

MINUTES OF THE EXECUTIVE COMMITTEE MEETING

In the absence of the Archbishop, the Lord Mayor and the Administrator of St. Andrew's, Mr William Johnston nominated Mr Nicholas Kearns as Deputy Chairman for the coming year and this was seconded by Mr Kevin Mays.

Mr Kearns chaired the meeting of the Executive Committee held in the Boardroom of No. 65/66 Mount Street on Wednesday, 25th May 2016 following the AGM.

There were also present:

Dr Rhona Mahony	Dr Peter McParland	Ms Isabel Foley
Mr William Johnston	Dr Declan Keane	Ms Catherine Ghose
Mr Justice Nicholas Kearns	Prof. Fionnuala McAuliffe	Ms Michele Connolly
Mr Kevin Mays	Dr John Murphy	Ms Patricia O'Shea
Mr Aidan Devlin	Dr Peter Boylan	Ms Jane McCluskey
Mr Frank Downey	Dr Michael Robson	
Cllr. Naoise Ó Muirí	Dr Ingrid Browne	
Cllr. Micheál MacDonncha		

In attendance were:

Mr Ronan Gavin	Ms Mary Brosnan	Mr Alistair Holland
Secretary/General Manager	Dir. Midwifery & Nursing	Financial Controller

Apologies were received from:

The Lord Mayor	Prof. Colm O'Herlihy	Ms Pamela Fay
Fr. John Gilligan		Ms Elizabeth Nolan
Mr Stephen Vernon		

Minutes of the Previous Meeting

The draft minutes of the February, March and April meetings were approved subject to some minor changes.

Master's Report

Dr Mahony informed the Executive with regret that a maternal death had occurred in the hospital. She advised the Committee that it has been reported to the Coroner and an inquest is anticipated. In addition, an internal enquiry is underway. The Committee expressed its deep sadness and deep sympathy to the family.

April meeting

During the month there were 1555 inpatient admissions to the hospital of which 1201 were maternity and 177 were gynaecological. A total of 746 mothers of whom 46% were nulliparous gave birth to 755 babies. There were 2 perinatal deaths giving a perinatal mortality rate of 2.6 per thousand. The corrected perinatal mortality rate was 1.3 per thousand. One death was due to a lethal congenital anomaly and one baby died from extreme prematurity.

204 mothers were delivered by caesarean section giving a rate of 27%. The vaginal operative rate was 16%. The epidural rate in nulliparous women was 57% and in multiparous women was 32%.

61 major gynaecological operations were performed during the month. There were 234 minor procedures performed of which 44 were for incomplete miscarriage.

Five women were treated for gynaecological cancer during the month. There were 177 admissions to the neonatal unit during the month.

On March 3rd I was invited as Expert Speaker to a Hospital Management Conference hosted and organised by CMG Healthcare at The Radisson Blu St. Helens Hotel and spoke on "Staffing and Training". BLM Solicitors hosted a medical-legal conference on March 4th at the Marker Hotel in aid of the NMH Foundation. I was invited to speak on "Unregulated areas in medicine".

To mark International Women's Day on March 8th I was invited to join a panel of Leaders at Accenture Ireland's celebration held at the Convention Centre to celebrate, recognise and honour the women of Ireland over the past 100 years and to debate and discuss what we would like the next 100 years to achieve for gender equality. I was also invited as keynote speaker to the HSE Programme entitled "Hearing all Voices: Setting the agenda for Diversity, Equality and Inclusion in the HSE" and delivered a lecture entitled "Overcoming barriers to career progression – my journey".

On March 28th, Easter Monday, As part of RTE's Reflecting The Rising celebrations I was invited to present a paper entitled "The Birth of a Republic" at the celebration held in the Mansion House and this event was also attended by President Michael D. Higgins.

May Meeting

During the month there were 1512 inpatient admissions to the hospital of which 1178 were maternity and 166 were gynaecological. A total of 750 mothers of whom 44% were nulliparous gave birth to 768 babies. There were 4 perinatal deaths giving a perinatal mortality rate of 5.2 per thousand. The corrected perinatal mortality rate was 2.6 per thousand. Two babies died due to a lethal congenital anomaly, there was one antepartum death and one baby died from extreme prematurity.

194 mothers were delivered by caesarean section giving a rate of 26%. The vaginal operative rate was 14%. The epidural rate in nulliparous women was 62% and in multiparous women was 28%.

63 major gynaecological operations were performed during the month. There were 241 minor procedures performed of which 45 were for incomplete miscarriage.

Six women were treated for gynaecological cancer during the month. There were 168 admissions to the neonatal unit during the month.

On April 7, I was invited to attend a staff Q&A forum at Twitter Head Office. On April 21, I was invited as guest speaker to the SSE Airtricity Leadership Annual Conference and Dinner at the Dylan Hotel and spoke after dinner on "Leadership – Congenital or Acquired?" I was also invited to a lunchtime meeting on April 26th, hosted by Byrne Wallace Law Firm for informal discussions with staff on the daily challenges faced with managing the NMH. That evening I attended the UCD Student Medical Journal launch of their 3rd Edition and the launch of their new website.

Matron's Report

April Report

To date this month 486 mothers have delivered. The Midwifery Workforce Planning (Birthrate Plus) Report was published on 13th April, 2016. This clearly establishes the base line for midwifery requirements for the current service model. The NMH has been identified as having a deficit of 25.18 clinical midwifery staff. I welcome this report and look forward to implementing its findings. Renovations have been completed of the first stage of the amalgamation of Units 5 & 9. Both patients and staff have commented favourably on the new unit and look forward to the second part of this process which is up-grading the accommodation and bathrooms including creating en-suites in the 5 bedroom ward areas.

We continue to develop a new outreach Neonatal Palliative Care project, with a nursing post to be funded by the charity, Laura Lynn. Work is on-going with the MN CMS Project. Key members of senior midwifery staff are reviewing equipment in anticipation of the tendering process. It is anticipated that the roll out phase will commence in early 2017 and will be a significant change management programme for the hospital.

In terms of patient experience, we received 98 completed Patient Satisfaction Surveys in March. 92 felt their overall care and treatment was excellent and 98 said they would consider returning to the hospital or recommend us to family or friends. The number of complaints received this month was 6 verbal and 2 written which are currently being addressed and resolved.

On Sunday, 3rd April the hospital celebrated the role of Nurse Elizabeth O' Farrell in the 1916 Rising. Members of her family attended the boardroom to join in our celebrations and her grand-nephew, Mr Ian Kelly, spoke of his grand Aunt's contribution to history and her role in the National Maternity Hospital.

The results of the Mid Trimester Loss bereavement research is being presented by midwife Sarah Cullen at the Irish Hospice Foundation National Conference on the 27th April. The findings represent the experiences of women who have suffered late miscarriages in the hospital over the last two years, which will support improvements in bereavement care in the hospital.

This month I completed my two year term of office as Honorary President of the Irish Association of Directors of Nursing and Midwifery which is in existence since 1904. It was a great honour to represent midwifery and The National Maternity Hospital in this role.

May Report

There were 582 births during the month to date. The neonatal unit has been very busy with 103 admissions to the unit, including 9 very premature babies from regional units.

The staffing levels continue to be challenging due to the high number of maternity leaves (34 maternity leaves forecasted for 2016 versus 23 maternity leaves in 2015) and the general problem of retaining experienced midwives in Dublin due to accommodation shortages and the higher cost of living in the city. Voluntary turnover in 2015 was noted to be 29 midwifery staff and 8 retirements, but in 2016 we forecast this to rise as we have seen 11 resignations already to date this year. I am planning to employ all the midwives who graduate in September, but we will have a difficult four months in the meantime, trying to manage staffing deficits. We have still not had any additional posts approved following the publication of the Birthrate Plus Report. I have written again to IEHG to express my concerns about the lack of progress in this regard.

The interim development plans to upgrade the postnatal ward on the third floor and the Labour Delivery Ward continue and are being welcomed by patients.

We celebrated International Midwives Day in the hospital on Friday the 6th May with a reception in the midwives sitting room.

I am delighted to inform the Board that Ms Deirdre Madden was approved by the Nursing and Midwifery Board of Ireland as an Advanced Nurse Practitioner in Perinatal Mental Health, the first such post in Ireland. She will be managing a large caseload of women experiencing mental health problems during and after pregnancy and is supported in this role by Dr Anthony Mc Carthy, Consultant Psychiatrist.

The number of complaints received this month was 7 verbal and 1 written which are currently being addressed and resolved. In terms of patient experience, we received 95 completed Patient Satisfaction Survey in April. 88 felt their overall care and treatment was excellent and 93 said they would consider returning to the hospital or recommend us to family or friends. 70 were satisfied that staff used hand hygiene, 1 did not know and 24 did not answer this question.

Report of the House Committee

The Minutes of the April House Committee meeting were presented to the Executive Committee and are as follows:

“Ms Teresa Murphy presented a report to the House Committee on a review conducted of the Out- Patients Department. This review was conducted by Mrs T. Murphy and Ms B. Spillane.

Ms Sarah Appleby presented a report to the House Committee on reviews conducted of the Fetal Assessment Unit and the Semi-Private-Clinic. These reviews were conducted by Ms S. Appleby and Ms J. Meagher.

The House Committee were updated on the progress made in addressing issues raised by their reviews. From the reviews that were conducted, a schedule summarising non-conformances is in place and is actioned by various Managers/Departments. A copy of this schedule was circulated and reviewed by the House Committee. All issues identified, bar those that require capital expenditure or additional space to address, have been resolved. A list of the outstanding items requiring capital expenditure is maintained by the hospital's EMT to be prioritised and addressed should funding become available”.

Draft Report of the Finance Committee Meeting on 20th April 2016

Revenue Account

Year to date deficit against NMH Budget €90,776

NMH Budget Net Expenditure	€53,733,098
HSE Allocation	<u>€45,337,584</u>
NMH Budget Deficit vs. HSE Allocation	<u>€8,395,514</u>
Year to date Deficit vs NMH HSE Allocation	<u>€8,304,738</u>

Pay	€30.185 Favourable	(YTD €33,276 Favourable)
Non Pay	€7,240 Favourable	(YTD €25,568 Favourable)
Income	€88,398 Favourable	(YTD €31,933 Favourable)

Total Deferred Income year to date is €713k

Current Agenda Items

Monitoring of WTE's & Staffing Requests

5.4 WTE net additions to provide

1.0 WTE Retirement

2.5 WTE Maternity Leave & long term sick

1.9 WTE New contract & permanent roles

Managing Activity YTD March 2016

Although deliveries so far this year are 1.3% behind 2015, with the current level of advance bookings, the forecast is for the full year to be comparable with last year.

Hospital Development/Interim Development

- Board Meeting tonight will deal with developments regarding co-location of NMH at the SVUH Campus
- Delivery ward proposal was discussed, as was the imminent completion of the Patient Records move allowing progress to be made in the other essential infrastructure projects.

Ireland East Hospital Group

On-going correspondence with IEHG CEO & CFO relating to the funding shortfall and resulting forecast deficit was reviewed.

Any Other Business

Car parking – revised pricing structure & facilities available will be communicated to all staff in order to gauge potential uptake.

SLA Parts 1 & 2 – recommendation is to sign Part 2 with caveats discussed and proposal will be put to the Board.

MRI – the new entity will need to be kept separate from the Hospital, various options were discussed. It was agreed to pursue potential business models with third party providers.

Draft Report of the Finance Committee Meeting on 25th May 2016

Revenue Account

Year to date surplus against NMH Budget €223,291

NMH Budget Net Expenditure €53,733,098

HSE Allocation €45,337,584

NMH Budget Deficit vs. HSE Allocation €8,395,514

Year to date Deficit vs NMH HSE Allocation €8,172,223

Pay	€67,023 Favourable (YTD €100,299 Favourable)
Non Pay	€53,531 Unfavourable(YTD €27,963 Unfavourable)
Income	€119,022 Favourable (YTD €150,955 Favourable)

Total Deferred Income year to date is €929k

Current Agenda Items

Monitoring of WTE's & Staffing Requests

- 6.77 WTE net additions to provide
- 5.77 WTE cover for Maternity leave
- 1.00 WTE L/term sick leave

In light of HSE paybill management policy in issuing a moratorium on recruitment combined with the hospital's forecast deficit, the issues around finances, employment needs and ongoing resources were discussed. In the event that no further HSE funding is confirmed, the need to discuss capping activity was noted.

The recent new staff appointments at Ireland East were noted and the extra layer of administration created.

Managing Activity YTD April 2016

The hospital continues to be very busy, with a high level of advance bookings.

Hospital Development/Interim Development

Co-location of NMH at the SVUH Campus – renewed talks with SVHG to start on 26th May.

Delivery Ward extension works have been discussed with HSE and costed at ~ €1.5m.

Service Level Agreement

This remains unsigned and in dispute so the 20% reduction in the hospital's cash allocation was enforced in mid-May. We believe three other hospitals are in a similar position. Letters to be written regarding legal concerns regarding the SLA and the potential impact /effect of a 20% reduction would have on services.

Step-in rights are an issue. NMH is an independent Voluntary hospital and cannot just give away these rights. Mr William Johnston, Hon Secretary will draft a letter in response.

MRI

We have met with and await proposals from 3rd party providers and proposals will be presented at the next meeting.

Any Other Business

The purchase of a piece of equipment for the Dept of Anaesthesia was approved, although the potential for a more competitive price than €45,000 + vat should be pursued.

Ms Catherine Ghose, Honorary Treasurer wished to acknowledge and thank the Deputy Chairman for his valued contribution to the hospital in chairing the Finance Committee during his tenure and this was seconded by other members.

In response Niall Doyle, Deputy Chairman, thanked Kathleen O'Grady and Catherine Ghose for their support prior to them stepping down from the Committee and from the role of Honorary Treasurer respectively.

Matters Arising from the Finance Committee Report

There were discussions regarding the accounts and potential future financial difficulties relating to projected deficit.

The nature of “step in rights” as set out in the current draft SLA was discussed.

It was noted that the MRI which had been funded through the Foundation was nearly completed and the option of a third party running the services during the initial period was being explored. Dr Murphy noted that the NMH requirement was for very specific scans, primarily neonates.

Election of Ordinary Members of the House Committee

The ordinary members being:

Ms Catherine Altman	Ms Elaine Doyle	Ms Judith Meagher
Ms Kathleen O’Grady	Ms Margo McParland	Ms Fiona Davy
Ms Teresa Murphy	Ms Sheena Carton	Ms Margaret McCourt
Ms Sara Appleby	Ms Jane Collins	Ms Anne Murphy
Ms Bernie Spillane		

were proposed by Mr William Johnston and seconded by Ms Michele Connolly and were deemed elected by the Committee.

Election of Ordinary Members of the Finance Committee

The ordinary member, Ms Catherine Ghose was proposed by Mr William Johnston and seconded by Cllr. Naoise Ó Muirí and was deemed elected by the Committee.

Election of Ordinary Members of the Executive Committee to the Medical Council

It was noted that Dr Peter McParland is the current consultants’ nominee on the Committee.

Election of Ordinary Members of the NMH Executive Ethics Committee

The following were proposed by Mr William Johnston and seconded by Michele Connolly and were deemed elected onto the NMH Executive Ethics Committee.

Dr John Murphy (Chair)	Dr Peter Boylan	Ms Catherine Altman
Ms Maeve Dwyer	Mr Kevin Mays	Mr Frank Downey
Dr Ingrid Browne		

Election of Ordinary Members of the Nominations Committee

The following were proposed by Mr William Johnston and seconded by Ms Isabel Foley and were deemed elected onto the Nominations Committee.

Dr Declan Keane	Dr Peter Boylan	Ms Eugénée Mulhern
Ms Paula Reid	Dr John Murphy	

Election of the Risk Committee

The following were proposed by Mr William Johnston and seconded by Ms Michele Connolly and were deemed elected onto the Risk Committee.

Cllr. Naoise Ó Muirí, (Chair)
Prof. Colm O’Herlihy

Ms Isabel Foley, (Vice Chair), Mr Frank Downey
Ms Jane McCluskey Ms Patricia O’Shea

It was noted that Mr Ronan Gavin, Secretary/Manager and Dr Luke Feeney, Director of Risk, Audit & Safety are in attendance at Risk Committee meetings.

Nominations Committee Report

Ms Eugénée Mulhern informed the meeting that the Committee had convened and recommended Dr Ingrid Browne and Mr Stephen Vernon for election as members of the Executive Committee.

It was noted that their election was proposed by Mr William Johnston at the AGM, just prior to this meeting, and seconded by Ms Michele Connolly.

Payment of Accounts

This month’s accounts for March in the amount of € of €5,194,544 and for April in the amount of €5,936,647 were passed and approved for payment.

Any Other Business

Development – NMH at SVUH Campus

Mr Nicholas Kearns updated the meeting on recent developments in relation to the co-location to SVUH campus. It was noted that a meeting had taken place with the Minister for Health and a further mediation process was planned to commence in the coming days. There was a discussion and it was noted that there were a number of key issues which should be the focus of the Mediator, that Terms of Reference should be clear, that it would be non-binding, that any proposed solution would be brought back to the NMH Executive for discussion. The role and proposed Mediator was discussed and it was agreed to accept the Minister’s suggestion subject to agreeing Terms of Reference.

There being no further business the meeting ended.