



**Tallaght University Hospital Board Meeting**  
**29<sup>th</sup> January 2024**  
**8.00am – 10.00am**  
**MS Teams**

**Participating:**

**Board member:**

Prof. Anne-Marie Brady (AMB) (*Chair*)  
 Mr. Mark Varian (MV)  
 Ms. Darina Barrett (DB)  
 Mr. Mike Beary (MB)  
 Dr. Martin Lyes (ML)  
 Mr. Edward Fleming (EF)  
 Mr. John Hennessy (JH)  
 Dr. Vivienne Byers (VB) (*from 9am*)

**Also participating:**

**Executive Management Team:**

Ms. Lucy Nugent (LN)  
 Mr. John Kelly (JK)  
 Ms. Sharon Larkin (SL)  
 Ms. Áine Lynch (ÁLyn)  
 Mr. Dermot Carter (DC)  
 Prof. Catherine Wall (CW) (*left 9am*)  
 Dr. Peter Lavin (PL)  
 Ms. Bridget Egan (BE) (*left 9.30am*)  
 Prof. Tara Coughlan (TC) (*from 8.30am*)

**In attendance:**

Ms. Anne McKenna (AMcK)

**Apologies:**

Dr. Darach O’Ciardha (DO’C)  
 Mr. Shane Russell (SR)

No.	Agenda Items	Decisions Made	Action By
24.01.01	<b>Apologies</b>	Noted.	
24.01.02	<b>Patient’s Story</b>	<p>A briefing paper highlighting two Patient’s Stories was circulated in advance of the meeting and taken as read.</p> <p>ÁLyn briefed members regarding the compliment regarding a positive patient experience in relation to improved efficiencies and engagement with staff. CW highlighted the collaborative approach by the multidisciplinary team.</p> <p>ÁLyn briefed members regarding communication from a concerned patient whose treatment had been outsourced. It was noted the patient received two follow up appointments and a third had been arranged.</p>	
24.01.03	<b>New Declarations of Interest</b>	There were no new declarations of interest made.	
24.01.04	<b>Minutes of Previous Meeting</b>	<p>Minutes of the meeting held 27<sup>th</sup> November 2023 having been circulated in advance of the meeting and were taken as read. JH requested his concerns raised at the Board meeting be included as an addendum to the minutes.</p> <p>LN advised of the process via the National Equipment Replacement Programme in the context of equipment and will revert to Board with a briefing paper regarding the NERP &amp; TUH Refurbishment</p>	<b>AMcK</b>

		<p>Programme. LN advised of the establishment of a Campus Development Committee in order to progress the Campus Development Plan and will engage with external experts to progress same. MV outlined the requirement to align the campus development plan with the new Hospital Strategy.</p>	<b>LN</b>
<b>24.01.05</b>	<b>Issues Log</b>	<p>The issues log which was circulated in advance of the meeting and the following was noted:</p> <p><b>1.5</b> 23.09.02 Patient Story. ALyn advised the sensory room within the ED is complete. The item will remain on the issues log in the context of access to the ED for patients with additional needs.</p> <p>23.10.10 Radiology Waiting List Management. JK advised the matter is ongoing.</p> <p>23.11.11 – Contracts. EF noted the matter was omitted from the issues log and requested DC revert with the price differential relating to the contract. DC advised of a price differential of €10k and the contract being awarded to maintain clinical standardisation which is also a patient safety issue.</p> <p>23.11.08 – CEO update. LN advised that further to receipt of the Hospital’s allocation by way of correspondence from DMHG, the letter also outlines additional requests in the context of the management accounts, including a detailed list of accruals. DC advised this is a new request and other organisations in the group have received the same request. LN advised TUH will raise same via the Voluntary Healthcare Forum.</p> <p>DC briefed Board members on the 2024 allocation and the following was noted:</p> <ul style="list-style-type: none"> <li>• 2024 opening allocation: €326m.</li> <li>• 2023 outturn is €375m. DC advised TUH are engaging with DMHG regarding the supplementary funding for 2023 however advised that supplementary funding is once off.</li> <li>• 2024 budget projection, including national pay increases, is estimated at €407m and does not account for additional services. DC outlined the significant challenges this €80m deficit will have on the organisation in the context of cost containment.</li> <li>• DC advised other organisations are in similar positions in terms of the 2024 allocation and funding gap.</li> </ul> <p>DB advised the matter was discussed by the Audit Committee and what options are available to TUH to address the matter.</p> <p>EF raised concerns regarding the 2024 allocation and requested the Board be provided with an overview of where development has occurred and the cost associated with same. EF requested a breakdown of costs that are outside the control of TUH, i.e. national pay awards.</p> <p>MV raised concerns regarding the ongoing provision of services by TUH and the increasing deficit in funding.</p> <p>AMB suggested that the matter be listed as an agenda item for detailed discussion by the Board and will engage with the CEO further to determine if a special meeting of the Board be convened.</p>	<p><b>LN</b></p> <p><b>LN</b></p> <p><b>DC</b></p> <p><b>AMB</b></p>

	1.5.1	<p><b>ED Wait Times &amp; Access.</b></p> <p>Having been circulated in advance of the meeting a briefing paper regarding ED Wait Times &amp; Access was taken as read. ÁLyn briefed Board members and the following was noted:</p> <ul style="list-style-type: none"> <li>• The National Emergency Medicine Programme does not have a plan in place to publish real time patient waiting times. It was noted the implementation of publishing patient waiting times was undertaken in another hospital in the Country however concerns regarding accuracy and confidentiality were raised by clinicians.</li> <li>• TUH has undertaken significant work in terms of the implementation of the acute floor, patient pathways and patient flow.</li> <li>• TUH has appointed two Patient Liaison Officers in ED resulting in positive feedback from patients.</li> <li>• TUH implemented a new diagnostic service in ED having appointed phlebotomy technicians in the department that can undertake tests so the information is made available to the clinicians promptly.</li> <li>• There has been a reduction in patients that Did Not Wait and this may be attributed to the appointment of the Patient Liaison Officers.</li> <li>• TUH are progressing Consultant recruitment to meet the 8 WTE allocated to ED.</li> <li>• Two Consultant Radiology posts for stroke have been approved which will also support the Acute Floor expansion.</li> <li>• Nursing vacancies within the ED remain low.</li> </ul> <p>JK advised members that TUH are partnering with [REDACTED] clinic in order to divert suitable patients from the ED. It was noted many hospitals are now seeking access to GP services. JK advised TUH advertised for a GP within the ED and this has generated a good level of interest with a number of applicants. It was noted TUH have engaged with [REDACTED] whereby patients who are service users of [REDACTED] can be referred, if suitable, to a GP.</p> <p>AMB thanked ÁLyn for the briefing paper and noted the ongoing work by TUH in terms of ED access &amp; wait times.</p>	
24.01.06	Chair's Update 2.1	<p>AMB briefed Board members on the following matters:</p> <ul style="list-style-type: none"> <li>• TUH Board Performance Review. It was noted a Board workshop took place on the 20<sup>th</sup> January and the final Board performance review report is awaited.</li> <li>• Charter. Remains ongoing. LN advised the legal advice is currently with the respective Foundations and NCH liquidator.</li> </ul>	
24.01.07	TUH Risks 3.1	TUH Risks to be addressed under agenda item 5.4.	
24.01.08	3.2	<p><b>CEO Report.</b></p> <p>Having been circulated in advance of the meeting the CEO Report was taken as read. LN briefed members and the following was noted:</p> <ul style="list-style-type: none"> <li>• Capacity. LN highlighted the requirement for increased bed capacity. It was noted Ms. Grace Rothwell has been appointed National Director, Acute Operations and LN has reiterated the requirement for the accelerated ward block and 6 storey build for TUH with Ms. Rothwell.</li> </ul>	

		<ul style="list-style-type: none"> <li>• Recruitment. TUH continues with its recruitment campaign and LN advised of progress made in nursing noting that TUH are nearing the total nursing compliment. LN advised TUH are holding posts where funding has been held.</li> <li>• Regional Health Areas. LN advised Ms. Kate Killeen White has been appointed Regional Executive Officer for HSE Dublin and Midlands. It was noted the management team is yet to be defined.</li> <li>• CHI Sublease. LN advised feedback from CHI is still outstanding.</li> </ul> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>• HSE Governance Review S. 38 Agencies. LN advised the Mazars draft report is being referred to the Governance and Nominating Committee by the Audit Committee. It will then be brought forward to the Hospital Board.</li> <li>• Women’s Health Unit. [REDACTED]</li> </ul> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>• Cyber. LN advised TUH have submitted the NIS1 Directive corrective action plan to the National Cyber Security Centre who will meet with TUH in March.</li> <li>• Covid. LN advised of a decrease in the number of positive inpatients in TUH however there has been increase in the number of patients being admitted with influenza.</li> <li>• Recruitment has commenced for the post of Director of Estates &amp; Facilities Management with an external recruitment agency.</li> <li>• TUH Strategy. LN advised she will engage with the Governance and Nominating Committee in order to progress the new strategy.</li> <li>• HSE Oversight. LN advised of daily meetings with the HSE CEO in relation to the increase attendances in ED nationally.</li> <li>• Executives on Site. LN advised TUH are piloting Corporate Executive’s onsite at weekends for a period of 6 months.</li> </ul> <p><b>Integrated Management Report.</b> Having been circulated in advance of the meeting the Integrated Management Report 27<sup>th</sup> November 2023 was taken as read.</p>	
24.01.09	3.3	<p><b>Medical Board Report.</b> Prof. Coughlan advised the Medical Board met on January 15<sup>th</sup> 2024 and focused on approving of 10 new Consultant posts.</p>	
24.01.10	<p><b>For Decision</b></p> <p>4.1</p>	<p><b>Contracts.</b> Having been circulated in advance of the meeting DC briefed Board members regarding the following contracts:</p> <p><b>ICT Unified Communications System</b> It was noted the Unified Communications System is part of the overall digital strategy and will replace the current hospital paging system which is at end of life. [REDACTED]</p> <p>[REDACTED]</p> <p>The Board formally approved the Unified Communications System contract having been proposed by EF and seconded by MB.</p> <p><b>ICT Patient Information Flow System</b></p>	

It was noted that the Patient Information Flow System is part of the overall digital health strategy. TUH received a HSE Capital Grant for the ICT Patient Flow Information Service. TUH will be liable for the maintenance and support costs (years 2-5).

EF queried the overall contract price outlined on the executive summary. AMcK to review same to confirm contract price.

AMcK

The Board formally approved the Patient Information Flow System, subject to confirmation of the contract price, having been proposed by EF and seconded by MV.

**ICT Digital Dictation & Speech Recognition System.**

It was noted the Digital Dictation & Speech Recognition System is part of the overall digital health strategy.

The term of the current dictation & speech recognition contract was due for tender and TUH undertook an open tendering process. [REDACTED]

The board formally approved the Digital Dictation & Speech Recognition System having been proposed by EF and seconded by MB.

**Replacement of Lifts & ongoing Maintenance.**

It was noted that TUH received a HSE Capital Grant to replace the lifts within the Hospital over a three year period. TUH will be liable for the maintenance and support costs (years 3-5).

The Board formally approved the replacement of lifts and ongoing maintenance contract having been proposed by EF and seconded by MB.

**Theatre – Robotic Surgery Platform Second (Dual) Console.**

DC advised that the purchase of the second console will increase the number of surgeon's being trained in TUH in robotic surgery.

The main surgical specialties that utilise the robot include Urology, General Surgery and Colorectal Surgery. Minor users of the robot will include Gynaecology.

The Board formally approved the Robotic Surgery Platform Second (Dual) Console having been proposed by EF and seconded by MB.

		<p>The Board discussed the current process for approving Contracts under the Schedule of Matters Reserved for Board Decision and the potential implications arising out of the lack of funding from the HSE.</p> <p>It was suggested the Board receive an overview of non-revenue funded contracts and the Finance Committee consider the process of approval for high cost contracts. DC will revert to the Finance Committee with same for consideration.</p> <p>ML &amp; MV suggested the Governance and Nominating Committee consider the current thresholds and determine if the current process for approving contracts remains fit for purpose.</p>	<p><b>DC</b></p> <p><b>AMB</b></p>
24.01.11	4.2	<p><b>Statement of Financial Controls.</b> Having been circulated in advance of the meeting the Statement of Financial Controls was taken as read,</p> <p>DC advised of amendments to the Statement of Financial Controls, including oversight by the Finance Committee, Hospital Board and Procurement thresholds. It was noted that the HSE Governance review of section 38. Agencies identified that the Statement of Internal Controls be brought before the Board on an annual basis.</p> <p>The matter of adoption of same by the Board was discussed and it was agreed that the Board Secretary review same with a view to reverting to the Hospital Board if the Statement requires formal approval by the Board.</p>	<p><b>AMcK</b></p>
24.01.12	<p><b>For Discussion</b></p> <p>5.1</p> <p>5.2</p>	<p><b>Integrated Care Presentation.</b> It was agreed to defer the presentation to the next meeting of the Board.</p> <p><b>Communications Update.</b> Having been circulated in advance of the meeting the Communications Update presentation was taken as read. AMB welcomed Joanne Coffey, Communications Manager to the meeting. JC briefed members and the following was noted:</p> <ul style="list-style-type: none"> <li>• In 2023 there were 74m opportunities to see/hear/read about TUH.</li> <li>• The staffing compliment of the department has increased to 2 WTE.</li> <li>• Communications managed 126 internal events and 16 external events in 2023.</li> <li>• The department launched a TUH twitter account in 2023.</li> <li>• TUH LinkedIn followers increased by 3,000 in 2023.</li> <li>• Research &amp; Innovation was a focus of the Communications department in 2023 with 7 million opportunities to see/read/hear of research &amp; innovation in TUH, up from 700,000 on the previous year.</li> <li>• TUH 25<sup>th</sup> Anniversary events included the OsKaRs and the production of the TUH cookbook.</li> <li>• TUH were asked to participate in the Community Service Fun day with An Garda Síochana and the Square in 2023 and have been invited to return in 2024.</li> </ul>	

- The department promoted TUH as a great place to work through various campaigns including videos of staff in order to promote further recruitment.
- 2024 Communications Strategy including further community engagement, research & innovation, digital enablement, brand & identity, access & inclusion amongst other projects.
- The department are working with staff to launch the Research & Innovation Strategy in Q1 2024.

AMB thanked JC for the informative presentation and acknowledge the positive work undertaken by the Communications department.

**Arts & Music Therapy Presentation.**

5.3 Having been circulated in advance of the meeting the Arts & Music Therapy Presentation was taken as read. AMB welcomed Alison Baker Kerrigan (ABK), Arts & Health Manager and Cara Monahan (CM), Senior Music Therapy to the meeting. ABK & CM briefed members and the following was noted:

- Art at the Bedside in TUH & Tymon North reached 5004 patients.
- Art in the Vartry Renal Unit reached 756 patients.
- TUH hosted 2 art exhibitions in 2023.
- Artist in Residence. ABK advised the artist is in the second year of residency in TUH and is funded by the Meath Foundation.
- TUH celebrated poetry day in 2023 whereby a menu of poems was distributed to all hospital patients.
- TUH celebrated culture day with numerous musicians in the atrium.
- Arts & Music were involved in the TUH 25<sup>th</sup> Anniversary celebrations including the OsKarS, signing boards and the production of the 25<sup>th</sup> Anniversary card.
- Music Therapy is provided for by CM two days a week.
- There were 1190 patients who accessed music therapy in 2023 from the general adult wards, age related and critical care.
- Music Therapy is provided in Tymon North and in 2023 it reached 454 patient.
- CM advised of an 8 week pilot project, launched in August 2023 with Dialysis with verbal referrals received from the Clinical Nurse Manager for patients on active treatment.

AMB thanked ABK & CM for the detailed presentation.

5.4 **Biannual Review of the Risk Register.**

Having been circulated in advance of the meeting the Biannual Review of the Risk Register was taken as read. CW briefed members and the following was noted:

- Risk Register Format. CW outlined challenges in the current format. TUH have introduced a Point of Occurrence Entry system for all incidents.
- Following the review of the risk register, 4 risks were closed and 7 risks were added. There are 52 live risk s on the register.
- CW outlined the top 10 risks by theme which include, staff deficits, recruitment challenges, finance, IT, business continuity, information governance, access and bed capacity. CW advised the finance risk will require amending given the recent notification of the 2024 allocation.
- CW highlighted the positive progress in relation to the unified communications system that will replace the current, end of life,

		<p>paging system. It was noted the new system will be implemented on portable devices.</p> <ul style="list-style-type: none"> <li>• CW advised of additional footprint from paediatrics will allow for 4 additional treatment rooms for Dermatology pigmented lesions.</li> <li>• Scheduled Care have made progress in reducing the length of time patients await an OPD appointment and TUH are expecting that 90% of all patients will receive an OPD appointment within 15 months.</li> <li>• CW highlighted the particular focus of the HSE on the Emergency Department, with daily calls with the HSE CEO. CW advised year on year TUH have seen an increase of 14% in presentations to ED. It was noted that the increase in presentations of patients &gt;75 yrs. has increased by 59% in the first 3 weeks in 2024.</li> <li>•</li> </ul> <p>JH thanked CW for the briefing and queried the number of risks generated by staff challenges. CW advised TUH have a robust process for the recruitment of staff that is well documented however highlighted challenges with Health Care Assistant post impacted by the moratorium.</p> <p>AMB thanked CW for the comprehensive briefing.</p>	
24.01.13	<p><b>Regular Updates</b></p> <p><b>6.1</b></p> <p><b>6.1.1</b></p> <p><b>6.2</b></p> <p><b>6.3</b></p> <p><b>6.3.1</b></p> <p><b>6.4</b></p> <p><b>6.4.1</b></p> <p><b>6.5</b></p>	<p><b>Governance and Nominating Committee.</b> AMB advised TUH are awaiting the formal appointment of two new Board members by the Minister and the Committee are scheduled to meet in February.</p> <p><b>Draft Governance and Nominating Committee Workplan 2024.</b> Having been circulated in advance of the meeting the draft Governance and Nominating Committee workplan 2024 was taken as read.</p> <p><b>Finance Committee.</b> EF advised two items were not reported on at the November meeting of the Board relating to the Energy Performance Contract and in particular the CHP unit that requires monitoring given the fluctuating prices in gas &amp; electricity. It was noted the Committee were presented with an update on the Scan4Safety and the tracking of medical and surgical supplies resulting in time being given back to staff. The Committee are scheduled to meet in February.</p> <p><b>Staff and Organisation Development Committee.</b> MV advised the Committee are scheduled to meet on February 7<sup>th</sup> 2024.</p> <p><b>Draft Staff and Organisation Development Committee Workplan 2024.</b> Having been circulated in advance of the meeting the draft Staff and Organisation Development Committee workplan 2024 was taken as read.</p> <p><b>QSRM Board Committee.</b> There was no update from the QSRM Board Committee.</p> <p><b>Draft QSRM Board Committee Workplan 2024.</b> Having been circulated in advance of the meeting the draft QSRM Board Committee workplan 2024 was taken as read.</p> <p><b>Audit Committee.</b> DB advised the Committee met on January 25<sup>th</sup> and discussed the Finance Risk Register, Delayed Audits and the Mazars report. It was noted the Director of Finance briefed the Committee regarding the procurement process being undertaken in order to appoint the</p>	



		<p>External Auditors. DB advised of the Internal Audit resources noting that a recruitment process is underway to appoint the second WTE in the department.</p> <p><b>6.5.1 Draft Audit Committee Workplan 2024.</b> Having been circulated in advance of the meeting the draft Audit Committee workplan 2024 was taken as read.</p> <p><b>6.6 Research and Innovation Committee.</b> VB advised of the work undertaken in drafting the Research &amp; Innovation Strategy and the Committee are scheduled to meet on February 9<sup>th</sup> 2024 to finalise same.</p> <p><b>6.6.1 Draft Research and Innovation Committee Workplan 2024.</b> Having been circulated in advance of the meeting the draft Research &amp; Innovation Committee workplan was taken as read.</p>	
<b>24.01.14</b>	<b>7.1</b>	<p><b>Closing Items</b></p> <p><b>AOB</b></p> <p>There were no further matters for discussion.</p>	
	<b>Next Meeting</b>	25 <sup>th</sup> March 2024 TUH	

**Apologies** to Ms. Anne McKenna, Board Secretary on 4143845/ [anne.mckenna@tuh.ie](mailto:anne.mckenna@tuh.ie).

