

**NATIONAL PAEDIATRIC HOSPITAL DEVELOPMENT BOARD  
("NPHDB" or the "Board")**

**Minutes of the NPHDB Board Meeting held on 2 May 2018  
from 16.00 to 18.30  
Herberton Boardroom, St. James Walk, Rialto, Dublin 8**

**Attendance (Board)**

Tom Costello (Chairman)  
Tim Bouchier-Hayes  
Brian Fitzgerald  
Prof. Hilary Hoey  
Karl Kent  
John Martin  
Marguerite Sayers  
Helen Byrne, On behalf of Liam  
Woods  
Anne Butler  
John Cole  
Paul Quinn

**Attendance (Other)**

Norman Craig, Commercial Advisor  
Dr Emma Curtis, Medical Director  
Phelim Devine, Design Director  
Jim Farragher, Finance Officer  
  
Vivienne Feaheny, On behalf of The Secretarial  
Company Limited –  
Board Secretary  
Fidelma Burke, On behalf of The Secretarial  
Company Limited –  
Board Secretary  
John Pollock, Project Director  
Michael Greene, Construction Services Team  
Declan Holmes, Commercial Director  
Neil Vaughen, Project Controls  
Pat Molloy, Construction Director  
Dominic Hook Architect, BDP (Part)

**Apologies**

Lorcan Birthistle  
Liam Woods

| Agenda No.                                     | Specific Issues/Decisions  | Action By   |
|--|--|---|
| <b>GOVERNANCE</b>                              |  |   |
| <b>Quorum &amp; Chairman</b>                   |  |   |
|  | The Chairman noted that a quorum, being 5 Board Members, was present and the Meeting proceeded to business.  | N/A   |
| <b>1 DECLARATIONS OF INTEREST OR CONFLICTS</b> |  |   |
|  | <ul style="list-style-type: none"> <li>Following enquiry, it was noted that there were no new declarations of interest or conflicts to be declared.</li> </ul>   | Noted   |
| <b>2 PREVIOUS MINUTES</b>                      |  |   |
| <b>2.1 Minutes of Previous Board Meeting</b>   |  |   |
|  | <ul style="list-style-type: none"> <li>The Minutes of the previous Meeting held on 4 April 2018 were approved and Tom Costello was authorised to sign them.</li> </ul>   | Approved  |
| <b>2.2 Review of Matters arising</b>           |  |   |
|  | <ul style="list-style-type: none"> <li>The Chairman reviewed the current actions on the action list. Updates were provided and noted on the action list. The following actions were reviewed in additional detail.<br/><br/>Action 60 &amp; 65: It was noted that Mazars had commenced work in terms of looking at the structure and a small Board working group (Tom Costello, Tim Bouchier-Hayes, Brian Fitzgerald) had been set up to work with the executive all across the interface. The Board agreed that it was important to get an external review and were informed that the first report would be produced in July 2018 and overall would take 12 weeks approx.</li> <li>Action 64: The Board noted the status update given by Commercial Advisor surrounding the equipping costs.</li> </ul> | <p>Noted</p> <p>Update to Action 60 &amp; 65</p> <p>Update to Action 64</p> |

| Agenda No. | Specific Issues/Decisions   | Action By   |
|------------|---|---|
|            | <ul style="list-style-type: none"> <li>• Action 66: It was noted that the design team were not scheduled to revert to the DCC until the Summer.</li> <li>• Action 75: A detailed presentation was given by Dominic Hook Architect to the Board at the Meeting in respect of the updated CGI's of the final concourse design.</li> <li>• Action 76: The Board noted that the expiry date for their term as a Board was July 2018. The Board further noted that in order to coincide with legislation that would be enacted, it would be necessary to extend the date of expiration. The Board requested clarification on this.</li> <li>• Action 77: A query was raised in relation to any staff/visitor suffering from vertigo and access throughout the hospital, BDP to respond.</li> </ul>   | <p>Update to Action 66</p> <p>Update to Action 75</p> <p>Update to Action 76</p> <p>Update to Action 77</p> |
| <b>3</b>   | <b>SI REMIT</b>   |   |
| <b>3.1</b> | <b>Monthly Project Update</b>   |   |
|            | <i>i) Project Update from John Pollock</i>  |   |
|            | <ul style="list-style-type: none"> <li>• The Board was introduced to Pat Molloy, who joined them from the Dublin Airport Authority, and he had been transitioning into Michael Green's position the past number of weeks.</li> <li>• The Board was informed about the on-going lack of alignment/agreement between the Main Contractor, the Electrical Contractor and the Design Team in relation to the status of the design information including the March design addendum, design co-ordination, value engineering and changes in specifications. This was impeding the completion of the GMP process. The programme to complete a robust GMP had continued to slip and the Final GMP Report to the Board, scheduled to issue at best the end of June 2018, was increasingly challenging.</li> <li>• The DoH was to resolve engagement with the NDFA in relation to support for MES and the Business cases and the Board noted that they were awaiting a response from the NDFA. The</li> </ul> | <p>Noted</p> <p>Noted</p> <p>Noted</p>  |

| Agenda No.                              | Specific Issues/Decisions   | Action By  |
|---|---|--|
|   | <p>timeline for the DPER Business case approval had been moved to September 2018.</p> <ul style="list-style-type: none"> <li>The Board was informed about the status of the Acute Electronic Healthcare Record ("EHR") solution for the new children's hospital, paediatric outpatients and urgent care centres and that the primary tasks over the coming months were those associated with obtaining the necessary approvals to go to procurement in September 2018.</li> </ul>   | <p>Noted</p> <p>Noted</p>  |
| <i>ii) Design Update &amp; Planning</i> |   |  |
|   | <ul style="list-style-type: none"> <li>The Board noted that the design team have completed the design package delivery including the addendum for both the MEP and CSA packages. The Board further noted that GMP completion process was not working efficiently therefore the NPHDB had altered the process by emphasising package ownership led by the NPHDB.</li> <li>The addendum would be treated as a separate package. The scale of the addendum was larger than originally anticipated for both the CSA &amp; MEP packages and this new process had commenced for both. A new tiered structure had also been agreed with the contractors to take responsibility for the delivery of the GMP. The Board further noted that there would be a full height sample of stone in order to conclude the façade finish.</li> <li>The Board was informed that the four technical reports issued by the CHG for mission critical MEP services had been responded to by the NPHDB. The responses concluded that the MEP design of the hospital was at the appropriate level.</li> <li>The Board noted that BDP &amp; Coady Architects had presented the proposed interior design strategy at the last Design Sub-Committee Meeting. The Board noted that the packages were generally well aligned with the Satellite centres in order to deliver the same look and feel where possible in the three buildings.</li> <li>The Board noted that there were proposals to work with BAM to agree on delivery strategies for other complex areas within the building such as theatres in order to mitigate final validation of these spaces.</li> </ul> | <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> |

| Agenda No.                       | Specific Issues/Decisions  | Action By   |
|----------------------------------|--|---|
|                                  | <p>CHG engaged a digital integration specialist to assist in closing out the ICT architecture between building and healthcare software systems. The Board noted that the initial output of this review was complete.</p> <ul style="list-style-type: none"> <li>• It was confirmed that a formal response would issue to the CHG with respect to the report that was issued by CHG on the ICT back-bone in late March 2018.</li> </ul> <p>Planning</p> <ul style="list-style-type: none"> <li>• In relation to Connolly Urgent Care a Section 146B application to be submitted to An Bord Pleanala shortly for revised parking layout.</li> <li>• John Martin as Chairman of Urban Regeneration working group noted that EY-DKM had recently been appointed by IDA/DCC to report on creation of Health Innovation Corridor.</li> </ul>   | <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> |
| <i>(iii) Construction Update</i> |  |   |
|                                  | <ul style="list-style-type: none"> <li>• The Construction Director provided an update on the progress of the main construction works since the last Board meeting with main activities relating to : (a) Excavation, (b) Piling, (c) Utility Tunnel Diversion and (d) Drimnagh Sewer</li> <li>• (a) Excavation:- the volume of bulk excavation and piling was below the desired level of progress. There were constraints from follow-on activities surrounding pile caps, edge beams and raking anchors. The South-Central B2 level dig was complete and the trimming at the perimeter was in progress.</li> <li>• (b) Piling:- The pile cropping and capping beam was completed along the South Circular road and along the Linear Park and Hospital 7. The secant wall piling at the Rialto Entrance as well as steps 1 &amp; 2 along Mount Brown was underway. Rig 1 was now installing piles at the Private Clinic, Rig 2 was now demobilised at Brookfield Avenue and Rig 3 was mobilised at the site at Mount Brown. The piling had commenced at the Rialto entrance and down to Mount Brown and the secant wall piling was complete along Brookfield Avenue.</li> <li>• (c) Utility Tunnel Diversion:- The wall pours including the tie-ins were completed and there would be a continuation with roof slab pours. All the modules were loaded into the tunnel and mechanical installation had started.</li> </ul> | <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> |

| Agenda No. | Specific Issues/Decisions  | Action By |
|------------|--|-----------|
|            | <ul style="list-style-type: none"> <li>(d) Drimnagh Sewer:- There was 3 out of 5 tunnel drives now complete and the ground water wells had commenced. The fourth drive was a ninety metre drive and the fifth drive was reengineered and both had commenced and would be complete in May 2018.</li> </ul>  | Noted     |
|            | <ul style="list-style-type: none"> <li>There was a graph presented to the Meeting which tracked the public complaints received each month and what category they fell into. The Board noted the reduced level of complaints regarding the dirt and this was due to improvements that were made on site and with road cleaning. There was an issue with a raking anchor rig that caused excessive noise. The motor had been changed on the rig and was being trialled. The Board noted the frustration that was caused with the time delays to resolve the issues surrounding the O'Reilly Avenue.</li> </ul> | Noted     |
|            | <ul style="list-style-type: none"> <li>A 'Construction Dash Board Report' dated April 2018 was circulated to the Board. This included various key performance indicators relating to Health &amp; Safety, Environmental, Earthworks, Piling, Design Packages etc. It was noted that there were 27,118 man hours on site in April 2018, with an average number of 150 personnel on site with no health and safety incident to report. The second rig extraction regarding the Drimnagh sewer from DS05/DS06 was mobilised to the site and the DS02 reduced dig was complete.</li> </ul>                       | Noted     |
|            | <ul style="list-style-type: none"> <li>The Board were informed of a recent lost time incident that took place prior to the Meeting and post collation of the Report where a supervisor lost his footing and broke his ankle.</li> </ul>  | Noted     |
|            | <ul style="list-style-type: none"> <li>The Board were informed that overall construction is behind schedule and that BAM are preparing a recovery plan.</li> </ul>   | Noted     |
|            | <ul style="list-style-type: none"> <li>The Board noted that the groundworks regarding the satellite site at Tallaght had been completed and all foundations had been completed. There was 18 out of 28 decant modular units in place and the precast stairs had arrived on 24 April 2018.</li> </ul>   | Noted     |
|            | <ul style="list-style-type: none"> <li>The satellite site construction at Connolly was progressing well with rising blockwork to all elevations. There had been installations of window frames to the ground floor elevation and brickwork plinth and roofing works would commence next week.</li> </ul>   | Noted     |

| Agenda No.  | Specific Issues/Decisions  | Action By   |
|---|--|---|
| <i>(iv) GMP Update; Declan Holmes/Pat Molloy</i>        |  |   |
|   | <ul style="list-style-type: none"> <li>• The Commercial Director provided an update on the GMP status, identifying progress to date and highlighting the current pressure in relation to Construction Budget &amp; GMP Programme. The important role of the independent expert and the need to activate this role to resolve cost issues was also discussed. The Board noted the proposal to put together a process flow report in order to obtain a status of each package and the outcome would gain a clearer vision of each package.</li> <li>• The Board noted the proposal of a small team that was going to review any issues arising from the packages. The Board noted the graph presented to the Meeting that specifically addressed the scheduled package deliveries and included cost estimates and priced documents. The key working blocks consisted of the huge volume of work ongoing; budget; work group and their status of package delivery; contract provisions and comparisons with tendered rates. The Board further noted that whilst the difficulties with budget and time constraints were being examined, it was prudent to remain vigilant that these issues would not decrease the value or the quality of the buildings.</li> <li>• The Commercial Advisor informed the Board about the equipping costs and in particular, the breakdown of the capital required for non-medical equipment. The Business Case of the procurement for the MES was worked through at various levels and the evaluation was 70% complete. The Board was further informed that it was anticipated to be completed in June 2018, with input from HSE HBS pricing data.</li> <li>• The Board noted that there was still no sign off surrounding the NDFA support for MES Procurement Business Case and the chair expressed that he would further write to the DoH.</li> <li>• <i>John Cole left the Meeting.</i></li> </ul> | <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> |
| <b>3.2 FINANCE</b>                                      |  |   |
| <i>(i) Financial Results March 2018 – Jim Farragher</i> |  |   |

| Agenda No.   | Specific Issues/Decisions   | Action By   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>• A report of the financial results for March 2018 was presented to the Meeting, copies of which had been circulated to the Board in advance.</li> <li>• It was reported that actual costs for March 2018 were €1.7m under budgeted costs, which was mainly attributable to Construction costs. It was further reported that payments for March 2018 totalled €10.7 million. The Board noted the purchase orders raised in March 2018 as contained within the report.</li> <li>• The Board noted that the total spend to date on the Project was €150,466,954 and the total year to date was €23,515,458.</li> </ul> | <p>Noted</p> <p>Noted &amp; Approved</p> <p>Noted</p> |
| <i>(ii) Finance Update and Sub-Committee Update – Paul Quinn</i> |   |   |
|  | <ul style="list-style-type: none"> <li>• The Board were informed about the issue of 2019/2020 cashflow versus HSE funding shortfall and that the DoH and HSE had been kept informed as well as keeping the CHP&amp;P Steering Group.</li> <li>• The Board were further informed that there would be a review surrounding the 2019/2020 cash-flow and it was proposed that the NPH, HSE and DoH were to arrange to meet to discuss this.</li> </ul>  | <p>Noted</p> <p>Noted</p>                             |
| <b>4</b>   | <b>ANY OTHER BUSINESS</b>   |   |
|  | <ul style="list-style-type: none"> <li>• <b>Procurement</b> Based on the recommendation of the Procurement Sub Committee the Board approved the award of the Cleaning Services at Herberton to F2 Centre.</li> </ul>  | <p>Noted</p>  |
| <b>5</b>   | <b>BOARD SUPPORTING DOCUMENTATION</b>   |   |
|  | <ul style="list-style-type: none"> <li>• Draft minutes of the Design Sub-Committee Meeting held on 11 April 2018 were noted.</li> </ul>   | <p>Noted</p>  |



| Agenda No. | Specific Issues/Decisions   | Action By  |
|------------|---|--|
|            | <ul style="list-style-type: none"> <li>• Draft minutes of the Construction Sub-Committee Meeting held on 25 April 2018 were noted.</li> <li>• Draft minutes of the CHP&amp;P Steering Group Meeting held on 26 March 2018 were amended on section 2 bullet point 2 and following the amendment, were noted.</li> <li>• Draft minutes of the Finance Sub-Committee Meeting held on 25 April 2018 were noted.</li> <li>• DSC BDP Presentation NCH Signage and Wayfinding on 11 April 2018 was noted.</li> <li>• The National Acute EHR update May 2018 by the CHG/HSE was noted.</li> <li>• NPH to HSE Letter Re: Capital Allocation &amp; Funding Profile for NCH dated 11 April 2018 was noted.</li> <li>• SJH letter to NPH HSE Re Decant Programme dated 9 April 2018 was noted.</li> </ul> | <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> |

**Next Meeting:**

**6 June 2018 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8 at 16.00hrs.**



Tom Costello  
Chair

