10 Redacted

14.4.11 Service Level Arrangement 2014

It was agreed that a letter would issue from the Board to the HSE regarding the absence of a proposed Service Level Arrangement and stating that the Board would require appropriate time to consider any proposed Service Level Arrangement.

Action: L. Birthistle

14.4.12 Redacted

14.4.13 Any Other Business

Mr. L. Birthistle, Ms. G. Regan, Mr. J. Cotter, Dr. S. Walsh & Ms. N. Johnson left the meeting.

14.4.13.1 Redacted

14.4.13.2 Business Cases

The Board noted that all business cases submitted to the HSE had been rejected without explanation. Ms. Allen advised the Board of the options available to the hospital as outlined by the HSE. A reply to the HSE advising the course of action intended by the hospital is required by 15th May 2014.

The Board directed that the hospital seek reasons for the rejection of each business case.

Action: T. O'Sullivan

There being no further business, the meeting then concluded.
Date of next meeting: Wednesday, 28th May, 2014, commencing at 4.30 p.m.