

Minutes of the Blended General Board Meeting of Thursday 3rd January 2023 5:00 pm

Present

Prof. Tom Matthews, Chairman
Prof. Fergal Malone, Master
Ms Niamh Gallagher
Prof. Sam Coulter Smith via zoom
Ms. Jennifer Cullinane
Mr Denis Reardon
Dr David Abrahamson
Mr Ian Roberts
Mr Stuart Switzer via zoom
Ms Lucinda Woods
Mr. John Diviney via zoom
Dr James Gardiner
Prof. Mike Geary
Mr Barry Holmes
Ms Margaret Philbin via zoom
Cllr Darcy Lonergan

Apologies

Dr Maria Wilson-Browne
The Lord Mayor of Dublin
Mr. Cedric Christie
Mr. David Browne
Professor Fred Falkiner
Rev. Michael Jackson
Rev. William Wright Morton via zoom

Non- Attendance

Mr. Richard Nesbitt

In Attendance

Prof. Sean Daly, Master
Mr. Jim Hussey, Secretary/General Manager
Ms. Fiona Hanrahan, Director of Midwifery/Nursing
Mr. Peter Foran, Head of Finance and Procurement
Claire Murphy, Minute Taker

1 Opening Items

1.1 Welcome

The Chairman welcomed everyone to the blended meeting and in particular new appointed Governors Prof. Fergal Malone and Ms. Jennifer Cullinane. Attendees via zoom were noted and welcomed.

1.2 Apologies

Apologies received were noted.

1.3 Conflicts of Interest Declaration

The Chairman asked if there were any conflicts of interest with any of the items listed on today's Agenda; there were no conflicts.

1.4 Draft Minutes of the Charter Board of 8th December 2022

Prof. Matthews asked if there were any amendments to the Draft Minutes previously circulated and uploaded to decision time for review. There were none. The December Minutes will be signed by the Chairman.

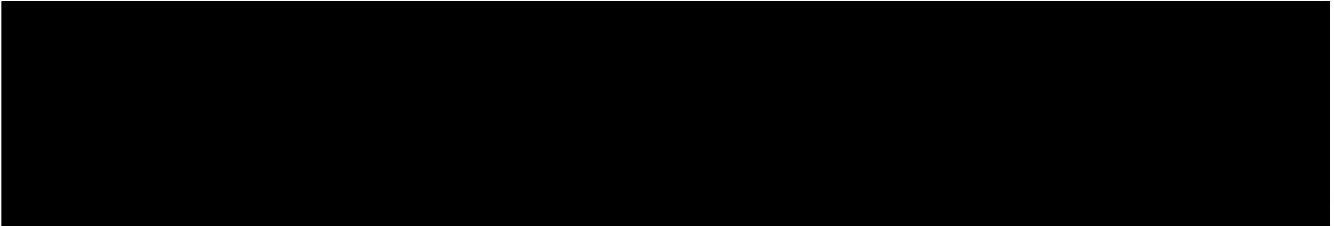
1.5 Matters Arising from the December Board

Matters arising from the December Board were reviewed and in order or listed on today's Agenda for further discussion.

2. Quality Safety & Risk

2.1 CEO's Report

The Master took his report as read which was the Year End 2022 report and updated on the following matters -



Patient Feedback Report

Complaints Management – the significant drop in complaints in 2022 was noted and discussed. Feedback is generally very positive which evidences quality patient care in the Rotunda. Complaints management processes were outlined including weekly review by the EMT.

Infection Prevention & Control

High numbers of patients being admitted with respiratory viruses / Covid-19 is proving challenging.

Medication Safety

The Master gave an overview of the new National Pharmacy Dispensary Software System to be rolled out this year. The Rotunda is one of the pilot sites for implementation of the drug management system.

Laboratory Medicine

Due to the high increase in workload for Med Scientists when on call and to mitigate on call risks it has been decided to resource on call with a 2nd 'on call Med Scientist on site.

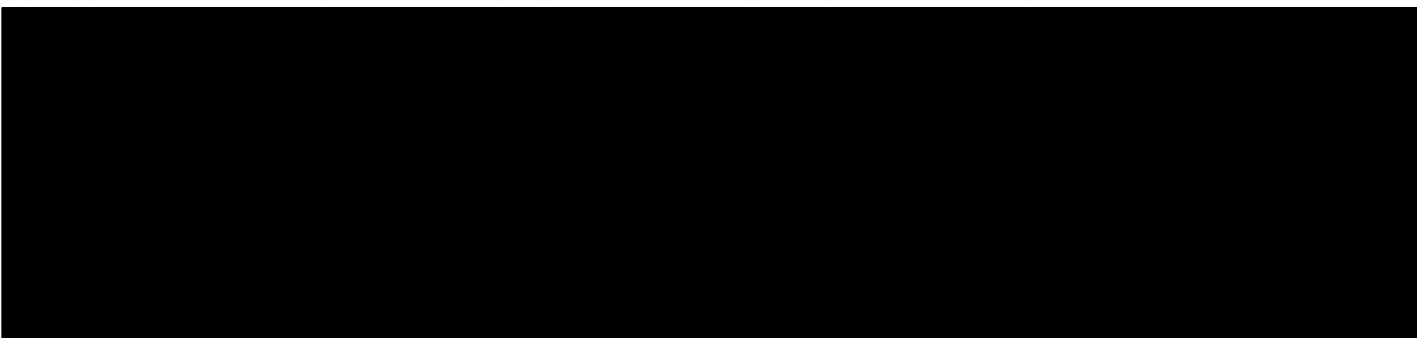
Gynecology Waiting List

Ms. Woods queried the increase in adolescent gynecology patients.

Prof. Daly updated on identity / transgender and reassignment issues. Services are being developed in conjunction with the 3 Dublin Maternity Hospitals and Children's Health Ireland (Connolly Hospital). Professor Geary updated on paediatric/adolescent gender inclusivity issues. A Gender Policy is being drafted in consultation with Transgender Equality Network Ireland (TENI) and the LGBTI+ community which will be forwarded to the EMT for review.

Human Resources

The Master outlined recruitment challenges across a number of disciplines. Additional resourcing requirements to optimize the 4 theatres was outlined.



KPI Report

KPIs were discussed.

Gynae Day Case increase of 13% was queried.

Mr. Hussey reported on the reduction in the waiting list which is offset by the increase in referrals of 25% to approx 700 per month.

Activity

The Rotunda delivered 8,293 babies in 2022 making it the busiest maternity hospital in Ireland.

The reduction in deliveries of (9.4%) on 2021 was noted with factors outlined. The Hospital is still extremely busy and continues to deliver a high level of care to a great number of women.

The Executive management ensures the RCSI HG are kept up to date on activity levels and funding required.

Breakdown in registrations

Registrations in 2022 reduced by 11% in the SPC, 10% in the PC and 3% in the public clinic. 2021 was an extremely busy year to benchmark activity against with activity still remaining high. Risk issues from 2021 were reiterated.

Maternal admission to Rotunda HDU

Admission is driven by complexity of Rotunda patients. Ms. Hanrahan updated on the national increase in PPH cases and the Hospital's new PPH care bundle to be rolled out this month. Patient management and risk assessments will have a significant impact on cases. Prof. Geary spoke on international trends and the need for awareness and communication of such cases particularly at patient hand-over.

3. For Decision

Consultant Interview Panel / Recommendations

3.1 Consultant Neonatologist

Interview Panel: 18.11.22, Chaired by Prof. Matthews

The Master reported the successful Candidate was Dr. Nikita Deegan.

Proposed: Mr. Barry Holmes

Seconded: Mr. John Diviney

The Board was in agreement with this decision.

4 Strategic matter for discussion

4.1 Strategic Plan 2022-2026 Update

The Master provided a high level update on some areas advising a more detailed report would be available for the next Board meeting –

Opening of the Specialised Multidisciplinary Menopause Clinic by the Minister in October 2022

Paediatric & Adolescent Gynaecology Andrology Service – to be pioneered by Dr. Nikita Deegan

Benign Gynecology Hub – A proposal to develop the Rotunda as a benign gynecology hub for North Dublin. GP referrals to 1 specific hub and care pathways are being assessed. The Rotunda would provide the full service to maximise inpatient treatments while optimizing use of the Ambulatory Gynecology Unit and the 4 Operating Theatres.

Quality Improvement Plans (QIPs) – a hospital wide call-out for quality improvement initiatives and strategic initiatives for 2023 was reported.

New Staff Award Incentive Scheme- initiative for monthly nomination of colleague who go ‘over and beyond’ normal expectations.

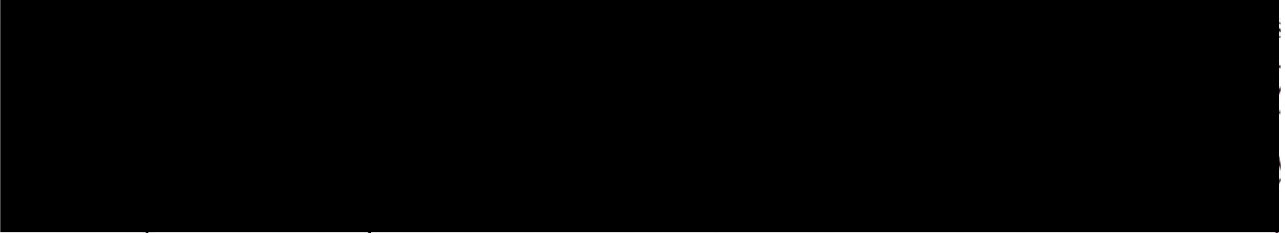
Action: Updated Report on Strategic Plan 2022-2026 to be available for the May Board.

5. For Consideration

5.1 Quality Safety Risk Committee Report 23.01.23

Ms. Philbin reported on behalf of the QSR Committee advising the Draft Minutes of 23.01.23 had been uploaded to Decision Time for review. The main areas of focus were –

- Draft Minutes 28th November 2022.
- CEO’s Report: Patient Feedback-Complaints, KPIs-Gynae Wait List, Infection Rates, new consultant contract and implications were discussed.
- QIPs/Strategic & Operational Update Qtr 4 2022. A total of 306 initiatives were planned for 2022 with 64% strategic and 73% operation initiatives completed.
Action: A QIP 2023 update report to be available for the April QSR meeting.
- Quality Board Walk Rounds /Schedule for 2023
Dr. Wilson Browne and Mr. Roberts have joined the Walk Rounds; any Governor wishing to join should contact Ms. Philbin or Ann Coughlan facilitator (acoughlan@rotunda.ie). The 2023 Draft Schedule is being drafted.
- Corporate Risk Register YE 2022 – no change since last meeting with risks remaining the same.
- New Rotunda Risk Management Policy (uploaded with today’s documents) - the Committee reviewed the updated Policy aligned substantially to the new HSE Policy with significant changes noted.
Action: The updated Policy was recommended to the Board and agreed.
- Tenure of Committee Chair & Vice Chair – The Committee agreed the term of appointment for both appointees should be for a 3-year period with the Governance Committee advised of this.
Action: The Committee will advise the Chairman of the Board of the QSR nominee for Vice Chair.
- Clinical Audit Reports Qtr 3 and Qtr 4 – an update was given by the Master. A presentation from Dr. Sharon Cooley, Head Clinical Audit Department including Schedule 2023 will be made to the next QSR meeting.
- Infrastructure – an update on Capital Works was provided as outlined by the Master under his CEO Report.



- QSR Committee KPIs 2023 – were reviewed and in order.
- Committee Attendance 2022 – was circulated to members for verification.

In concluding Ms. Philbin requested a blend of meetings to enhance member attendance.

Questions were taken –

Ms. Woods queried the Fire Report and ongoing discussions

Mr. Hussey outlined the 2 aspects to the report. Ongoing mitigation/fire safety works and compulsory in-house fire training for all staff was outlined.

The Chairman thanked Ms. Philbin for her report.

5.2 Finance and Audit Report (25.01.23)

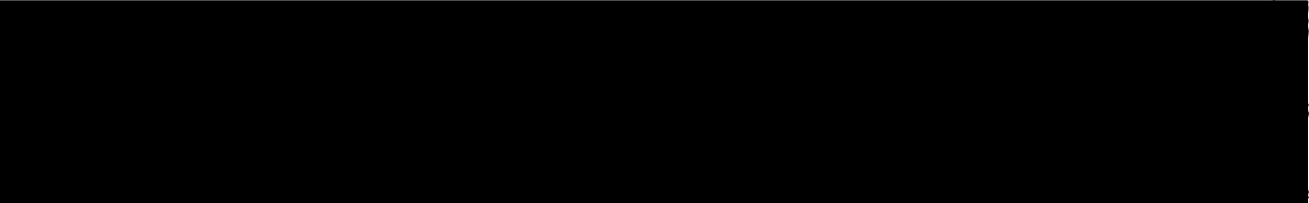
Mr. Reardon reported on the January meeting (Draft Minutes uploaded to Decision Time) which discussed –

- Draft Minutes 23rd November 2022 – signed-off.
- Revised Bank Mandate – to include incoming Master’s signature. The mandate will be revised again on appointment of incoming Clinical Director.
- Appointment of new Internal Auditor – the contract for Crowe Advisory Ireland Ltd was reviewed with an overview of the tendering process given; overall responsibility for the appointment/contract lies with the Governance Committee.
A presentation from the new IA outlined the audit approach for the 3-year risk based financial audits. Consultations with key Hospital staff, Board, Sub Committee Chairs, outgoing IA BDO and external auditors Deloitte are being progressed. A Draft Financial IA Plan will be available for the April F&A meeting.
- Tenure of Committee Chair & Vice Chair – the Committee agreed the term should be for 3 years. Vice Chair Nominee - Mr. Reardon will discuss the nominee for Vice Chair with the Chairman of the Board.
- External auditor Deloitte – the Audit Plan for 2023 was outlined which will include review of the Gender Pay Report, Corporate Sustainability Reporting Directive and an update on audit standards.

Action: The Draft Audited Hospital Financial Statements YE 2022 will be available for the May Board.

The Consolidated Financial Statements YE 2022 (CFS) & Governors Report will also be available for the May Board.

- Hospital Finance Report Qtr. 4, YE 31st December 2022 –
Projected shortfall of €3.76m after receipt of Covid funding (outstanding).
Supplementary funding to achieve breakeven position expected from the HSE.
Year to Date Covid Expenditure - €3.2m includes pandemic payment of €1.1m.
Year to Date Pay – shows shortfall of €1.765m which is attributed to increased headcount, service developments, unfunded pay awards, Haddington Road/FEMPI un-wind. Full payroll budget has been sought for 2023.
Year to Date Income – adverse variance of €1.090m attributable to decrease in private patients and reduction in NICU admittance.
Debtor Days – 63 days at year end with good progress and further reduction expected.
Budget 2023 – not received yet.



- Ancillary Overheads

Board historically funded Pro-Bono Infertility Funding – recent Government announcement of public funding for fertility services was discussed and needs further consideration.

Mr. Hussey updated on a drop-off in numbers accessing Pro Bono. Only €40K from the Board approved 2022 budget of €100K was used in 2022.

The Master updated on a meeting with NWHIP and the 3 Dublin Maternity Hospitals regarding service provision for fertility services with no decision reached. The Hospital would not advocate the Rotunda as a provider for IVF services; however funding for public patient access for such services will be sought. IVF services do not need to be provided in a maternity hospital setting. A shared partnership / shared governance initiative in a purpose built unit might be an option for further consideration.

Action: It was agreed the matter would be discussed further at the F&A meeting in April.

Staff Benefits – Staff Award / Incentive Scheme – annual budget from ancillary fund outlined. Property – proposed budget for works to Board assets outlined.

Action: The Master will bring a report to the Committee on development/optimisation of the current site.

- Budget Planning & Approval 2023 – pay budget requirement for 2023 will be in excess of 2022 budget due to higher % of staff. An upcoming meeting with the HG on Budget and HR matters will be reported to the April F&A meeting.

Draft Budgets for the PC, SPC and Property were circulated with the Finance Department to revert with inclusion of new services for the next meeting.

Draft Budget Ancillary – total expenditure outlined, reviewed and agreed.

- Update from Procurement and Supplies Department – draft report circulated for information with revised report for the next meeting.
- Committee Attendance 2022 – circulated to members for verification with an excellent attendance noted.

In concluding Mr. Reardon requested continuation of blended meeting option to facilitate members.

The Chairman thanked Mr. Reardon for his report.

5.3 Governance Committee Report 24.01.23

Dr. Abrahamson reported on the recent meeting outlining the following –

- Draft Minutes 18.10.22 – were agreed and will be signed by the Chair.
- Draft Minutes 24.01.23 – will be uploaded to Decision Time post meeting.
- Sub Committee Chair & Vice Chair / Term of Tenure – Sub Committees are in agreement that the tenure should be for a 3-year period which was recommended to the Board.

Appointment of Vice Chair – Sub Committee Chairs will recommend respective nominees to the Chairman of the Board.

Action: The Board was in agreement with this recommendation.

- Appointment of new Internal Auditor – an overview of the tendering, evaluation process and respondents was given. The contract was awarded to Crowe Advisory Ireland Ltd effective from 10th January 2023 to 10th January 2026. Tenure is for 3 years with a 4th year renewable on approval.

Presentation of Non-Financial IA Plan 2023 by Crowe Advisory – audit approach, reviews of financial/non-financial, tracker audits, consultations with key personnel etc. were outlined.

A Draft IA Plan (financial & non-financial) will be available for the next Governance and Finance & Audit Committee meetings.

- Annual Compliance Statement 2021 – further correspondence from HSE compliance and the Chairman's response of assurance was outlined.

- ACS 2022-expected late February/March 2023 and will be brought to the May Board.
- SLA 2023-expected late February.
- Meeting Attendance 2022 – issued to members for verification.
- SIPO Returns- an update on SIPO returns for the period 1st January 2022 to 31st December 2022 was given. A Nil Return must be also be submitted.

5.3.1 Updated Code of Governance V9 – (uploaded to Decision Time)

Amendments to the Code of Governance were reviewed and agreed by the Committee.

Attention Page 9 - Midwifery Forum- the forum is to be reconstituted as a new Staff Forum reporting to the Governance Committee with 2 Board nominees required. Dr. Abrahamson said the document would be finalized shortly and circulated.

Action: The Code of Governance V9 to be circulated to the Governance Committee and Board once finalized.

5.3.2 Master Recruitment Processes / Recommendations & Protocols

The paper was discussed in detail including interview panel size, composition of panel, gender balance, communications pre and post selection process etc.

The paper outlining protocols for the Mastership Recruitment and Selection Process agreed by the Governance Committee and uploaded to Decision Time was recommended to the Board for approval.

Action: The Chairman agreed the recommendations.

5.4 Performance & Remuneration Working Group 20.01.23

The Executive and staff left the meeting for this Agenda item.

Mr. Reardon reported on the recent P+R meeting.

6. For Information

6.1 Reminder: Ethics in Public Office Act 1995 and 2001 /Annual Statements of Interest

The Chairman requested that any outstanding returns be submitted as soon as possible.

6.2 VHF: Update Rotunda Membership of VHF Board

Action: This matter will be reported on by Dr. Wilson Browne at the next meeting.

6.3 VHF: Upcoming from Plenary Session 13.12.22

Draft Minutes from the December 2022 plenary sessions were uploaded for information purposes.

7. Any Other Business / Closing Items

7.1 Draft Gender Pay Gap Report 2023

Mr. Hussey outlined the findings from the Draft Report including some disparities mainly related to part time employees. An action plan to address any deficits is being progressed. A request to upload the report to the Rotunda website was sought.

Action: The Board was in agreement with this request.

Questions were taken –

Has the report been circulated internally? Not yet as approval on the draft awaited from the Board.

The Report will be uploaded to the Rotunda website-www.rotunda.ie post meeting.

Comparison with Peers was queried? Findings are broadly similar across the sector with pay not the only issue.

7.2 Reminder - Induction Programme for new Governors/those wishing to attend - Friday 3rd February 2023 in the Rotunda Boardroom

The Chairman reminded those wishing to attend that the induction session tomorrow starts at 9.30am and will be followed by Lunch and a Tour of the Rotunda by Prof. Geary.

7.3 Board Away/Education Day – Friday 19th May 2023 Radisson Blu Stillorgan

Governors were advised of change date to Friday 19th May for the morning educational session.

7.4 Schedule of Board Meetings 2023

Attached for information. The Chairman advised that some meetings would be blended with zoom facility available to ensure maximum attendance.

7.5 Date of Next Meeting –

The next General Board Meeting is scheduled for Thursday 4th May 2023 at 5.00pm.



3rd January 2023

Signed _____

Date _____