

## MINUTES

<b>Date of Meeting</b>	14/06/2021	<b>Ref</b>	21/03/MO'D
<b>Meeting</b>	<b>IBTS Board</b>		
<b>Present (via Zoom)</b>	Linda Hickey, Chairperson; Deirdre-Ann Barr; David Gray; John Malone; Dr Liz Kenny; Deirdre Cullivan; Dr Satu Pastila; Brian O'Mahony; Kate Williams; Dr Sharon Sheehan		
<b>Apologies</b>	Dr Ronan Desmond; Dr Sarah Doyle		
<b>In attendance</b>	Orla O'Brien, Chief Executive; Dr Stephen Field, Medical & Scientific Director; Mirenda O'Donovan, Secretary to the Board		
<b>#</b>	<b>Item</b>	<b>Notes/Action</b>	
<b>1.0</b>	<b>Welcome and apologies</b>		
<b>1.1</b>	The Chairperson welcomed everyone to the Board meeting. Apologies were noted.		
<b>2.0</b>	<b>Private Board members time</b>		
<b>2.1</b>	The Board met in private session.		
<b>3.0</b>	<b>Conflicts of interest</b>		
<b>3.1</b>	No conflicts of interest declared.		
<b>4.0</b>	<b>Minutes of the Board meeting held on 26/04/2021</b>		
<b>4.1</b>	The minutes of the Board meeting held on 26/04/2021 were agreed, subject to amendment.		
<b>5.0</b>	<b>Chief Executive's report</b>		
<b>5.1</b>	<b>Current significant issues</b>		
	<i>Blood supply</i> - the CE advised the Board that maintaining the blood supply last week had been difficult as there was a significant increase in demand for O negative and A negative. Conserve letters were issued to the hospitals.		
	<i>COVID – 19 Update</i> - the recovery task force is in place to prepare for a return to the workplace. Most of the staff are scheduled to or have already had their second dose of vaccine. The 7-day deferral post vaccination is now in place. Management of staff who have not taken the vaccine was discussed.		
<b>5.2</b>	<b>Strategy/Business Plan update</b>		
	A meeting of the Strategy Implementation Group is taking place this week. Initiatives identified for Q2 2021 are on track. Initiatives for Q3 include a decision on Irish plasma, the organisation review and the social behaviours review.		
	Eye Bank - The project plan for re-establishing the Eye Bank will be considered at the next Programme Board meeting.		
<b>5.3</b>	<b>Clinical and Operations Update</b>		
	<i>WBDD</i> - it was noted that today is World Blood Donor Day and the IBTS is running a social media campaign to promote awareness. The CE also added that donors over 70 are now being permanently deferred.		

	<i>Governance</i> - the quarterly governance meeting with the DoH will take place on 23 <sup>rd</sup> June.	
<b>5.4</b>	<b>Corporate Update</b>	
	<i>Risk Register</i> - the Risk Register was reviewed by the A,R&CC at its meeting last week. It was noted that cash receipts were impacted by the ransom ware attack on the HSE as the hospitals were unable to make payments.	
	<i>Board credit card</i> - the CE sought approval from the Board for a credit card for online procurement. This will be controlled by the FD and has already been considered by the Finance Committee. The Board approved the proposal.	
<b>5.5</b>	<b>People &amp; Culture Update</b>	
	M&SD recruitment - the closing date for this recruitment campaign is Friday 18/06. There has been some expressions of interest and it is expected that the interviews will take place in early July.	
<b>5.6</b>	<b>Regulatory matters</b>	
	The Tissue Bank audit has been completed and there were no major deficiencies identified. There were 6 areas identified for improvement. There are no scheduled HPRA inspections at this time. The submission for INAB accreditation for the RCI laboratory was submitted on 04/06. The CE confirmed that the destruction of archive samples is ongoing and that this will lead to some savings.	
<b>6.0</b>	<b>Medical &amp; Scientific Director's Report</b>	
<b>6.1</b>	<i>R&amp;D</i> – the first meeting of the R&D Committee took place in May. Training for staff on best practice in R&D protocols has commenced.	
<b>6.3</b>	<i>Convalescent Plasma</i> – a number of units of CP have now been collected and are in storage. The IBTS has agreed to participate in a further trial with the NHSBT.	
<b>6.4</b>	<i>Use of Irish plasma for therapeutic purposes</i> – the EU is seeking self sufficiency in this product to reduce dependence on the USA. M&SD has written to the EMA regarding its position on Irish plasma and vCJD.	
<b>6.5</b>	<i>NTAG</i> – O negative usage to be examined by NTAG. Malaria testing to be prioritised. Bi-directional interfaces in the laboratories is being progressed.	
<b>6.7</b>	<i>Pathogen Reduction</i> – M&SD confirmed that discussions will take place with just one provider. Progressing PR is important because if Irish plasma is to be reintroduced for therapeutic use it must be pathogen reduced. M&SD confirmed that an options appraisal for the future direction of plasma should be available for the September Board.	
<b>7.0</b>	<b>Cork Centre</b>	
<b>8.0</b>	<b>Presentation on the Financial Statements for 2020</b>	
<b>8.1</b>	The FD joined the meeting for this item. The FD presented the Financial Statements for 2020 and outlined the audit process which has been subcontracted by the C&AG this year. Statutory Financial Statements shows a deficit of €3.4m but Management Accounts deficit of €2.8m. The difference is accounted for by an additional Pension Charge under FRS102 of €566k in 2020.	

	<p>A payment of €1.5m was made to IBTS Pension Scheme from 2019 surplus. As a result of the Consultant High Court Settlement, IBTS received €400k from DOH. Excluding these two items leaves an operational deficit of €1.7m for 2020. Other points of note include an increase in annual leave accrual of €438k. The impact of the pandemic on hospital issues is illustrated by a decrease in red cells of 7,191 units or 6.17% compared to 2019 and a decrease in platelet issues of 447 units or 2%. The pandemic also led to reduced foreign and domestic travel expenditure, reduced training expenditure and reduced advertising expenditure with appointment only clinics. As well as the drop in issues of blood and platelets, it also led to increased staff costs to cover frontline medically vulnerable at risk groups, increased costs for Occupational Health Provider, increased cost of transport hire to allow social distancing for collection teams and increased costs for personal protective equipment. D Gray said that the A,R&amp;CC met the auditors last week and were very pleased that there were no issues identified and added that the A,R&amp;CC were happy to recommend the Financial Statements for Board approval. Dr Pastila asked where the increase in staff numbers were concentrated and the FD confirmed that these were primarily in Donor Services dealing with donor appointments and on the collections teams. The Chairperson noted that the discount rate regarding the pension scheme has now improved again. The Board approved the Financial Statements and the letter of representation. The Chairperson thanked the FD and his team for their hard work in producing the Financial Statements and having a successful audit.</p>	
<b>8.2</b>	<b>Management Accounts YTD</b>	
	<p>No price changes and a Budgeted deficit of €400k. Pension Scheme Employer Contribution set at 22.5% After a poor financial start to the year an improving position has been reported in recent months with a surplus of €1.4m recorded at the end of April compared to a budgeted surplus of €900k. May income under budget by €82k with red cells under by €157k due in part to a drop in activity post the ransom ware attack. Testing income has been very strong after a slow start to the year and is now €569k ahead of budget and €942k ahead of last year. The FD thanked the Chair for her service on the Finance Committee and as Chair of the Board, adding that it had been a pleasure working with her over the years.</p>	
<b>11.0</b>	<b>Finance Committee minutes of 27<sup>th</sup> January 2020</b>	
<b>11.1</b>	<p>The minutes were noted. The Chair of the Finance Committee highlighted the key issues discussed at this meeting, which included the statutory audit and the year end accounts. The additional reporting on the annual leave accrual which was requested is now being reviewed by the Committee on a quarterly basis. The draft business plan was reviewed and the triannual evaluation of the pension scheme was also discussed.</p>	
<b>9.0</b>	<b>People and Culture Strategy</b>	
<b>9.1</b>	<p>HRD joined the meeting for this item. Board approval sought for the people and culture strategy outlined by the HRD. Key initiatives were outlined. HRD confirmed that consultation with staff took the form of workshops and an all staff survey. The feedback from the consultation process was positive.</p>	

	<p>The role of technology in delivering innovation was discussed. HRD said that collaborative forums were becoming more visible across the organisation and that this was a very different approach. HRD confirmed that the people and culture strategy is closely aligned with the organisation strategy, Connections that Count. The CE emphasised the importance of the culture transformation over the course of the strategy. HRD added that the IBTS will look and feel like a very different organisation by 2025. The strategy was approved by the Board. The Chair thanked the HRD for her presentation.</p>	
<b>10.0</b>	<b>ICT Strategy</b>	
<b>10.1</b>	<p>Representatives from GT and the FD joined the meeting for this item. The CEO outlined the context of the strategy development and the possible cost implications. He added that some savings can be achieved by moving to an online appointment system now that the Semester Patch has been completed and said that some savings should also be generated by using our own plasma. J Malone suggested that a business case be developed to justify the strategy on its own merits as the savings are inherent. GT representatives outlined the current state assessment, the underlying technology, the business and technology operating model and people and capabilities. The strategic objectives and the principles outlined were developed with the participation of the IT department. Ten IT principles were identified. The operating model maturity cycle was discussed. The composition of the IT Steering Committee was queried by J Malone. GT confirmed that this was an iterative model and would evolve as the operating model evolved. The Operating model for governance was discussed. CE confirmed that implementing phase 1 would require 5 resources by Q3 2021. The skillset for the proposed CIO was discussed. It was noted that the IT team were very engaged in the process and there is enthusiasm for the changes proposed.</p> <p>Cyber security was discussed. The IT resources required to deliver the organisation's strategic plan was discussed. The CE confirmed that the Programme Board have mapped these initiatives into the PMO project prioritisation list to ensure alignment. The Board approved the ICT strategy.</p>	
<b>12.0</b>	<b>A,R&amp;CC meeting minutes of 13/04/2021</b>	
<b>12.1</b>	<p>The minutes were noted. The Chair of the Committee noted that the A,R&amp;CC Annual Report was also before the Board. Three IA reports were reviewed by the Committee, all were satisfactory. Risk and Compliance was also reviewed at the A,R&amp;CC meeting last week. IA review of risk management is commencing next week. Revised A,R&amp;CC ToRs were also before the Board for approval. The revised ToRs were approved by the Board.</p>	

<b>13.0</b>	<b>M&amp;SAC meeting minutes of 16/04/2021</b>	
<b>13.1</b>	The Committee had its last meeting in May. The options appraisal for the use of Irish plasma is being progressed. The Eye Bank project is progressing. The 7-day post vaccination deferral was also discussed.	
<b>14.0</b>	<b>AOB</b>	
<b>14.1</b>	The Chair asked if the upgrading of videoconferencing facilities at the NBC was underway. The CE said that it was hoped this would be in place by the September Board meeting.	
<b>15.0</b>	<b>Date of next meeting</b>	
<b>15.1</b>	The next meeting of the IBTS Board will take place on <b>Monday 13<sup>th</sup> September at 12 noon.</b>	

Signed: \_\_\_\_\_

Date: \_\_\_\_\_