



Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit

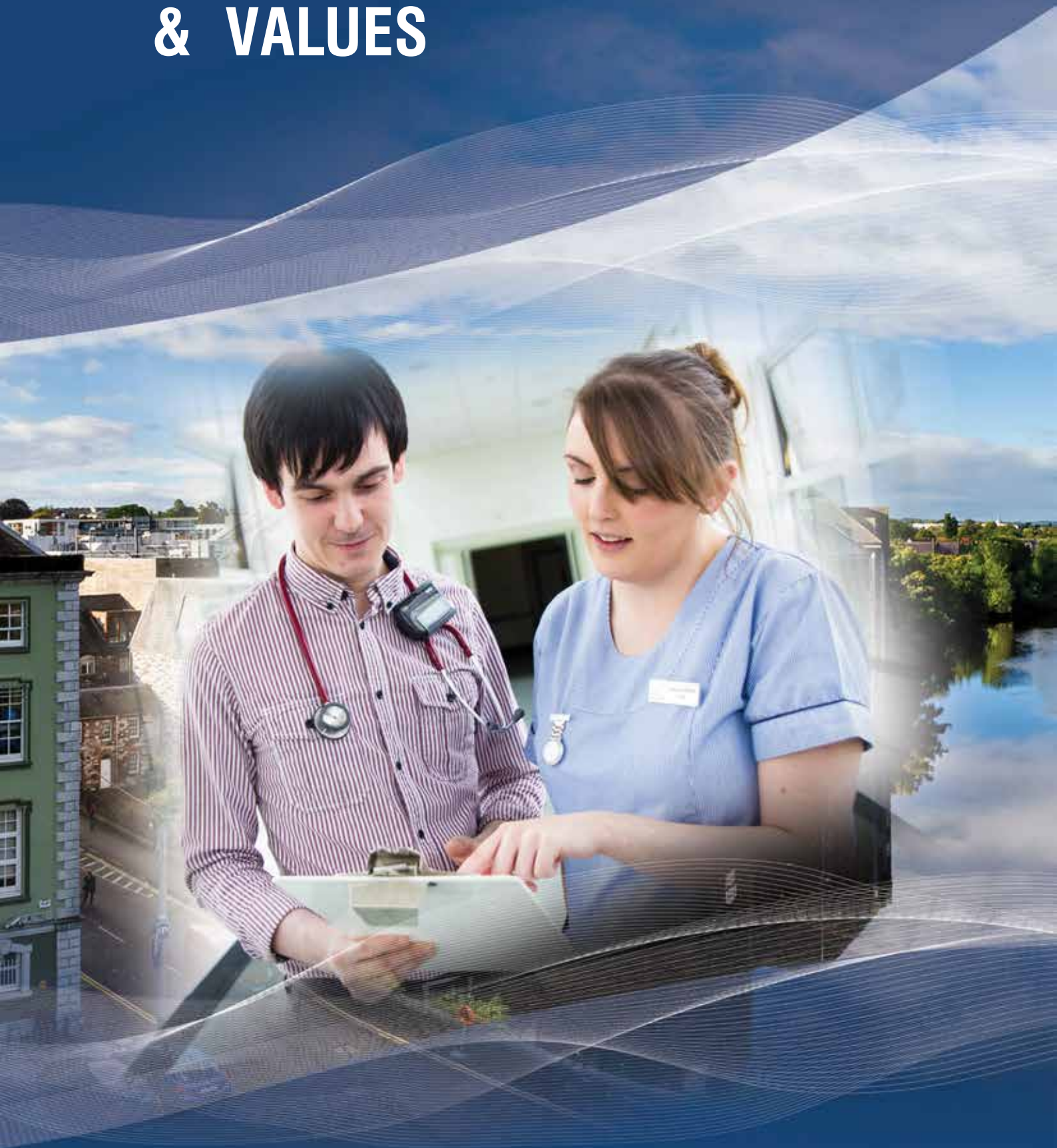
*In the spirit
of the Sisters of Mercy
we provide excellent
patient services to maintain
and improve the health
and wellbeing of those
we serve.*

ANNUAL
REPORT
2019

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VISION, MISSION & VALUES



VISION

The vision reflects the overall ambition of Mercy University Hospital and serves as the basis from which the Hospital's strategy is developed:

Our Vision:

- Mercy University Hospital is a centre of excellence for diagnostic, medical and surgical services in line with the changing needs of patients within the South / South West Hospital Group encompassing MUH's Mission and Values.
- Mercy University Hospital's staff are motivated and supported in reaching their full potential.
- Mercy University Hospital delivers service innovation through high standard education, training and research in an academic healthcare centre.
- Mercy University Hospital has the operational and financial capability to contribute to the future healthcare needs of the South/South West Hospital Group.

MISSION STATEMENT

In the spirit of the Sisters of Mercy we provide excellent patient services to maintain and improve the health and wellbeing of those we serve.

Our Mission Explained

The mission confirms Mercy University Hospital's commitment to ensuring that patients across the South / South West Hospital Group receive the highest standard of care. In doing so we remain true to the founding principles of the Congregation of the Sisters of Mercy, which is the provision of healthcare services for all especially those who are most vulnerable and marginalised. The Hospital has adopted the protection and extension of the ethos as a core objective and an exercise conducted by staff identified the Mercy values as:

RESPECT – a recognition of the dignity of each person at all times

JUSTICE – honouring the rights and responsibilities of each person in light of the common good

COMPASSION – calling us to empathise with the other as we try to understand his/her suffering

EXCELLENCE – giving of our very best within the resources available to us

TEAM SPIRIT – working together to achieve our common purpose

ABOUT THE HOSPITAL



The Mercy University Hospital was founded in 1857 by the Sisters of Mercy and has expanded substantially since its opening. Mercy University Hospital is a public voluntary hospital and became a company limited by guarantee in 2003. The affairs of the company are managed by a Board of Directors who are responsible to a Trustee Company – Mercy Care South which was established in 2016. The hospital is a registered charity and operates as a not for profit entity. Mercy University Hospital employs approximately 1,400 staff and has an annual operating budget of circa €110m. MUH is a member of the South/South West Hospital Group along with eight other hospitals in the region and is committed to ensuring that patients across the South/South West Hospital Group receive the highest standard of care.

The Mercy University Hospital offers the following services:

MEDICAL

- 24/7 Emergency Medicine
- Anaesthetics
- Blood Bank
- Clinical Pharmacology
- General Medicine
- Cardiology & Coronary Care
- Diabetology
- Endocrinology
- Gastroenterology
- General Medicine
- Gerontology
- Haematology
- Hepatology
- HHT National Screening Centre
- Local Injury Unit
- Intensive Care
- Infectious Diseases
- Neurology
- Oncology
- Respiratory Medicine
- Ophthalmology
- Paediatrics (incl Paediatric Leukaemia)
- Pain Medicine
- Palliative Care
- Psychiatry
- Radiology and Imaging
- Rehabilitation Medicine
- Rheumatology

SURGERY

- Colo-Rectal Surgery
- General Surgery
- Genito/Urinary Surgery/Services for Erectile Dysfunction
- Hepatobiliary Surgery
- Minimally Invasive Surgery
- Oesophageal Surgery
- Vascular Surgery

ALLIED HEALTH SERVICES

- Biochemistry
- Clinical Neurophysiology
- Clinical Nutrition
- Echocardiography and Holter Monitoring
- Endoscopy
- GI Therapeutics
- Haematology
- Microbiology
- Occupational Therapy
- Pastoral Care and Chaplaincy
- Pharmacy
- Phlebotomy
- Physiotherapy
- Pulmonary Function Unit
- Social Work Service
- Speech and Language Therapy

Consultant Medical Staff

Dr	Elise	Alexander	Anaesthesiology
Dr	Jose	Avila	General Medicine
Dr	Ray	Barry	Paediatrics and Child Health
Dr	Adrian	Brady	Radiology
Mr	Ciaran	Brady	Urology
Dr	Gemma	Browne	Medicine/Nephrology
D.	Martin	Buckley	Gastroenterology
Dr	Siun	Burke	Anaesthesia
Dr	David	Curran	Respiratory Medicine
Dr	Cathy	Dewhurst	Radiology
Dr	John	Dowling	Anaesthesiology
Dr	Frances	Enright	Paediatrics and Child Health
Dr	Sinead	Fenton	Ophthalmology
Dr	Anita	Griffith	Anaesthesiology
Dr	Donal	Harney	Anaesthesiology & Pain Medicine
Dr	Len	Harty	Rheumatology
Mr	Derek	Hennessy	Urology & Stone Disease
Dr	Colm	Henry	Geriatric Medicine
Dr	Arthur	Jackson	Infectious Diseases
Dr	Clodagh	Keohane	Haematology
Professor	David	Kerins	Cardiology
Mr	Shane	Killeen	Colorectal & General Surgery
Dr	Peter	MacEaney	Radiology
Dr	John	Mac Farlane	Rehabilitation Medicine
Professor	Michael	Maher	Radiology
Mr	Brian	Manning	Vascular Surgery
Dr	Jane	McCarthy	Gastroenterology
Dr	Keith	McGrath	Geriatric Medicine
Mr	Ger	McGreal	Vascular Surgery
Dr	Darren	McLoughlin	Emergency Medicine
Dr	Brian	McNamara	Neurophysiology
Dr	Sean	Minogue	Anaesthesiology
Professor	William	Molloy	Geriatric Medicine
Dr	Carthage	Moran	Gastroenterology

Dr	Adrian	Murphy	Emergency Medicine
Dr	Kevin	Murphy	Radiology
Dr	Matthew	Murphy	Endocrinology
Mr	Thomas	Murphy	Oesophago-Gastric & General Surgery
Dr	Marie	Murphy	Palliative Medicine
Dr	Deirdre	O'Brien	Microbiology
Mr	Gavin	O'Brien	Vascular Surgery
Dr	Ronán	O'Caoimh	Geriatric Medicine
Dr	Kieran	O'Connor	Geriatric Medicine
Dr	O.J.	O'Connor	Radiology
Professor	Terry	O'Connor	Respiratory Medicine
Dr	Donall	O'Croinin	Anaesthesiology
Dr	Martin	O'Driscoll	Radiology
Dr	Olivia	O'Mahony	Paediatric Neurology
Professor	Seamus	O'Reilly	Oncology
Professor	Michéal	O'Riordain	Gastrointestinal & General Surgery
Mr	Criostóir	O'Súilleabháin	Upper GI & Hepatobiliary Pancreatic Surgery
Mr	Adrian	O'Sullivan	General, Hepatobiliary & Pancreatic Surgery
Dr	Catherine	O'Sullivan	Geriatric Medicine
Dr	Iomhar	O'Sullivan	Emergency Medicine
Dr	Owen	O'Sullivan	Anaesthesiology
Dr	Orna	O'Toole	Neurology
Dr	Derek	Power	Oncology
Dr	Deirdre	Rafferty	Paediatrics
Dr	Michael	Regan	Rheumatology
Dr	Clodagh	Ryan	Paediatric Haematology
Dr	Pat	Sparrow	Radiology
Dr	Marie	Staunton	Radiology
Mr.	Paul	Sweeney	Urology
Dr	Suzanne	Timmons	Geriatric Medicine
Mr	Aongus	Twomey	General Surgery
Professor	Carl	Vaughan	Cardiology
Dr	Anne	Walsh	Radiology
Dr	Jennifer	Whyte	Anaesthesiology

Legal and Banking Information

COMPANY SECRETARY

L & P Financial Trustees Limited
c/o Mercy Provincial Offices
Bishop Street
Cork

REGISTERED OFFICE

Office of the Chief Executive
Mercy University Hospital
Grenville Place
Cork
T12 WE28

REGISTERED NUMBER

353064

AUDITORS

Deloitte
Chartered Accountants and Statutory Audit Firm
No. 6 Lapp's Quay
Cork

BANKERS

Bank of Ireland
32 South Mall
Cork

SOLICITORS

Doyle Solicitors
31 South Bank
Crosses Green
Cork

CHAIRMAN'S REPORT



CHAIRMAN'S REPORT

I am happy to introduce the 2019 Annual Report for the Mercy University Hospital.

While it was a difficult year with resources stretched and increased demand for our services, I am especially pleased with the dedication of our staff in responding to the needs of our patients.

2019

Looking back at 2019 the Hospital faced many challenges but were dealt in the usual Mercy way—Compassion, Excellence, Justice, Respect, Team Spirit.

The Hospital continued to provide quality care to all its patients in the past year (over 140,000 people) and plays a pivotal role in emergency response as a city centre hospital.

A major undertaking was the development of a 15 year strategic plan for the hospital, The Mercy University Hospital Campus Study, A Plan for the Delivery of Expanded Clinical Services and Facilities at MUH and Distillery Fields, Cork which details options for this 16 acre city centre brownfield site.

FOCUS FOR 2020

With the impending publication of the Campus Study, the next step is to engage with the various stakeholders in health to agree the timetable and funding for the renewal of the hospital in line with Slaintecare recommendations, HSE/SSWHG strategic plans and the new reality of healthcare needs in Ireland.

The hoped for progress on the 15 year development plan will afford The Foundation an opportunity to elevate the level of donor support as the Hospital embarks on this exciting major development.

The Mercy is the people who work there. Our ongoing challenge is to work with all the staff, to support them and their families as we readjust the working environment at the Hospital.



BOARD OF DIRECTORS

I want to thank departing Board Members Professor Paula O'Leary, (29 April 2019). I also wish to welcome Professor Stephen Cusack who joined the Board in December.

GRATITUDE

I would like to place on record my gratitude and appreciation to the following:

- My Board colleagues for their commitment, insights, wise council and work at both Board and committee level;
- Ms Sandra Daly, CEO, her leadership team and all the staff for the exceptional work undertaken on a daily basis delivering quality healthcare to our patients and as already mentioned, never failing to answer the call in times of emergency;
- The Mercy University Hospital Foundation for the valuable work and financial assistance in supporting the Hospital and to their Chairman, Mr Eoin Tobin, the former Chairman, Mr Jerry Flynn and CEO, Mr Micheal Sheridan, their Board, all of their staff and volunteers and the public who so generously give their support;
- The HSE and in particular, the Chair and CEO of the SSWHG for their continued support.

Finally, I would like to particularly thank Mercy Care South, its Chairman, Mr Tim McCarthy and his fellow trustees for their support.



BOARD OF DIRECTORS



Role and Structure

The governance of the hospital is devolved to a non- executive Board who are appointed by Mercy Care South. The primary role of the Board of Directors is to set the organisation's strategic aims, having regard to the financial and human resources available to Mercy University Hospital to meet its objectives, and to conduct oversight of management performance whilst upholding the values of the hospital. It does so within a framework of prudent and effective controls which enables risk to be assessed, mitigated, and managed. The Board of Directors is also responsible for overseeing Mercy University Hospital's corporate governance framework.

The Board comprises of up to twelve non-executive Directors and currently there are ten members. The term of office for each Director is three years and a Director may be appointed for two further terms of three years. Directors are nominated and appointed annually at the Annual General Meeting (AGM) and typically remain in office for a six year period. The term of office of the Board Chairperson is set by Mercy Care South.

Board membership is based on skills, experience, knowledge and independence supported by the recommendations of the Nominations Committee. Directors are expected to have the requisite corporate governance competencies such as an appropriate range of skills, experience and expertise in the governance of Corporate entities, a good understanding of, and competence to deal with, current and emerging issues relating to ethos and mission of Mercy University Hospital and an ability to effectively conduct oversight of the performance of management and exercise independent judgement.

A number of committees of the Board were established in accordance with the hospital's Constitution and company law generally, in order to delegate the consideration of certain issues and functions in more detail. Each committee has responsibility to formulate policy and conduct oversight of its mandate as defined by its terms of reference approved by the Board of Directors. No decision or recommendation of any committees is deemed valid until approved by the Board of Directors as a whole. The following committees are in place with defined terms of reference: Audit & Governance, Clinical Ethics, Clinical Oversight, Finance, Human Resources and Nominations.

The Directors of Mercy University Hospital give their time voluntarily to the hospital and do not receive any remuneration for their role.

Directors - 2019



Mr Neil O'Carroll



Prof Colin Bradley



Mr John Buttimer



Professor Stephen Cusack
** Appointed in December*



Mr Mortimer Kelleher



Ms Margaret Lane



Mr Maurice O'Connor



Ms Irene O'Donovan



Professor Paula O'Leary
**Resigned in April 2019*



Mr Joe O'Shea



Mr Michael A O'Sullivan



Dr Sheila Rochford

Mr. Neil O'Carroll – Chairman

Neil has over 40 years' experience in the oil industry and as a lead executive was responsible for managing the Irish business of Phillips 66 Ireland Limited, encompassing the commercial business of Whitegate Refinery and Bantry Bay storage terminal, until his recent retirement. He holds a degree in Chemical Engineering from UCD and is a Fellow of the Institute of Engineers in Ireland. Neil also holds a Diploma in Corporate Management and Direction from UCC. Since his retirement, Neil has joined the non-executive Board of Cork Business Innovation Centre and was appointed Chairman of the Board of Fota Wildlife Park in 2015.

Professor Colin Bradley – Vice Chairman

Colin graduated from Trinity College Dublin with degrees in Medicine and Physiology. In 1997 he was appointed as the first professor of general practice in UCC Medical School. He also works part-time as a GP in the medical practice of Dr Paul McDonald in Cobh. He was formerly a senior lecturer in general practice in the University of Birmingham and a lecturer in general practice in the University of Manchester. His doctoral research thesis was on decision making of GPs about prescribing medicines and this has remained a major theme in his research. His department also has a major research interest in the primary care aspects of chronic diseases particularly diabetes mellitus. Colin is Chair of the Clinical Oversight Committee.

Mr. John Buttimer

John Buttimer is a Senior Clinical Psychologist with COPE Foundation. He has served on the Diploma Management Committee of the Psychological Society of Ireland (PSI) as well as holding various positions with the PSI Learning Disability Special Interest Group. John is a Director of the Bishopstown Community Association and has an interest in developing community advocacy and inclusion. In addition John is a Director of the Togher Family Centre. John was an elected member of Cork City Council and served as Lord Mayor of Cork 2012-2013. John was also a member of the HSE South Regional Health Forum from 2007-2014.

Professor Stephen Cusack

Stephen graduated from University College Dublin, Ireland in 1982, was awarded FRCSI in 1987 and trained in Emergency Medicine in Scotland at Edinburgh and Glasgow Royal Infirmarys between 1987 and 1993. He is a founding Fellow of the RCEM (Royal College of Emergency Medicine). He was appointed the first consultant in Emergency Medicine in Cork to Cork University, Mercy University and South Infirmary Victoria University Hospitals in 1993. He was the sole consultant for almost 7 years. Prof Cusack was appointed as Ireland's first (and to date only) academic Professor of Emergency Medicine in 2010 at University College Cork. He served as secretary of the IAEM (Irish Association for Emergency Medicine) for 5 years, on a European Commission DGV committee on Maritime Medical Care, as a consultant representative on the first Executive Board of CUH, and was recently Dean of UCC Medical School. He retired from the HSE and UCC in March 2019.

Mr Mortimer Kelleher

Mortimer is a BCL graduate of the National University of Ireland and practises as a Solicitor in Cork City in the firm of Barry Turnbull & Co. In 2008/2009 he served as President of the Southern Law Association and has been a Council member of the Law Society of Ireland serving on its Regulation of Practice Committee. In recent years he has become a CEDR- accredited Mediator and a member of the Law Society of England and Wales. Mortimer also holds a Diploma in Property Tax from the Law Society.

Ms Margaret Lane

Margaret has 40 years of business experience in the commercial semi-state and public sectors and has held a number of senior positions in Finance and HR. She was the HR Director of Ervia and is a qualified accountant (ACCA) and holds an MBA from UCC and a Certificate in Coaching from Henley Business School/Reading University. A member of the Board of Directors of Mercy University Hospital since 2008 and Chair of the HR committee.

Mr Maurice O'Connor

Maurice joined the Mercy University Hospital Board of Directors in July 2015. Maurice worked for 42 years in the Financial Services sector and recently retired from Permanent TSB. His early career was spent in Branch banking and Credit. He was a member of the Bank's Executive Committee for 12 years where he held the position of General Manager IT with responsibility for the delivery of technology services. Maurice is a graduate of University College Cork and holds an MBA along with banking and financial qualifications. He is also a member of the Institute of Directors in Ireland. Maurice chairs the Finance Committee.

Ms Irene O'Donovan

Irene is a Partner with O'Flynn Exhams, where her primary focus is Corporate/Commercial Law, with particular expertise in advising energy and natural resource companies on mergers, acquisitions and disposals, joint ventures, stock exchange listings, financings and regulatory affairs. Irene is a graduate of UCC and is Chair of the Clinical Ethics Committee.

Professor Paula O'Leary

Paula O'Leary joined the board of Mercy University Hospital in September 2017. Paula is a medical graduate of UCC, and a Clinical and Laboratory Immunologist by specialty training. She returned to Cork in 2000, following specialty training and research posts in Dublin, Oxford and Birmingham. She is a Professor in Medicine at UCC and Consultant Physician in Cork University Hospital. As well as active participation in clinical practice at CUH, Paula is lead for clinical education in the UCC Department of Medicine, academic lead for the final year of the Medical degree programme at UCC and Coordinator of the Intern Network South which oversees and directs the academic and training aspects of the first post-qualification year for the 136 intern grade doctors in training based throughout the 12 sites of intern training in Cork-Kerry and Tipperary. She is the national representative of Intern Networks on the National Intern Board, and engages widely on matters relating to medical education.

Mr Joe O'Shea

Joe is a Chartered Accountant and worked for 37 years with PricewaterhouseCoopers(PwC) until his retirement from the firm in 2012. He became a partner in PwC in 1990 and was Managing Partner of the firm's Cork office from 1995 to 2012. Joe is currently a part time lecturer in Accountancy and Auditing at UCC and is a director of a number of voluntary organizations and private companies. Joe chairs the Audit & Governance Committee.

Mr Michael A O'Sullivan

Michael is a Civil Engineer, Chartered Management Accountant and holds an MBA from UCC. He is also a member of the Institute of Directors in Ireland. With significant experience at Executive Director level in a variety of Finance, Regulation and Business Planning roles, he is presently the non executive Director of a number of companies and trusts and provides consultancy advice to clients in the Utilities sector. Michael was formerly the Group Commercial Director of Bord Gais Eireann. Michael completed his tenure as Chairman of the Board in May and was replaced by Mr Neil O'Carroll.

Dr Sheila Rochford

Sheila Rochford (MB, BSc (hons), DCh, DObst, MICGP, MMedEd, FAcadMed, FRCGP) joined the Mercy Hospital Board of Directors in Sept 2017. She has worked as a GP in Cork city since 1988 and has been an Assistant Programme Director of the Cork GP Training Programme since 2005. She has served two terms on the board of the Irish College of General Practitioners from 2011 until 2017, as well as serving on numerous other committees within that organization and on the Medical Council. She is a graduate of UCC and the Cork GP Training Programme and has a Masters degree and other qualifications in medical education.

Attendance at Board Meetings - 2019

Name	No. of Meetings Qualified to Attend in 2019	No. of Meetings Attended in 2019
Mr Neil O'Carroll (Chair)	11	11
Professor Colin Bradley	11	9
Mr John Buttimer	11	6
Professor Stephen Cusack	0	0
Mr Mortimer Kelleher	11	8
Ms Margaret Lane	11	9
Mr Maurice O'Connor	11	10
Ms Irene O'Donovan	11	10
Professor Paula O'Leary	4	2
Mr Joe O'Shea	11	10
Mr Michael O'Sullivan	11	11
Dr Sheila Rochford	11	11

Note: Attendance at Board Committee meetings is not included in the above table.

REPORTS OF THE BOARD COMMITTEES



Audit & Governance

PURPOSE

The Audit and Governance Committee (“the Committee”) is responsible for monitoring the integrity of the company’s financial statements and assisting the Board in fulfilling its corporate governance obligations. The Committee serves as a focal point between the Board members, Company Secretary, Legal advisors, External auditors and Mercy University Hospital Management in relation to governance matters. The overall objectives are to ensure, as far as possible, compliance with good corporate governance practice and related guidelines from government, HSE, HIQA and other relevant bodies.

The Committee discharges its responsibilities through:

- (a) consideration of financial accounting policies, review of significant accounting estimates and complex areas of judgement; and provision of support to the Board in ensuring that strong financial controls are in place within the organisation and
- (b) provision of independent reviews of the company’s governance, legal and regulatory responsibilities to ensure that adequate policies and procedures are in place throughout the organisation.

The Committee engages with the external auditors in connection with the annual audit process and reviews with them the findings of the annual audit. On an annual basis the Committee evaluates the performance of the external auditors and the effectiveness of the external audit process.

Joe O’Shea, Chair

MEMBERSHIP

Joe O’Shea (Chair), Margaret Lane,
Maurice O’Connor, Irene O’Donovan,
Neil O’Carroll (Governance only)

MEETINGS

The Committee met formally on three occasions during 2019. The following were the main issues addressed:

- Consideration of significant accounting estimates and judgements affecting the annual financial statements.
- Discussions with the external auditors concerning matters identified by the external audit process including financial statement disclosures.
- Developed recommendations for the Board in connection with the approval of the annual financial statements for 2018.
- Review of the effectiveness of external audit services.
- Review of tender for external audit services.
- Review of the external audit plan for the financial year ended 31 December 2019.
- Findings from internal audit activities.
- Discussions concerning IT systems and data security matters.
- Completed reviews of the effectiveness of financial controls and governance arrangements.
- Completed reviews required to facilitate the completion of the Directors’ compliance statement to be included in the annual financial statements.
- Review of plans for compliance with Charities Governance Code.
- Review of Annual Compliance Statement for submission to HSE.

Clinical Oversight

PURPOSE

The Clinical Oversight Committee (“the Committee”) is responsible for assisting the Board in fulfilling its responsibilities by providing an independent review of the Clinical Structure and Function within the Mercy University Hospital, by satisfying itself as to the effectiveness of Mercy University Hospital’s internal and external clinical controls and ensuring that the proper clinical policies and procedures are in place.

MEMBERSHIP

- **Professor Colin Bradley (Chair)**
- **Professor Paula O’Leary**
- **Dr Sheila Rochford**
- **Mr John Buttimer**

MEETINGS

The committee met four times in 2019. Matters considered by the committee included:

- The Campus Study
- Surgical division governance
- Emergency Department governance
- Vascular service
- Unscheduled care
- Consultant Posts
- Patient Pathways

In addition, the committee reviewed:

- The risk register
- The report of the Quality and Risk Management department
- The NCHD survey

Professor Colin P Bradley (Chair)



HR Committee

PURPOSE

The Human Resources (HR) Committee is to assist the Board of Governors in fulfilling its responsibilities by advising the Board on the effective implementation and application of sound human resources policies and procedures that are aligned to the Mercy University Hospital's Values, Vision and Mission. The committee will guide the review of the annual objectives for the CEO and lead the annual evaluation thereof and will carry out any related initiatives as may be necessary or desirable to enhance Board performance including but not limited to Board Learning and Development.

MEMBERSHIP

Margaret Lane (Chair)

Michael O'Sullivan

Mortimer Kelleher

Maurice O'Connor

MEETINGS

The HR Committee held three meetings during 2019.

The following were the main issues dealt with:

- Setting the annual performance targets for the CEO and review the CEO's performance.
- HR 2019 Objectives.
- HR Risk Register.
- Compliance assurance in respect of HSE circulars on HR matters.
- Compliance with the Single Public Service Pension Scheme.
- Compliance with the MUH Paybill management policy.
- IR/ER issues.
- HR structure.
- Review of results of Staff survey.

Margaret Lane (Chair)

Finance Committee

PURPOSE

The Finance Committee (“the Committee”) function is to assist the Board in fulfilling its obligations by providing an independent review of the principal financial matters impacting the company through the provision of appropriate policies and procedure and effective oversight throughout Mercy University Hospital.

The Committee considers matters relating to the annual operating and capital budgets for the hospital, monitoring spend, evaluating financial risks and seeks to ensure that appropriate financial and procurement policies are in place and operating effectively.

MEMBERSHIP

Maurice O'Connor (Chair)

Neil O'Carroll

Joe O'Shea

Michael O'Sullivan

MEETINGS

The Committee held three meetings in the course of 2019.

Agenda items addressed by the Committee included the following:

- Financial performance analysis and review of projected outturn for 2019 with a focus on the key issues impacting on the hospital's performance in 2019
- Activity based funding updates and reviews
- Periodic reviews of Capital Projects
- Review of Cash Flow Management
- Periodic review of Cost Containment issues
- Review of Committee Risk Registrar
- Review of financial policies in the hospital and related compliance issues
- Paybill Management

Maurice O'Connor (Chair)



Clinical Ethics Committee

PURPOSE

To assist the Board in fulfilling its responsibilities by ensuring the development of policies to be observed by Mercy University Hospital with respect to Clinical Ethics to ensure the availability of assistance and guidelines for the staff involved in patient care. The Committee is to serve a focal point for communication between other board members and Mercy University Hospital Management and Staff in relation to issues which may arise as regards clinical ethics and any other matters the board deems necessary.

MEMBERSHIP

The Committee consists of at least three members, two of which must be members of the board of directors. The board representatives during the year included Dr. Sheila Rochford, John Buttimer and Irene O'Donovan.

The Committee is supported by the Clinical Ethics Working Group (CEWG). The Clinical Ethics Working Group is comprised of hospital employees and consultants to include:

- (i) CEO Management Representative
- (ii) Representatives of each of the Medicine Division, Surgical and Anaesthetics Division and Diagnostics Division;
- (iii) Allied Health Professionals Representative;
- (iv) Nursing Representative;
- (v) Quality and Risk Manager;
- (vi) Patient Liaison Advocacy Officer.

MEETINGS

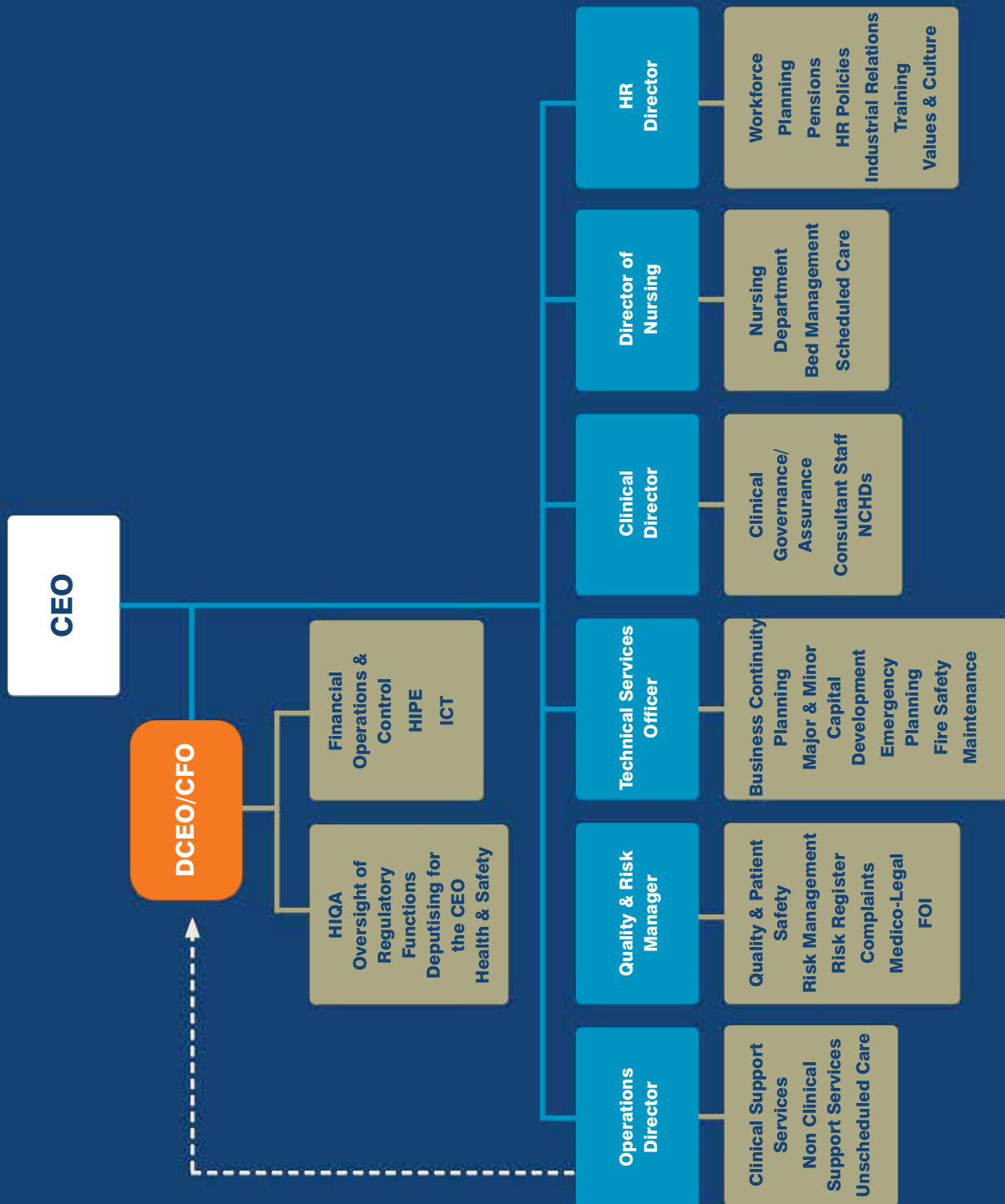
The Clinical Ethics Committee had four full meetings during 2019 with a number of interim subsidiary meetings to progress development of certain policies.

The issues addressed during the year included:

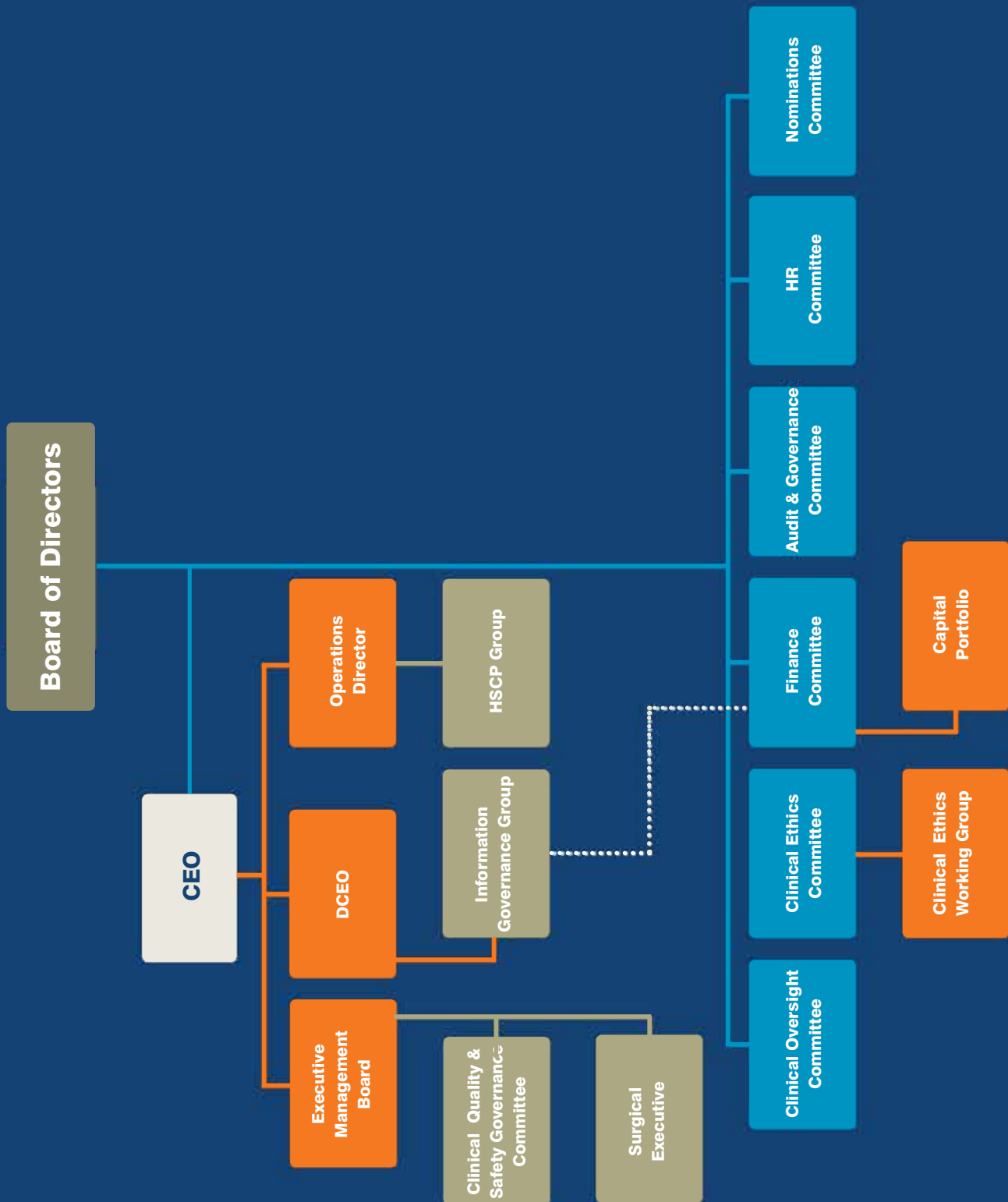
- Continued education and awareness, this is an ongoing programme conducted through the Clinical Ethics Working Group; as part of this programme the CEWG engaged with Dr. Louise Campbell around an education programme for 2019
- The continued review of the hospital's current clinical ethics policies with a view to ensuring such policies reflect the ethos of the hospital and are in line with clinical practice consistent with such ethos.
- Substantial time and work has been devoted towards the progress of development of an appropriate clinical ethics service within and for the benefit of the hospital;
- The development of the hospitals open disclosure policy consistent with HSE requirements and applicable legislation.

Irene O'Donovan, (Chair)

MANAGEMENT STRUCTURE



COMMITTEE STRUCTURE



PROFILE OF EXECUTIVE MANAGEMENT TEAM





MS SANDRA DALY – CHIEF EXECUTIVE OFFICER

Sandra Daly began her career in healthcare as a radiographer and worked in the Blackrock Clinic and HSE hospitals, primarily Cork University Hospital (CUH). In 2003 Sandra made the transition to Healthcare Management within the CUH group and undertook a Masters of Business Administration in Health Services Management in the Michael Smurfit Graduate School of Business.

Sandra then moved to the HSE, where she held a number of positions including General Manager in the Network Manager/ Cork Area Manager's Office, HSE South. Sandra took up her current post as the Chief Executive Officer of Mercy University Hospital in January 2012.



MR MAURICE SPILLANE – CHIEF FINANCE AND OPERATIONAL SERVICES MANAGER

Mr. Maurice Spillane joined Mercy University Hospital in August 2011, taking on a new role which included managing the Finance, Procurement and ICT departments in August 2011. This role was expanded in 2014 to encompass responsibility for a number of operational services within the hospital. Prior to this, Maurice spent 23 years working for Logitech. Logitech, which is a publicly quoted company, has 7,000 employees worldwide and is a leader in the design, manufacture and marketing of computer accessories and video conferencing solutions.

Maurice joined Logitech as Financial Controller of its Irish operation in 1988. He spent a number of years in Switzerland as European Controller. He assumed the role of General Manager of Logitech's Irish subsidiary in 1996 and held that position until joining Mercy University Hospital.



DR KIERAN O'CONNOR, MB, BCH, BAO, BMEDSC, MSC, FRCPI CLINICAL DIRECTOR

Kieran O'Connor joined the Mercy University Hospital as Consultant Physician in geriatric medicine in 2006. He had received his MB, BCh, BAO and BMedSc medical degrees from University College Cork in 1997. Kieran undertook specialist higher medical training through the Royal College of Physicians of Ireland (RCPI) and completed his clinical training at the University Trust in Birmingham UK before returning to Cork.

Kieran also holds an MSc in Epidemiology from the University of London, a diploma in Leadership & Quality in Healthcare from the RCPI and has fellowship of the RCPI since 2009. Kieran's clinical and research specialist interests include falls in later life, elder abuse & self-neglect, rehabilitation for frail older patients and health service evaluation.

Between July 2009 & October 2015, he served as the national speciality director (NSD) for higher medical training in geriatric medicine at the RCPI. Kieran has been a member of clinical advisory group of the national clinical programme for older people since 2010. He was appointed as Clinical Director in the Mercy University Hospital in October 2017.



MS MARGARET MCKIERNAN RGN, DIP ICU/CCU,
BSC, MSC, Doctoral student - DIRECTOR OF NURSING

Margaret has over twenty years of experience in the acute hospital setting in Ireland and the UK. This includes clinical and managerial nursing roles in intensive care and more recently as an assistant director of nursing with a focus on nursing practice development.

She is committed to providing professional clinical nursing leadership to ensure the delivery of safe quality person centred care. She is the clinical lead for the implementation of the National Early Warning Score and Sepsis Guidelines in MUH. Margaret has a particular interest in end of life care in acute hospitals and is the chair of the end of life steering committee in MUH.



MS CAROL HUNTER - OPERATIONS DIRECTOR

Carol Hunter began her career in Mercy University as a Registered Nurse in 1983. Further to a small hiatus to complete her midwifery at the National Maternity Hospital, Carol returned to MUH in 1986 and continued her work in Mercy as a Staff Nurse until 1994. In 1994, Carol changed direction into a Nurse Management role when she was appointed Nursing Support Services Manager, a post she held until 2005 when she was appointed Assistant Director of Nursing (incorporating General Manager - out of hours).

During her tenure as Assistant Director of Nursing, Carol oversaw the achievement of Level 2 JAG Accreditation. At that juncture, the Endoscopy Unit at Mercy University Hospital was the first and only unit to have been awarded Level 2 Accreditation in Ireland.

As Operations Director, Carol has responsibility for the Clinical/Non Clinical Support Services and is also the Lead for Unscheduled Care.



MS OONAGH VAN LAREN - HUMAN RESOURCES DIRECTOR

Prior to joining MUH Oonagh served as HR Director & Chief People Officer at Sláinte Healthcare, where she led the people strategy for Sláinte globally. Previously Oonagh spent almost 18 years with Canada Life where she served as HR Director supporting all the group's companies in Ireland including: Canada Life Ireland, Canada Life Europe, two Reinsurance businesses and Setanta Asset Management. Oonagh has also spent some time consulting in the software, manufacturing and professional services sectors.

Oonagh holds an MSc in Business (Leadership & Management Practice) from UCD Michael Smurfit Graduate Business School, a BBS from University of Limerick, is a qualified Project Manager and a Fellow of the Chartered Institute of Personnel and Development.



MS MARIA CONNOLLY – QUALITY & RISK MANAGER

Maria Connolly is the Quality and Risk Manager for Mercy University Hospital (MUH), commencing in January 2019. Maria is a Registered General Nurse and she specialised in critical care nursing. Before taking up her current role, Maria had over 19 years experience as a member of the Senior Nurse Management Team at MUH. She completed a Master of Science and Health Informatics at the University of Limerick in 2012 and the Lean Six Sigma Black Belt NVQ level 8 at the Cork Institute of Technology in 2015.

Maria is committed to the delivery of high quality, safe and effective patient care. In her role, Maria leads and supports all areas of the hospital in the management of risk and the implementation of quality and patient safety initiatives.

CHIEF EXECUTIVE OFFICER'S REPORT



I am delighted to present the Annual Report for 2019. This report reflects our highlights, milestones and key challenges of 2019 in a difficult healthcare environment and I am proud of what the hospital achieved throughout the year. 2019 began as it is finished, with the hospital a hive of activity, building on our successes to date with in excess of 136,000 patients treated.

The Executive Management Board continued its vital work on operationalizing the hospital, ensuring safe patient care, meeting statutory obligations and in particular focused on developing the hospital's medium to longer term strategic planning objectives. Whilst the Executive are cognisant of the need to remain a provider and employer of choice with strong academic affiliations, staff and patients' experience remain core to our work. This work is supported by the Mission and Values obligations placed on the hospital in the newly revised Governance Charter.

We have had great results during the year in areas such as clinical care, education, and quality improvement, some of which I will mention throughout this report.

In terms of Quality and Patient Safety, our staff were recognised in many ways this year, through awards for both individuals and departments, invitations to present talks and posters at conferences, and in accreditation visits, inspections and audits. For example members of the hospital's Stroke Service were awarded with a 'Buzz Lightyear' award representing leadership, problem solution skills and critical thinking from the National Thrombectomy Service for the presentation of their Quality Improvement Poster: Act FAST and show stroke no MERCY at the Mercy University Hospital.

The MUH Laboratories underwent their annual inspection by the Irish National Accreditation Board (INAB) on 11th April 2019. The feedback received was extremely positive and the laboratories were successful in maintaining their INAB accreditation.

We have continued to provide high quality services at Mercy through the many services which support our clinical activity. The hospital's long tradition of teaching and research continued throughout the year. 2019 marked the 20th Anniversary of the foundation of the Cork Cancer Research Centre by an MUH Consultant Surgeon, Professor Gerald O'Sullivan. To preserve and honour Prof O'Sullivan's memory as a pioneer of ground breaking research leading to new treatments for cancer two initiatives were created in his name:

- **The Gerald C. O'Sullivan Chair in Cancer Research**
- **The Gerald O'Sullivan Early Career Fellowship Programme in Cancer Research**

And in September, Professor Roisin Connolly became the first person to be appointed to the Gerald C. O'Sullivan Chair in Cancer Research.

The hospital also continued to expand its 'hospital without walls' concept and on Wednesday, 15th May the first COPD (Chronic Obstructive Pulmonary Disease) Support group on the Northside of Cork City was launched in Hollyhill Library. This initiative is being championed by members of the hospital's physiotherapy and respiratory medicine departments who identified a need for a local support group for people on the northside of the city living with COPD.

Many external visitors came to MUH during the year ranging from the regulators (HIQA), a delegation from Mercy International and the Sustainable Energy Authority of Ireland.

Mr Paul Reid, the newly appointed CEO of the HSE, also visited Mercy in June and publicly commented on our strong; values based way of working and our ability to innovate. Mr Liam Woods, National Director, Acute Operations visited

the hospital in November as part of a wider visit to Cork on foot of pressures being experienced within the Emergency Departments in Cork University Hospital and MUH. The visit lasted approximately 3 hours and included a visit to the Emergency Department where Mr. Woods met with frontline staff.

Time was also taken to experience some lighter hearted moments and one particular occasion resonated with me. This was when the hospital's Executive Management Board "turned the tables" and served afternoon tea to the Catering Department, acknowledging their specific contribution to the success of many hospital events and enabling them to sit back and enjoy a hospital event for a change!

Dr Ciaran Judge, Lead NCHD (former) ably represented MUH on the Irish Medical Football Team who participated in the 25th World Medical Football Championship in Cancun Mexico and the team made it as far as the quarter finals where they were beaten by Argentina. I would like to congratulate Dr Judge on his 'Man of the Match' award.

The results of the third National Patient Experience Survey which were published in late November reflected the commitment by all at MUH to ongoing patient centred care. The survey identified many areas of good practice at MUH with 90% of patients saying that they had a good or very good experience and patients highlighting that they felt treated with dignity and respect. In addition, most respondents said that they trusted and had confidence in hospital staff. This is an absolute credit to the staff, all the more so when the environment in which they work is often pressurised and hectic and resources are tight.

MUH continued to deliver its Mission and Values programme throughout the year with a focus on the 'Mercy Way', Social Inclusion, Patient Advocacy, Pastoral Care and Clinical Ethics. There are a number of values based awards and recognition events ongoing such as Mercy Week and the Employee Well Being Weeks. The hospital's induction and orientation programmes were also revitalised to promote Mercy Values and Ethos and provide education on the hospital's heritage. The hospital also engaged in a staff survey to assess the effectiveness of various values and culture initiatives and to identify future priorities.

Throughout the year the Executive, in conjunction with the Board of Directors, focussed on developing an ambitious infrastructural and clinical development plan that will meet the current and future health needs of the people of Cork and the wider region. The vision for the MUH campus incorporates a modern general hospital supporting a new elective facility. The plan is visionary and complements and supports other healthcare providers in acute, community and primary care. It will also strengthen the hospital's relationship with its primary academic partner, University College Cork through the development of joint plans for the Distillery Fields site. This work was finalised in January 2020.

MUH is not complacent about the challenges it faces and the risks to the organisation and we will work hard in 2020 to focus on the ongoing development and sustainability of the hospital. The publication of the hospital's clinical strategy and campus study provides a strong platform and foundation to enable the hospital to adapt to new realities in the macro environment and position itself strategically for the challenges ahead.

I would like to end my report by extending the hospital's best wishes to Sr Eileen and the members of the newly elected Provincial Team who were appointed in March. We look forward to our continued workings with them during their term of office. As always, I remain most grateful for the support and dedication of the Chair, Mr Neil O'Carroll and his fellow Directors on the Board.

Ms Sandra Daly
Chief Executive Officer

DEPUTY CEO/CHIEF FINANCIAL OFFICER'S REPORT

Financial Outcome 2019

Please see Extracts from Financial Statements (page 80-81)

The Deputy CEO is the senior manager responsible for coordinating a number of key multidisciplinary teams.

Hygiene Services Committee

The role of this committee is to ensure that the standards as defined in NHO Cleaning Manual – Acute Hospitals, are implemented as far as is practicable in MUH. The Hospitals Strategic Objectives for the period 2019-2020, are as follows:

- Our overall objective is to get all measures above the required pass level over the duration of this plan and to ensure all relevant areas are being audited when due.
- To continue to audit Hand Hygiene, Infection Control, Equipment, Waste, Sharps, Linen, Environment, Catering, Cleaning and Wards in accordance with Quality, Risk & Customer Care, National Hospitals Office Cleaning Manual – Acute Hospitals Standards.
- To continue to validate and roll the Medical Audit tool to all departments in the hospital
- To reduce the number of non-compliance registered through audits from 1300 to less than 1,000 by introducing improved processes governing:
 - the replacement of defective equipment
 - submission of works requests to Maintenance Department and Technical Services Department
 - The training of staff on how to close out non-compliances
 - Commit financial resources to the refurbishment of wards and other departments.

The committee meets monthly to review and monitor audit results and to address any issues pertaining to hygiene issues.

Decontamination Committee

The role of the Decontamination Committee is to ensure that decontamination practice in Mercy University Hospital is compliant with the relevant National and International standards.

Achievements of note

- All theatre instruments are now being decontaminated off-site.
- All in house autoclaves have been decommissioned.
- The committee continues to focus on the other areas of the hospital where we carry out instrument decontamination procedures to ensure that we move to a position where we are fully compliant with all obligations.

Health & Safety Committee

The main objective of the MUH (H&SC) is to provide a forum that facilitates employee participation on the steps taken to safeguard their safety, health and welfare within the workplace.

In accordance with Schedule 4 of the Safety, Health and Welfare at Work Act, 2005 (Refer to Appendix 1), the Safety Committee consists of balanced service wide representation of Managers, Employees and Safety Representatives (where appointed). Senior management will also be represented in order to facilitate the decision making process.

Information Governance Committee

The role of the Information Governance Committee is to:

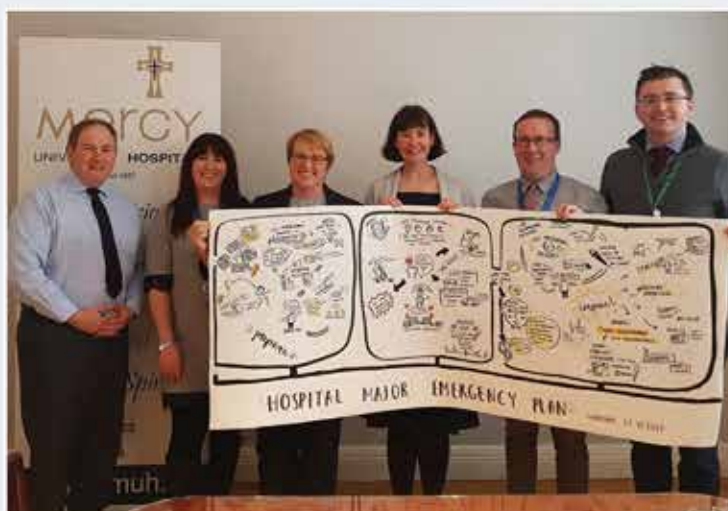
- Ensure that an appropriate and comprehensive information governance framework is in place and is being developed throughout the hospital in line with national standards and legislative requirements e.g. compliance with the Freedom of Information Act, 2014, General Data Protection Regulation (GDPR) under the Data Protection Act 2018 (Regulation (EU) 2016/679).
- Develop the hospitals Information Governance work programme.
- Ensure that the hospitals approach to information handling is in line with national standards, is communicated to all staff and is made available to the public. The standards used for data handling should represent information governance best practice.
- Coordinate the activities of staff given data protection, confidentiality, information security, information quality, records management and Freedom of Information.
- Offer support, advice and guidance concerning Information Governance/Security, Freedom of Information, administrative access to records and Data Protection issues within the hospital.
- Monitor the hospitals information handling activities to ensure compliance with law.
- Ensure that information governance and information security training is made available by the hospital is taken up by staff as necessary to support their role.
- Provide a focal point for the resolution and/or discussion of Information Governance issues.
- Monitor reviews/audits relating to information governance and adherence / development to relevant standards.
- Review and discuss lessons learnt from information governance incidents to ensure the risk of future incidents is mitigated.
- Develop and maintain the Mercy data privacy statement.
- Develop, review and update the Hospitals Information Governance Strategy, policies and guidance material as required.

Hospital Major Emergency Plan (HMEP)

This Mercy University Hospital (MUH), Hospital Major Emergency Plan (HMEP) has been developed to provide guidance to the MUH Executive Management Board (EMB), Heads of Departments, Line Managers and staff who may be involved in a Major Emergency situation.

The objective is to ensure that standardised action cards, and guidance/protocol documents are prepared, available, and known to all parties to ensure that we implement a co-ordinated response to any major emergency situation.

Maurice Spillane,
Deputy CEO and Chief Financial Officer



CLINICAL DIRECTOR'S REPORT

Throughout 2019, the Clinical Staff of Mercy University Hospital continued to deliver care at the highest possible level. The hospital is committed to providing the high quality, safe and effective care in keeping with best international practice. I am delighted to share some of the key moments of the year.

CLINICAL ACTIVITY

During 2019, the Mercy University Hospital operated close to full capacity throughout the year. There was significant influenza virus circulating in the community at both end of the year. Towards the end of 2019, the influenza season began earlier than usual with very high influenza activity with influenza A (H3N2) being the dominant circulating virus throughout December. This resulted in an extremely busy emergency department and in-patient activity.

We had a highly active year across all departments in both scheduled and unscheduled care with:

- Emergency Department attendances: 34,474
- Mercy-Urgent Care Centre Attendances:..... 18,027
- Emergency Department Admissions: 6,520
- Elective In-patient Admissions: 3,487
- Day-cases: 24,343
- Out-patient Appointments: 50,020

NEW CONSULTANT APPOINTMENTS

Dr Owen O'Sullivan - Consultant Anaesthesiologist

Dr Ronan O'Caoimh - Consultant Physician in Geriatric Medicine

Mr Derek Hennessey - Consultant Urologist

NON-CONSULTANT HOSPITAL DOCTORS (NCHDS)

The Mercy University Hospital has 126 NCHD posts across all disciplines. The hospital has actively participated in the Lead NCHD initiative since its conception. The Lead NCHD initiative is supported by National Doctors Training and Planning (NDTP) in collaboration with the National Clinical Director Programme and the Quality Improvement Division (QID) in the HSE.

In 2019, Dr Ciaran Judge and Dr Mary Randles completed their year in the role of Lead NCHDs up to July 2019. Following the NCHD change-over in July, the hospital appointed Dr Mary Nwaezeigwe and Dr Agnes Jonsson as the Lead NCHDs for the year 2019 – 2020. On September 24th 2019, the Mercy University Hospital hosted the National Lead NCHD & NDTP Fellow, Dr Carol Norton.



Several initiatives were supported by the Lead NCHDs, Clinical Director and Medical Manpower Manager during the year including:

- A complete revamping of the **intern induction programme**
- A significant review & update of the **general NCHD induction programme**
- Launching a new **NCHD Information Handbook**
- Introducing a summer programme of **essential training** for all NCHDs
- A quality improvement project on increasing adherence to a protocol for correctly obtaining blood cultures resulting in the **reduction of contaminated blood cultures.**
- Improving **adherence to the hospital bleep policy**
- Providing an **educational programme on surgical sepsis**
- Formalising the **weekend clinical handover**
- Introducing a **Wellness programme** aimed at NCHDs

CLINICAL GOVERNANCE

Governance for quality in clinical care involves having the necessary structures, processes, standards, and oversight in place to ensure that safe, person centred and effective services are delivered.

A new organisation oversight structure for clinical governance in the Mercy University Hospital was introduced in 2019 with a revamped and updated **Clinical Quality & Safety Governance Committee** with executive and broad clinical membership.

The hospital's governance structures for unscheduled care were also review and improved. We established on integrated structure with our community healthcare organisation colleagues and the national ambulance service. A monthly meeting of the **Integrated Unscheduled Care Governance Committee** took place during 2019.

CLINICAL AUDIT & QUALITY IMPROVEMENT DAY

The Inaugural Mercy University Hospital Clinical Audit & Quality Improvement Day happened on Thursday June 6th 2019. This was one of the highlights of the year in the hospital. Please see Highlights Section Page 93 Thirty-seven clinical audit or quality improvement projects were presented on the day highlighting the commitment of the clinical staff to maintaining and improving the quality of care we provide to the patients we serve.



NATIONAL HEALTHCARE COMMUNICATIONS PROGRAMME

Since mid-2018, the Mercy University Hospital has worked with the HSE National Healthcare Communications Programme to pilot communication training modules for healthcare staff. The hospital worked with Professor Paul Kinneresley (Chair, Train the trainer subgroup & tEACH group) and Ms Winifred Ryan, (National HR Leadership, Education and Talent Development) in providing this training and assessing the training modules.

In 2019, the hospital successfully ran pilots of modules 3 & 4. On May 23rd 2019, the hospital ran sessions of module 3 (**challenging consultations**). On December 5th 2019, we ran modules on module 4 (**communicating with colleagues and promoting teamwork**).

POST-GRADUATE MEDICAL TRAINING

On March 20th 2019, the **General Internal Medicine** (GIM) inspection team for high specialist training (HST) from the Royal College of Physicians of Ireland (RCPI) visited the Mercy University Hospital. They approved the site for two Specialist Registrars in GIM commencing from July 2019. This is an incredibly positive new approval for the hospital and increased the expertise in the hospital.

The **College of Anaesthesiologists of Ireland Hospital Accreditation Report** following their review on 29th May 2019 approved the Mercy University Hospital to continue as a training site for trainees in anaesthesiology.

On September 19th 2019, the hospital had a **Royal College of Surgeons of Ireland (RCSI) & Specialty Advisory Committee (SAC) Hospital Inspection** of our surgical unit. The hospital received a very positive review and was approved for an additional senior trainee in hepato-biliary surgery.

CLINICAL CARE PROGRAMMES

On January 29th, the **Integrated Care Programme for Older Persons** (ICPOP) spent the morning in the Mercy University Hospital reviewing current services. A further future mapping session hosted by ICPPOP occurred on 28th Feb 2019 between all acute service and community services for older people in Cork.

On March 21st 2019, the **Critical Care Programme** visited the hospital. A very productive meeting was held reviewing the critical care service in the Mercy University Hospital and providing strategic guidance on going forward.

SLÁINTECARE

On February 15th 2019, the Mercy University Hospital was represented at a SláinteCare / HSE workshop on integrated care for older people in the Department of Health, Baggot Street. This workshop was co-hosted by the HSE Chief Clinical Officer (Dr Colm Henry) and Laura Magahy's team from SláinteCare. The focus was deciding on key priorities for 2019/2020. The priorities decided upon were ambulatory care developments; full patient end-to-end journey pathways; and integrated teams between hospital and community.

The Sláintecare Integration Fund successful applications were announced on September 11th 2019 by the minister for health.

- The Mercy University Hospital was successful in an application for the **Introduction of Molecular Laboratory (SeeGene System) in Microbiology Department worth €124,274.**
- The hospital was also involved with the CHO4 community healthcare area for Cork & Kerry in a successful application for an **Urgent Ambulatory Care and Virtual Ward for older people worth €200,000.**

The Mercy University Hospital was represented on December 6th 2019 at the SlainteCare – Looking to the Future of Health and Social Care meeting of hospital and community staff from the proposed area D (Cork & Kerry) in Macroom (geographic centre of Area D). Laura Magahy (Executive Director SlainteCare) hosted the meeting.

OTHER HIGHLIGHTS

- On March 13th 2019, the Mercy University Hospital ran a number of events in support of **World Delirium Awareness Day** including information stands for staff & public, information in canteen, a delirium experience for staff, a quiz and a “pledge tree” for staff to indicate the new learning they will bring back to the ward
- On April 9th 2019, the Mercy University Hospital started a very successful videoconference sessions with Ayder Comprehensive Specialized Referral Hospital, Mekelle University, Ethiopia. This initiative was part of a **UCC-Mekelle collaboration** facilitated by Prof Cillian Twomey and ran in the hospital by Dr Arthur Jackson (Consultant in Infectious Diseases). This type of outreach collaboration with a hospital in Africa is very much in the spirit of the Mercy University Hospital values and mission.



DEPARTMENT OF HUMAN RESOURCES



WELCOME

Welcome to the HR section of the Annual Report. During 2019 we continued the implementation of a number of initiatives driven by the multiyear HR strategic plan. The Human Resources Department plays a key role in helping shape the organisation through key organisational changes and developments. The scope HR is both strategic and operational covering the following areas:



Key achievements in 2019 are numerous; I will now share some of these.

TALENT ACQUISITION

359 people joined MUH in 2019. A large portion (~200) of these were NCHD's (Non Consultant Hospital Doctors), many of whom rotate every few months as part of various training schemes.

70+ Nurses were recruited by MUH, many of these as a direct result of our very successful international and domestic recruitment campaigns.

Over 109 internal job opportunities were created resulting in career development and promotional prospects for many colleagues in MUH.

Other recruitment initiatives included more direct sourcing and investment in our very successful recruitment branding **"We put the care in careers"**



Why **choose** Mercy
University Hospital?

"Our Emergency Department has a proud and long established tradition of providing emergency care to the people of Cork city. We strive in the pursuit of clinical excellence for our patients by linking best scientific evidence to clinical practice."

Dr. Adrian Murphy
Head of Emergency Dept.



We put the **care** in careers.

This branding underpins all of our recruitment campaigns, recruitment material and adverts making the MUH instantly recognisable.



COMMUNICATIONS

Effective communication is important for many reasons, including trust, employee engagement, clarity of direction, culture and efficiencies.

At the MUH we invest in communications initiatives for all of the above reasons. Some specific initiatives in 2019 include:

Staff Forums were held in relation to the following areas during 2019:

- Nursing – Recruitment & Retention
- Hospital wide – Dignity at work
- Hospital wide – Culture Survey feedback and engagement sessions
- Hospital wide – HODs (Heads of Department) monthly forums run by the office of DCEO
- NCHD's – NCHD Committee
- Hospital wide – "Comment Box" set up

A number of initiatives have resulted from the Culture and Values survey, one in particular focuses on our value of RESPECT, following the Hospital wide feedback and engagement sessions a pilot programme "Engaging with Respect" was run very successfully and this will become part of the offering in 2020.

We continued to support the National Communications Programme in 2019 as a pilot site, "Making Conversation Easier" was run with a Cohort of Mercy staff and valuable feedback was given to the National Programme.



Following the appointment of a Pension Specialist in 2019 we achieved a major project milestone in 2019 when Consolidated Benefit Statements from 2013 – 2018 were issued to all past and present members of the MUH Single Public Service Pension Scheme (SPSPS) via an MUH Portal. Much has changed in terms of pension administration in the voluntary hospitals since the advent of the new career average scheme introduced in 2013 i.e. the Single public service pension scheme or ‘SPSPS’.

Any new entrants to the public service prior to 2013 are members of ‘final salary’ schemes. The introduction of the 2013 scheme, the SPSPS, brought a significant shift in terms of responsibility / ownership of the administration processes which was to reside with the ‘relevant authorities’ rather than the HSE. In addition, the underlying administration requirements themselves are far more involved reflecting the particular scheme design which is a ‘career average scheme’ with dual accrual rates. The main difference in administration relates to the tracking of variations in service and salary throughout each member’s career for the purpose of the calculation of ‘referable amounts.’ These ‘referable amounts’ need to be calculated for every pay period and take into account earnings and hours worked. The MUH achievements in this regard are very significant and ensure compliance with the requirements of the Pensions Authority.

The MUH continues to implement national reward decisions in a timely manner. For example 2019 saw the implementation of measures to compensate staff. In accordance with the Public Service Stability Agreement 2018-2020 instructions with regard to the application of adjustments to public health service ‘new entrant’ pay scales were received. 2019 also resulted in a number of circulars in relation to the Enhanced Nurse Contract that resulted from the Industrial Action by the INMO and subsequent Labour Court Recommendations. A significant number of Nursing colleagues were entitled to apply for the Enhanced Nurse Contract and increased allowances, HR & Nursing colleagues supported all of these applications in a timely manner.

Pay increases and pension increases as a result of the Public Service Stability Agreement 2018-2020 were implemented.

LEADERSHIP, TRAINING & DEVELOPMENT



“Managing People Skills” is an annual programme in the MUH. In Q1 we rolled out this programme for all new and aspiring leaders of people in the MUH. This course covers Leadership, Motivation, Performance Management, Change and Conflict Management. This programme has been rolled out to over 110 staff since its inception. Empowering our future leaders and equipping them with the relevant competencies is important in terms on delivering on our value of EXCELLENCE. Embedding all the Mercy values of Excellence, Compassion, Team Spirit, Justice and Respect is a key message delivered in this programme and a requirement for how we act as leaders.

Other Leadership, Training & Development initiatives rolled out and supported in 2019 include:

- Induction
- Responding to Threats and Violence
- Dignity at Work
- Unconscious Bias
- Pension Knowledge
- Children First
- Managing People Skills
- Managing Probation
- Performance Management – Reviewer and Reviewee
- Health & Safety
- Orientation Programme – Mission, Heritage and Values in Action
- Interviewer & Interviewee Skill Training
- External Sponsorship
- CPD

The MUH has been a chosen a pilot site to roll out the National Healthcare Communications Programme (NHCP) for a number of years. Module 3 “Making Conversations Easier” was rolled out in 2019. The MUH will be involved in subsequent design and delivering in 2020.

COMPLIANCE

Compliance continues to be a key feature of our work in HR. In 2019 we completed a back scanning project to ensure all passport/other identification documents were attached to each employee's record on the HR system. We also completed an exercise where communication in relation to the SPSPS compliance was back scanned to each individuals file.

The MUH continues to meet its obligations in relation to Children First requirements in relation to safeguarding children, it is mandatory for all new starters to have training complete before they start employment. In addition information sessions were run by our Social Work Department during 2019.

VALUES & CULTURE

2019 saw significant traction in relation to the Values & Culture role in the MUH. Please see Page 82.

WELLBEING

Two Wellbeing Weeks - **#Wellbeing- The Mercy Way** ran in April and October. During the weeks in question we ran over 50 different initiatives, this offered lots of choice and something for everything. Popular events included free healthy breakfasts, cooking demonstrations, exercise classes, taster facials, taster massage, gait analysis, cancer awareness talks and screening clinics for diabetes & blood pressure. The feedback continues to be excellent and a formal Wellbeing Policy has been adopted.



OTHER

A number of other initiatives took place in 2019:

Team Spirit is alive and kicking in HR with the Department winning two prizes in 2019, namely

- **Mercy Stars – Support Services Team of the Year 2019**
- **“Deck the Halls” – Best Idea Award 2019**



- **Voluntary turnover is 9.7%**
- **Risk Register for HR has been developed and is being actively managed**
- **All IR/ER environment are actively managed by HR and relevant line managers**
- **Occupational Health continues to manage all work related sick leave issues. They also supported the roll out of the flu vaccine to almost 60% of employees, this was an excellent result.**



2019 has been an exciting and busy year for the HR and Occupational Health Departments; I would like to thank my colleagues for delivering on many initiatives for employees that support the delivery of patient services in MUH. We have equally ambitious plans for 2020 as we continue to implement initiatives driven by the multiyear HR Strategic Review & Plan.

Ms Oonagh van Laren
HR Director

TECHNICAL SERVICES DEPARTMENT



2019 was another busy yet very productive year for the Technical Services Department (TSD). TSD's main objectives as outlined below have really come into fruition by way of various improvements and projects completed this year. In 2019, our team has continuously sought to excel in the provision of an appropriate environment enabling our staff to deliver optimum patient care and we look forward to continuing this ethos into the future.

TSD Objectives:



Strategic Planning of the Estate

MUH have progressed a detailed review of its existing buildings and how the Campus can be developed into the future to meet the needs of Cork city and the greater Munster region. A detailed building review was completed in parallel with a review of the hospitals Clinical strategy. The strategy was divided into 3 distinct phases from 0-5 years, 5-10 years and from 10 -15 years with Phase 1 containing priority projects some of which are already submitted to HSE Estates for approval. This Campus study will outline how the hospital can develop and expand its services over the coming years. It is expected that this Campus study final document will be completed and published in January 2020.

Infrastructural Risk

Technical Services Department is responsible for maximising the value of MUH properties and facilities to ensure that appropriate infrastructure is in place when and where required to enhance patient, client and staff wellbeing, by managing the organisations capital infrastructure and annual capital plan.

In 2019, TSD carried out a full review of the Infrastructural Risks to the hospital and these items are included in the updated TSD Infrastructural Risk Register. The future capital investment for the hospital will be allocated based on risk rating, to reduce the overall risk to the hospital.

Fire Safety

Technical Services Department continues to make improvements in relation to fire safety systems serving the hospital. In 2019, some fire compartmentation surveys were carried out and main items such as firestopping deficiencies were addressed. A full survey of all fire doors on the main hospital campus was also commissioned this year. In total, 539 staff members received basic fire safety training in 2019.

MAINTENANCE DEPARTMENT

Maintenance Helpdesk

In 2019 the maintenance helpdesk saw a considerable rise in jobs logged on both a reactive and preventative level. There were a total of 4,303 jobs logged in 2019 of which 4,152 were signed off in the same period. This equates to a 96.4% job close out rate.

When compared with the same period in 2018 where 2,272 issues were logged of which 2,207 were signed off we can see that there was a 46% rise in the number of total helpdesk tickets.

The rise in total tickets logged can be put down to a number of factors:

- A widened preventative maintenance programme spanning across the hospital campus
- Improved interdepartmental communication
- The addition of services requiring ongoing maintenance
- The appointment of a full time maintenance foreman

The Maintenance Department aim to follow this trend throughout 2020 and continue to improve and expand its maintenance programme.

Training

In 2019 the maintenance department organised 2 rounds of waste segregation training in which there were over 120 staff trained.

Further to this our general operatives completed medical gas cylinder training and the Department undertook Authorised Persons (AP) training for hospital specific medical gas services.



OUR ENVIRONMENT

Water use – MUH is in line with best practice in acute hospitals based on number of patient bed days per annum. The hospital's water usage has steadily reduced over the last number of years for e.g. in 2017 consumption was 62,000m³, 2018 consumption was 43,000m³ and in 2019 consumption was 35,700m³. This is primarily due to an increased maintenance programme of monitoring and an ongoing project where water saving devices are being installed in sinks & WC's throughout the hospital. This initiative will significantly reduce the hospital's daily consumption.

Energy – absolute reductions have been achieved in electricity, gas and oil usage. In the last 10 years, MUH has achieved a 23% reduction in electricity use going from 8.6m kWh in 2009 to 6.56m kWh in 2019. Similarly in respect of Gas and Oil consumption, there is a noted change from 8.7m kWh in 2009 to 5.5m kWh in 2019. In 2019 savings continue to be made on gas with usage down 9% on last year. Since 2016 the hospital commenced a replacement programme on boilers which ensures we now have a high efficiency, modulating, condensing boilers in all MUH premises. The final ones have just been installed in recent months and will contribute significantly to further energy efficiencies.

Carbon Footprint - MUH has achieved a 41% reduction in CO₂, i.e. carbon emissions have fallen from 3.75m kg in 2009 to 2.2m kg in 2019. This will become a more important focus as new 2030 carbon reduction targets will commence for the first time in this regard in 2021.

Lighting - since 2013, MUH has installed LED lighting across the campus. LED lighting use up to 90% less power than incandescent or halogen bulbs of equal brightness which is a tremendous investment and commitment to our environment.

MUH is part of the Public Service Energy Efficiency Programme which has a set target to improve energy efficiency by 33% by 2020. As of 2019 MUH has improved energy efficiency by 40% which means we have not only reached but gone beyond our target with 1 years remaining. The hospital has also participated in the Better Energy Community Grant Scheme where 27 circulating pumps for the heating system were upgraded. In the last number of years MUH has replaced and upgraded its Building Management Systems which have enabled greater control on heating and ventilation systems.

The programme of works is ongoing and focus will now move to:

- High efficiency lifts in the Lee View Block
- A feasibility study on Solar PV (electricity generating panels) to ascertain compatibility for this hospital.
- Air handling units, fans and motors to be reviewed
- Replacing existing AC units with high efficiency modern AC units

Earlier this year MUH signed a partnership agreement with SEAI (Sustainable Energy Ireland) to further improve energy efficiency and reduce carbon emissions across the hospital campus. In September, as part of the hospital's Mercy Week celebrations, an SEAI representative facilitated an Energy Efficiency Day for staff on site. Staff have also engaged in Energy Basic Workshops facilitated locally by SEAI.

We in Technical Services Department will continue to maximise efficiencies within available resources and very much look forward to playing our role in making the Mercy University Hospital a better place for patients, visitors and staff as we enter into 2020 and the coming years.



DEPARTMENT OF NURSING



Welcome to the Department of Nursing section of the Annual Report. This report of nursing activity in 2019 captures some of the accomplishments and successes of MUH nurses, support services and interprofessional working. It clearly reflects the core focus of this department, which is the provision of safe high quality care to all our patients and their families including direct bedside nursing clinical care as well as through specialist and management nursing roles.



Key achievements in 2019 are underpinned by the strategic priorities above and some of these are now detailed.

PATIENT SAFETY AND QUALITY CARE

Clinical Handover

This quality improvement initiative commenced in 2019 in St Catherine's Ward. The National Standards for Better, Safer Healthcare (HIQA, 2012) advocate the importance of clinical handover as part of the safe transfer of clinical information between healthcare professionals. The utilisation of the ISBARR tool aims to achieve focused communication and improved quality of appropriate information regarding the patient care pathway.

Acute Stroke Service

Participation in the national QI project for the care of patients with Acute Ischaemic Stroke. The aim of this project is to ensure rapid clinical and radiological assessment with a view to treatment decision within 30 minutes of arrival to hospital - 'Door to decision in under 30'. A multidisciplinary steering group is in place to oversee the project which is demonstrating sustained improvement.

Nursing Metrics

Nursing metrics indicators are measured in clinical ward areas on a monthly basis. These include Patient Monitoring and Surveillance, Nutrition and hydration, Medication safety, Medication storage, Falls and Injury management and Pressure Ulcer prevention and management.

Patient Flow

Using Lean Sigma Six principles, a quality improvement project led by the bed management unit, reduced delays in the allocation of beds on wards for patients in the Emergency Department. This was achieved by using Fit to Sit (FTS) or Not Fit to Sit (NFTS) as part of the whiteboard round. Patient engagement and feedback was also positive regarding less delays in discharge times.

Food, Nutrition and Hydration Policy for Patients in Acute Hospitals:

The Food, Nutrition and Hydration Policy for Adult Patients in Acute Hospitals was approved and circulated by the HSE in January 2019. This policy document provides information on various aspects of nutrition and hydration for hospital inpatients. Nursing and healthcare assistant staff have a key role to play in ensuring patients are getting the correct type of food and hydration and that the patient experience of mealtimes is a positive one. MUH has committed to 'Making Mealtimes Matter' an organisational priority.

WORKFORCE PLANNING AND STAFF WELLBEING

Welcome

62 new nurses joined the Department of Nursing in 2019, following successful national and international recruitment campaigns. These included new nursing graduates from Cork, Kerry, Waterford and Dublin. MUH is a registered clinical site for adaptation and assessment of nurses who are trained outside the European Union and this programme is led by the Nurse Practice Development Unit in MUH.

Graduating Nurses

Congratulations to the 19 nurses who graduated from University College Cork in 2019. Permanent nursing posts in the Hospital were taken up by a majority of these graduate nurses (79%), continuing the Hospital trend of retaining a large percentage of student nurses thanks to a bespoke graduate nursing programme and career development opportunities.

HOW TO MAKE MEALTIMES MATTER



Graduate Nursing Programme

As part of the recruitment and retention strategy of the Department of Nursing, a graduate programme has been established to support our new graduate nurses in the first year of registered nursing practice.

This 12 month programme is a collaborative between the Centre for Nurse Education and the Nurse Practice Development Unit.

The focus is building on theory and practice skills, as well as clinical leadership and ward management skills required for a newly registered nurse. All participants also take part in ALERT® certified training.

MISSION INCLUSION DIVERSITY

Transition Year Programme

The Transition Year Programme is a three day event that was delivered twice in 2019. In total we had 17 participants. The programme combines classroom based presentation from clinical and support services across the Hospital, with protected exposure to clinical areas. All participants undertake a community basic life support programme certified by the Irish Heart Foundation.



QQI Level 5 partners

We continue to work in partnership with the College of Commerce, Cork to offer work experience placements to 12 students on the Pre-Nursing and Healthcare Assistant Programmes, who are working towards a QQI Level 5 Major Award.

Community Outreach

We continue our work with the HSE Health Action Zone (HAZ) to support their work in the delivery of health services to improve the health and wellbeing of communities in the catchment area served by MUH. These include Dementia Awareness training and liaison with homeless services.

The Director of Nursing in MUH is a nominated member representing acute hospital services on the Cork City LGBTI+ Interagency Group.

In late 2019, MUH set up a working group chaired by the Director of Nursing to work towards recognition as a Sanctuary Hospital. Representation on the group is from clinical and non clinical areas in the Hospital as well as the Health Action Zone in the community.

PROFESSIONAL LEARNING AND DEVELOPMENT

Training and professional development

Mandatory and continuing professional development courses include Basic Life Support, Medication Management, Patient Handling, End of Life Care, Early Warning Score and Open Disclosure with over 900 nursing and support staff trained. Nursing staff were sponsored to undertake post graduate education in specialist areas of Critical Care, Emergency Department Nursing, Care of the older Adult and Oncology Nursing. The Hospital recognises the importance of continuing professional development for improved patient outcomes, career progression and job satisfaction.

Debriefing

The Hospital Clinical Psychologist and Director of Nursing developed a bespoke programme to support ward managers in conducting a debriefing session with their staff. The focus of this training was the premise that early effective debriefing leads to long term sustainable improvements in patient safety and care. It also reduces staff stress and anxiety through empowerment.

PATIENT AND STAFF ENGAGEMENT

Morning Huddle/Safety Pause

A daily huddle for clinical nurse managers and senior nurse leaders is a shared briefing session to assess hospital activity in every clinical area and plan for redeployment/support required for reasons such as patient acuity, sick leave and risks identified. The use of a safety pause in clinical areas where a quality/risk issue has been identified is an opportunity for clinical nurse managers to articulate their needs at that time and receive the support required from other colleagues. There is a shared understanding of the interconnectedness of all clinical areas and also an appreciation of the importance of reciprocity.

End of bed clinical rounds

End of bed clinical rounds are carried out daily in ward areas and include the patient in the review of care plans, end of bed documentation and plans for discharge. Patients are supported to be partners in decision making regarding care delivery.

*Margaret McKiernan,
Director of Nursing*



DEPARTMENT OF QUALITY AND RISK MANAGEMENT



Introduction

The Quality and Risk Management Department (QRMD) supports the hospital in delivering high quality safe and effective patient care. It does this through application of the HSE Incident Management framework, HSE Integrated Risk Management policy and the Health Information and Quality Authority's (HIQA) National Standards for Safer Better Healthcare (2012). The overall arching objective for 2019 was to enhance quality and patient safety processes in the MUH utilising the National Patient Safety strategy and the HSE Framework for Improving Quality. In 2019 an increased focus was placed on clinical audit and service evaluation with the instigation of a defined process for staff who wish to carry out quality improvement.

Corporate Risk Register

The QRMD manages the Corporate Risk Register for the hospital. The Corporate Risk Register assists the MUH to establish a prioritised agenda for managing its risks. It provides Executive Management Board (EMB) and Board of Directors (BOD) with a high level overview of the organisation's risk status at a particular point in time and is a dynamic tool for the monitoring of actions to be taken to mitigate risk. The risk register is a live tool which is ever-changing, with monthly re-evaluation and update.

In 2019 the creation and management of risk registers- Corporate and Departmental was aligned to the HSE Integrated Risk Management policy. The QRMD in conjunction with the Clinical Director engaged with Risk Coordinators to review their departmental risk registers. This was done to ensure the Risk Coordinators presented a comprehensive account of risk within their departments and the actions that were being undertaken to against the risks identified.

The Quality and Risk Manager presented the Corporate Risk Register to the BOD, the Clinical Oversight Committee, EMB and Clinical Governance Committee on a regular basis throughout the 2019. A dashboard summary is used to demonstrate new risks and changes to risks. This dashboard is also used to escalate risks to the South/South West Group (S/SWHG) Management Team at the scheduled performance meetings.

Incident Reporting

In line with the HSE National Incident Management Framework, MUH reports risk where persons are affected on National Incident Report Form (NIRF) 01. This framework provides services with a practical and proportionate approach to ensure that all incidents (clinical and non-clinical) are reported and managed effectively. The framework places particular emphasis on the need, in the aftermath of an incident, to adopt a supportive, emphatic, person centered and practical response to patients and staff affected by the incident.

In 2019 the QRMD introduced two further National Incident Management Forms (NIRF's) in respect Property and Dangerous Occurrences – this is to ensure all such incidents are reported and investigated in line with the national policy. As part of the overall effort to demonstrate learning through experience comprehensive reports are produced for all specialties to discuss. All reported incidents in the MUH are entered onto the National Incident Management System (NIMS) database. This system is monitored by the State Claims Agency and the Health Service Executive. Data stored on (NIMS) is presented at a number forums across the hospital for learning and quality improvement proposes:

Feedback to the various committees in the hospital including:

- Clinical Quality & Safety Governance Committee
- Hygiene Committee
- Patient Falls Committee
- Drugs and Therapeutics Committee
- Radiation Safety Committee
- Infection Control Committee
- Nutritional and Hydration Care Committee

1800 incidents were reported to the QRMD in 2019. 17% of incidents were reported from the Emergency Department. The highest reported incident for 2019 related to Clinical Care with **728** incidents reported of which **207** were medication related errors. **24** incidents reported were categorised as Serious Reportable Events (SREs).

Number of Incidents Reported Per Year



Figure 2 Top 5 incidents reported in 2019

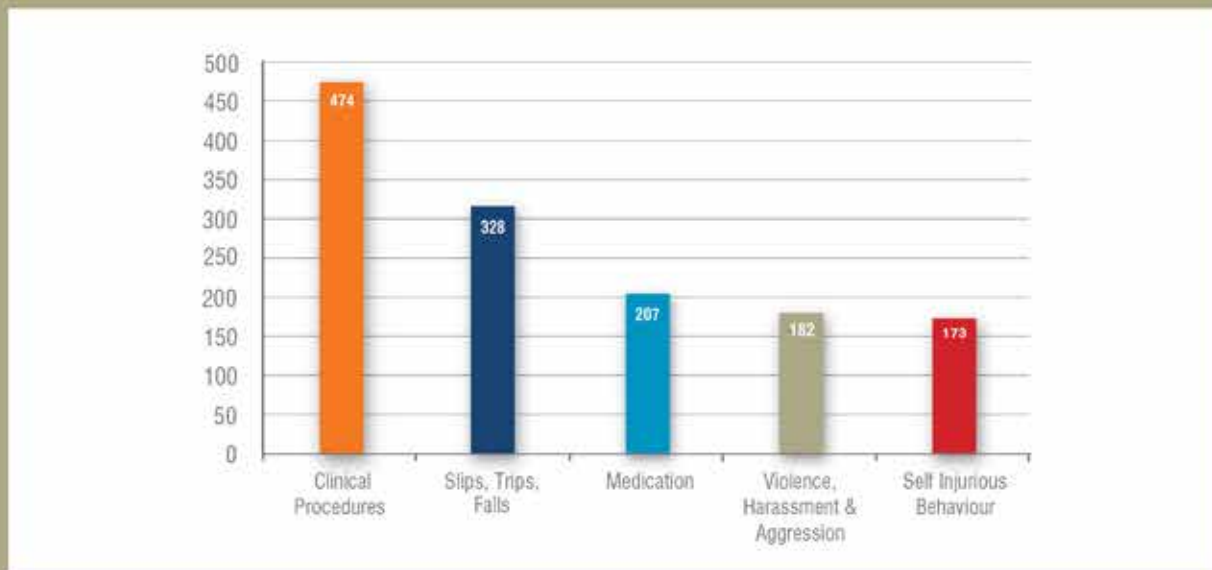
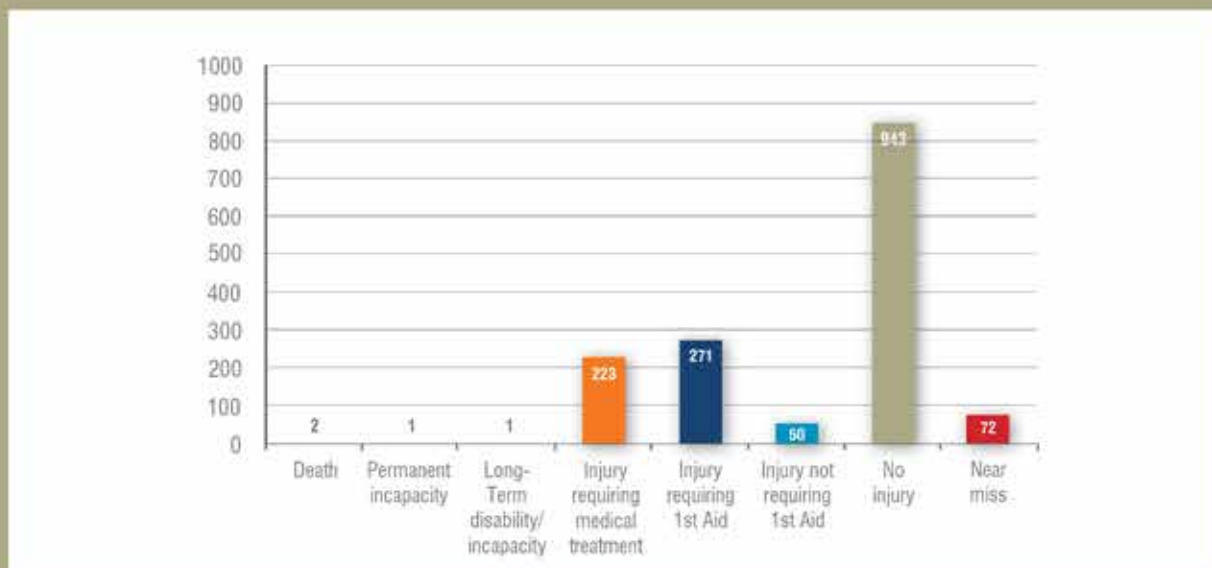


Figure 3 Outcome at the time of reporting

The outcome at the time of reporting is recorded on all incidents where a person was involved/affected (1563). The outcomes are reflected in below;



Indemnities

MUH is insured by The State Claims Agency Clinical Indemnity Scheme (CIS) for Clinical Indemnity claims and under the General Indemnity Scheme (GIS) for Employers Liability (EL) and Public Liability (PL). A total of **65** claims remain open at end of 2019.

9 clinical indemnity cases were closed or settled by the CIS and **16** new clinical indemnity claims were opened during 2019. A total of **40** Clinical Indemnity Claims remain open at end of 2019. **2** EL claims were settled and **1** was withdrawn. **8** new EL claims were notified during 2019 which leaves a total of **19** open EL claims at end of 2019. **3** PL claims were settled in 2019 and **2** new PL claims were notified leaving a total of **6** PL claims open at end of 2019.

State Claims Agency Review

Annual review of clinical claims was conducted by Clinical Claims Manager on 18th June 2019.

Coroner's Court

The Cork City Coroner's office regularly liaises with the QRMD in respect of queries, requests for reports or statements from staff in advance of Inquest Hearings. The QRMD provide support and advice for MUH staff if requested in addition to arranging legal advice and/or legal representation at Inquests where deemed necessary.

Complaints Activity

The operational management of the complaints process is overseen by the QRMD. A total of 96 complaints (verbal and written) were received in the QRMD in 2019. Complaints statistics are presented at EMB and BOD biannually. From January 2019, all formal complaints (Stage 2) are now logged on the HSE's Complaints Management System (CMS). The CMS was developed to support the HSE's complaints management process and to enable the end-to-end management and tracking of complaints, investigations, outcomes and recommendations at local level.

HIQA National Standards for Safer Better Healthcare



The National Standards for Safer Better Healthcare describe a vision for high quality, safe healthcare. The standards aim to give a shared voice to the expectations of the public, service users and service providers. They provide a roadmap for improving the quality, safety and reliability of healthcare.

In 2019, the QRMD carried out its third self assessment against the 53 Essential Elements - see table 1 below. For each of the 53 Essential elements there are four incremental levels of quality improvement. These levels of quality are foundation blocks which build upon one another and allow services to objectively select the level of quality and maturity that most accurately reflects their service for each Essential Element.

Table 1

	Complete/Total Indicators		Emerging Improvement	Continuous Improvement	Sustained Improvement	Excellence
Person Centred Care and Support	9/9 (100%)	✓	1	7	1	0
Effective Care and Support	10/10 (100%)	✓	0	9	1	0
Safe Care and Support	12/12 (100%)	✓	0	12	0	0
Better Health and Wellbeing	1/1 (100%)	✓	0	1	0	0
Leadership, Governance and Management	12/12 (100%)	✓	1	4	7	0
Workforce	4/4 (100%)	✓	0	4	0	0
Use of Resources	2/2 (100%)	✓	0	1	1	0
Use of Information	3/3 (100%)	✓	0	3	0	0
Total Number (%)	53/53 (100%)	✓	2 (4%)	41 (77%)	10 (19%)	0 (0%)

Freedom of Information

The **Freedom of Information (FOI) Act 2014** gives people a right of access to records held by public bodies. It also gives people the right to have personal information about them held by these public bodies corrected or updated and gives people the right to be given reasons for decisions taken by public bodies, where those decisions expressly affect them.

In 2019 MUH processed **1032** requests for records under Freedom of Information and Administrative Access.

Table 2: Overall Requests 2019

OVERALL REQUESTS 2019			
REQUEST TYPE	REQUEST NUMBER	INVALID REQUEST	TOTAL REQUESTS
FOI	107	8	115
DP	86	3	89
ADMIN/PAC	804	24	828
Overall TOTAL	997	35	1032



In November of 2019 the MUH welcomed the publication of the results of the 3rd National Inpatient Experience Survey. Please see snap shot that shows overall 2019 survey result, a quality improvement plan has been developed for those areas that the MUH needs to action that will improve the patient experience. The full reports on the National Inpatient Experience Survey results for the MUH along with the National Report are available on www.patientexperience.ie



Mercy University Hospital

2019 survey results

Respondents



312
Number of respondents



64.9
Average age



48%
Participation rate

Overall experience

2019



2018



Values in figures do not always add up to 100% due to rounding.

Stages of care

Admission to hospital

7.9
out of 10

Patient ratings of admission to the hospital were similar to the national average, and to the hospital's 2018 score.



8.7
out of 10

Care on the ward

Patients' ratings of 'care on the ward' in the hospital were above the national average, and similar to last year's survey.

8.3
out of 10

Examination, diagnosis and treatment

Ratings of 'examination, diagnosis and treatment' were similar to the national average and to last year's survey.



7.5
out of 10

Discharge or transfer

Participant ratings of 'discharge or transfer' were above the national average and similar to last year's survey.



HIQA inspections

The Health Information and Quality Authority (HIQA) is the independent statutory authority established to promote safety and quality in the provision of health and social care services for the benefit of the health and welfare of the public.

Medication safety

HIQA's medication safety monitoring programme began in 2016 and monitors public, acute hospitals in Ireland against the National Standards for Safer, Better Healthcare to ensure patient safety in relation to the use of medications. The programme aims to examine and positively influence the adoption and implementation of evidence-based practice in relation to medication safety in acute healthcare services in Ireland. The hospital underwent an announced medication safety inspection in February 2019.

The inspection included interviews with senior managers and clinical staff as well as inspection of clinical areas. In preparation for this inspection a self assessment was completed and some baseline information about the hospital's governance of medication and medication safety programme was provided in advance of the inspection. The report highlighted areas of good practice such as learning from medication incidents and education. The report indicated areas for improvement and these have been formulated into a quality improvement plan for 2020.

Committee Participation

The QRMD Department was also represented on the following Mercy University Hospital Committees in 2019;

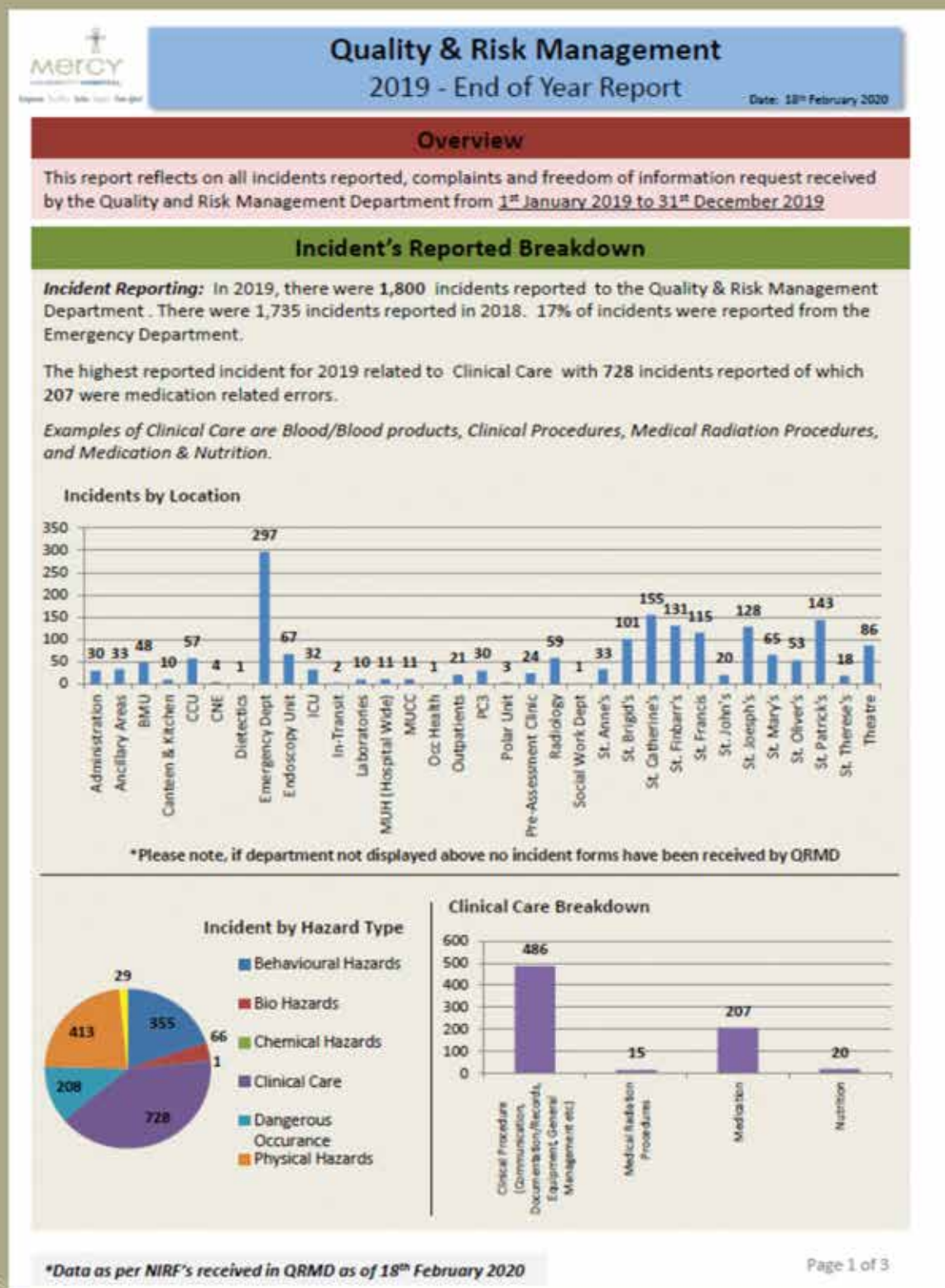
- Executive Management Board
- Clinical , Quality and Safety Governance committee
- Policy Approvals committee (including administration support)
- Surgical Executive Committee
- Radiation Safety Committee
- Children First Committee
- Infection Control Committee
- Decontamination Committee
- Hygiene Services Committee
- Patient Falls Committee
- Medical Records Committee
- Health and Safety Representatives Committee
- Nutrition and Hydration Care Committee
- Information Governance Committee
- Medication Safety Working Group
- Open Disclosure Trainers Working Group

Networks

The Quality and Risk Managers are members of the South/South West Hospital Group Quality and Patient Safety Group. This group meets every 2 months with an aim to share quality improvements and learning across the group.

Quarterly Reports

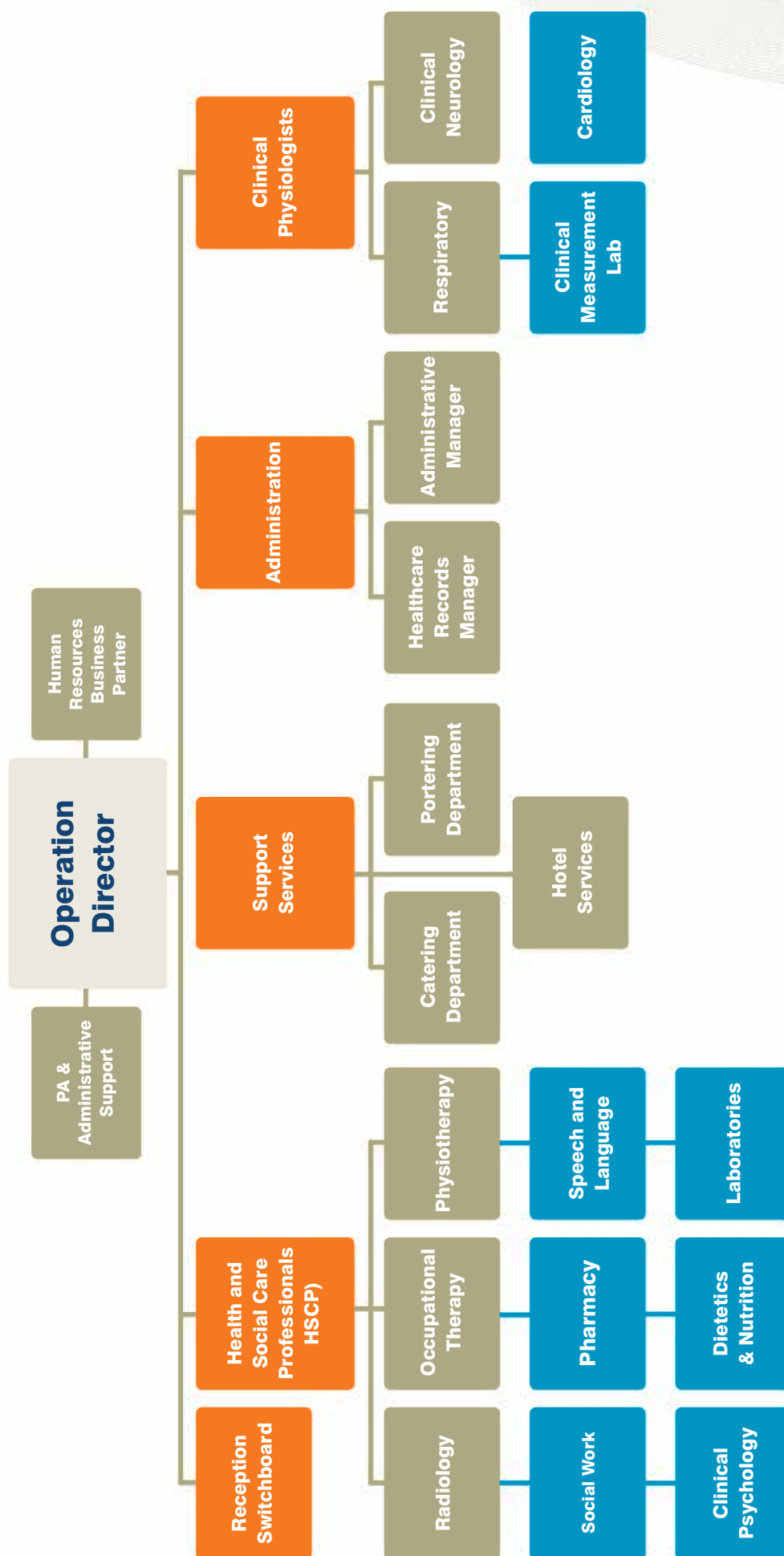
In 2019, QRMD reviewed its process in delivering feedback in relation to incidents reported within Mercy University Hospital (MUH). Along with the creation and circulation of a hospital wide report, quarterly reports in respect of incidents specific to their area was circulated to each Head of Department for local dissemination and learning.



OPERATIONS DIRECTOR REPORT



OPERATION DIRECTOR TABLE



Promoting Culture of Excellence

- Promote a culture of excellence in delivery of the service
- Grow and empower managers
- Training needs analysis informing improvements to be made so can be an efficient tool for staff development
- Lead on staff development programmes and Performance Management in conjunction with Human Resources
- Prioritise compliance with regulatory and accreditation standards

Prioritise compliance with regulatory and Accreditation standards

- HIQA – Standards for Safer Better Health Care
- Decontamination
- Hygiene Standards – utilise Medical Audits technology
- Meal Times Matter
- INAB
- JAG Accreditation
- HACCP
- EHO
- EPA



Projects

- Unscheduled Care Lead
- Five Fundamentals Unscheduled Care Lead
- Ambulatory Care Cross City Project
- Review Catering Department Structure ,Plant & Infrastructure
- Radiology Accommodation Development
- MRI Replacement Project
- Critical Incident plan

SERVICE PLAN 2019

Operational

- Appoint Catering Manager
- Appoint Medical Physics Expert
- Restructure Support Service to include Portering
- Review Administration
- Review HSCP Staffing
- Implement E-Rostering –Enabler ICT

Corporate

- Unscheduled Care
- Quality and Patient Safety
- Point of Care Committee
- Meal Times Matter

Capital Projects

Radiology Equipment and Accommodation:

- Gamma Camera

Catering:

- Repair ACU Main Kitchen
- Increase Chill room storage as per EHO
- Refurbishment of Main Canteen
- Refurbishment of Small Canteen

Equipment Laboratories:

- Maltitoff
- DART by Plumtree
- Data Manager
- Rees System
- ICM

Catering Department

Service Activity

- 481,289 plates of food served to patients and staff during 2019
- 7,040 of the aforementioned figure were donated to our community partner Penny Dinners
- Worked with the HR department to deliver 1,500 snacks and treats per week to staff for Wellness weeks in March and in October 2019

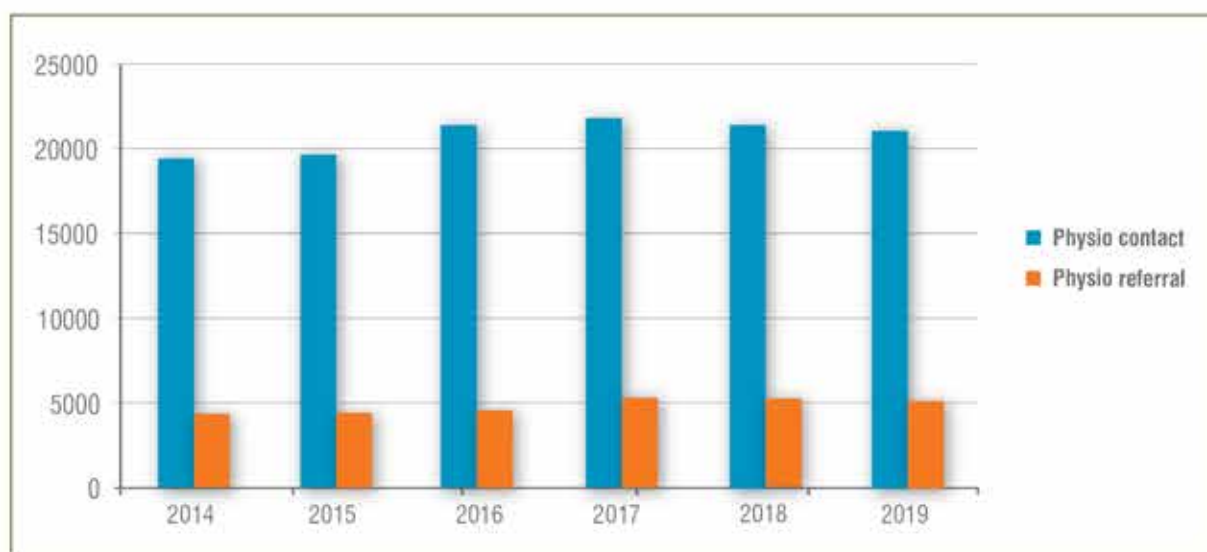
Initiatives

- Catering officer Brendan Brosnan was one of the leads in the Greenway 57 incentive to reduce or eliminate “one use” disposable products from the hospital in 2019
- The Catering department worked with the Speech and Language Department on the introduction of IDDSI, a standardized diet for dysphasia patients.

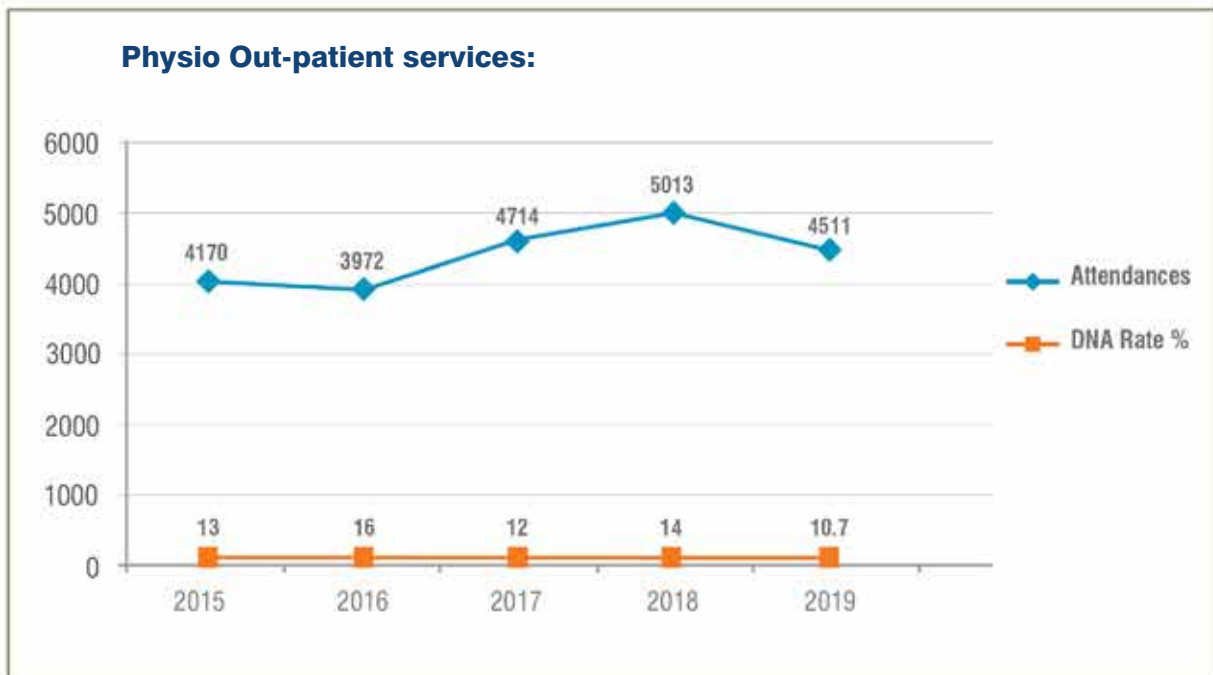
Physiotherapy

Service Activity

- An overview of workload for 2019 indicates a stable workload pattern when compared to the previous 3 years with only a small change in the ratio of new patient contacts to follow up visits.



The percentage of new patients not seen referred with mobility issues have reduced this year. This is in line with a shift of focus in the department prioritisation policy to ensure frail elderly patients are reviewed as quickly as possible. The department also took the step of prioritising referrals from the FIT team which has also contributed to the improvement in this figure.



Achievements

2019 was a very successful year for poster presentations with members of the team showcasing their work across a wide variety of conferences. The Department was again very well represented at the MUH Clinical Audit Day – special mention to Ciara Hanrahan and Eileen Lombard who won prizes for their studies.

Occupational Therapy

2019 has seen a great deal of change in the Occupational Therapy department. Anne Quirke retired in September and was succeeded by James Deasy as manager. Anne initially set up the department 17 years ago and managed the department from its beginning to her retirement.

Statistics

A slight drop in the overall number of consultant referrals occurred in 2019. This can be accounted for by a reduction in the number of medical consultants and a reduction in the numbers referred from the neurology service.

- **Comparison of number of new referrals from consultants per year over a five year period**
- **Comparison of number of referrals to specialized area over six year period.**

	2014	2015	2016	2017	2018	2019
Elderly	305	338	393	284	277	407
Paediatrics	13	4	4	11	8	5
Medical	465	463	661	950	1020	817
Surgery	122	102	145	453	487	465
Cardiac	61	42	60	77	81	81
Neuro	79	99	96	64	67	47
Oncology	60	39	59	44	55	68
ED	0	23	73	153	325	263
Urology	9	8	20	34	28	25
Stroke	105	129	121	117	92	87
Polar	84	40	132	34	22	29

The POLAR Unit

In 2019, The POLAR Unit held one information and training day for Primary Care Occupational Therapists and Physiotherapists. There was a total of four Occupational Therapists (OTs) and four Physiotherapists in attendance. Attendees learnt about the role of each of the Multi Disciplinary Team members in The POLAR Unit, toured the department and workshop, met with willing service users and were educated on the different types of limbs and components. Feedback from all attendees has been very good. There is currently a waiting list in operation and the training day will hopefully be conducted again in early 2020.

The Amputee Education/Peer Support Group continued to meet during 2019. Speakers included representatives of Diabetes Ireland. Summer and winter outings were held which were well attended by services users, their families and their carers.

St. Francis Unit (SFU)

There continues to be a high turnover of patients in SFU and the main OT role involves assessment, re-enablement and discharge planning. However, we have continued to facilitate groups including 'Breakfast Group' and 'Falls Education Group'. Breakfast Group takes place on a weekly basis either on a Tuesday or Thursday morning; this is shared between the two OTs. An information leaflet was developed to inform patients and to explain the purpose of the group which works well in prompting patients and also helps with both patient's and family's understanding of the group. In collaboration with physiotherapy OT have also facilitated 'Falls Prevention Group' on a fortnightly basis. The group educates patients on falls and reducing risks and promotes exercise and the use of falls alarm etc. Both OTs undertake a number of home-visits and continue to establish links with community services including PHNs and Community OTs. We continue to the Home visit Environmental Assessment form- this has been used to capture information on a home visit and has been working well.

Stroke

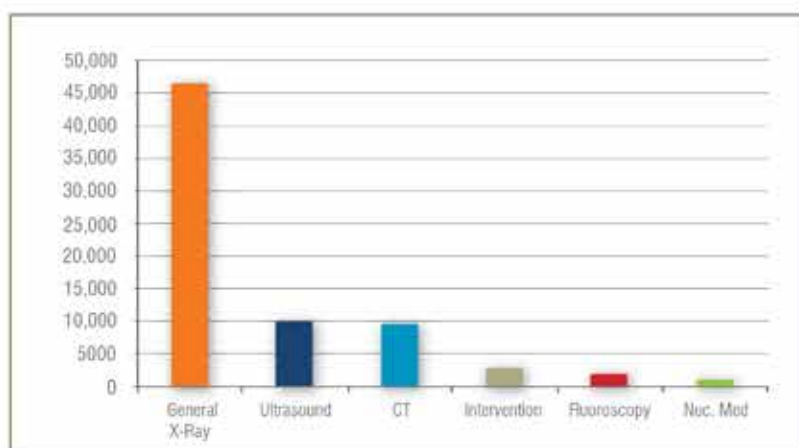
The Senior OT gave a lecture to the MSc in Gerontology UCC on 'Occupational Therapy and Stroke' in January and also gave a lecture at the Neurology Conference in MUH in October. The stroke team marked World Stroke Day on 29th October by running a yoga class in-house and education stands on the link corridor. Student placement in January under the supervision of the Senior OT in Stroke was also completed with a student from the University of Limerick student and support was given to UCC students on placement throughout the year.

Radiology Department

Service Activity

Radiology successfully managed to maintain high levels of productivity and completed the year with more than 70,000 examinations and procedures being safely completed. A breakdown of the activity at a modality level is shown in Fig. 1.

Fig. 1 - Radiology Activity by Modality for 2019:



A monthly breakdown of overall Radiology activity and the referral sources for imaging for 2019 is shown in Fig. 2 and Fig.3 respectively.

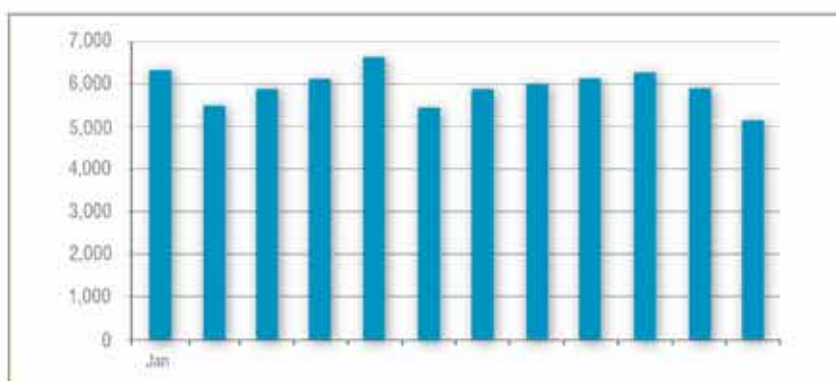
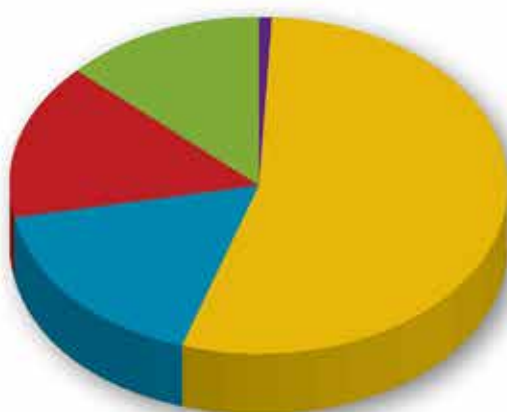


Fig. 2 - Monthly Radiology Activity - 2019



F. 3 - Patient Type / Referral Source for Radiology Service -

- Emergency Dept (Including MUCC) 54%
- OPD 17%
- Inpatient 15%
- GP 13%
- External 1%

Improvements to the service

A number of quality improvements were made within Radiology in 2019, ranging from the implementation of measures to improve radiation safety for patients, staff and the public, to improving pathways and systems for improved clinical safety and technological/operational efficiency. Quality improvements included:

- Implementation of a CT stroke protocol workflow
- New CT contrast policy for patients with abnormal renal function
- The deployment of iRefer guidelines on hospital desktops for clinician access
- Policies developed, including ones for patient ID & verification, justification and optimisation, comforters and carers, pregnancy
- Established radiological clinical audit group
- PeerVue system installed as a quality assurance initiative

The Radiology PACS/RIS Office continued to develop our image and patient management systems in order to improve performance and functionality across a number of platforms. Improvements included:

- An upgrade to the IMPAX system
- The implementation of a Business Intelligence suite for Radiology
- 2 new 'always online' SAN's installed providing full online access to the entire radiology record (2008 onward)
- Upgraded the Radiology appointment system 'Qplanner' to 'Scheduler'
- Introduction of the 360 Mercy Learning portal to enable mandatory training for clinicians on Radiology applications

The Nuclear Medicine department's imaging equipment was replaced in February with the state-of-the-art Siemen's 'Symbia' gamma camera system.

The Radiation Safety Committee (RSC) convened on 3 occasions in 2019 and reviewed all aspects of radiation safety within MUH. The 'Radiation Safety Action Group' – a sub-group of the RSC – was also introduced as an operational support measure for all radiation safety matters.

A 'Radiation Information Leaflet' for patients was launched, and the MUH Radiation Protection Officer provided a number of radiation safety talks for MUH staff across a number of areas including theatre and endoscopy.

HIQA performed an announced inspection of the Radiology Department in December to assess compliance with the European Union (Basic Safety Standards for Protection against Dangers Arising from Medical Exposure to Ionising Radiation) Regulations 2018 and 2019. A number of good practices were noted during the initial feedback, with the full report to be issued in 2020.

In line with S.I. 256 (2018) and HIQA requirements as the competent authority, MUH sanctioned the appointment of a full-time Medical Physics Expert to support all aspects of radiation safety during medical exposures, to be appointed in 2020.

The Radiology Department continued as a clinical placement site for UCC's Masters in Diagnostic Radiography, and in 2019 welcomed the second intake of radiography students.

David Adebayo (Senior Radiographer) was joint author on a paper published in the 'European Stroke Journal', researching the 'Diagnostic accuracy of computed tomography perfusion in the prediction of haemorrhagic transformation and patient outcome in acute ischaemic stroke: A systematic review and meta-analysis'.

Dietetics

Dietetic Type of Patient Contact:	Number of individual patients:	New Patient Contacts:	Review
Inpatient Contacts	1683	1111	6612
Outpatient Contacts	137	35	204
Indirect Contacts	920	95	1917
Totals	2740	1241	8733

Universal roll out of MUST (Malnutrition universal screening tool) at MUH

The completion of the M.U.H. MUST universal roll out was one of the key objectives for the NHCC for the year of 2019. The requirement for this five-step validated malnutrition screening tool had been identified as a primary quality improvement following our unannounced visit of nutrition and hydration processes by HIQA in January 2017. The NHCC launched its pilot M.U.H MUST ward study in October 2016; this was coordinated and driven by the Nutritional Screening Working Group (NSWG). We achieved universal roll out of the modified MUST in May 2019. Throughout the last three years the NSWG have conducted a series of audits and refined the use of the M.U.H. MUST through a range of quality improvements. These quality improvements include numerous alterations to the ward tool based on Nursing feedback and direct Nurse to Dietitian referral based on the MUST Score of > 2. Audit results and quality improvements help drive compliance of the completion of MUST and facilitate close communication with key stakeholders (i.e. departments of Nursing and Dietetics). 22 MUST training sessions were delivered by Dietetics to nursing staff across the MUH during 2019.

Nutrition Care Process Implementation in MUH

The Nutrition Care Process (NCP), developed by the Academy of Nutrition and Dietetics (AND), provides an internationally recognised, standardised process for recording dietetic practice. Between 2014 and 2016, five pilot sites from the Irish hospital setting participated in the pilot implantation of the first two NCP steps: Nutrition Assessment and Nutrition Diagnosis.

The NCP was introduced to MUH in February 2019. The Dietitian manager appointed a NCP department lead. The department lead up skilled in the Irish Nutrition and Dietetic Institute (INDI) NCP resources available online and planned roll-out of the NCP within the MUH dietetic department.

The department lead arranged and co-ordinated departmental meetings and provided a standardised presentation on NCP Nutrition Assessment Structure to other dietetic staff. They provided participants with Nutrition Assessment Resources. All dietetic colleagues were asked to read the resources and practice the NCP process on their dietetic caseload.

A further department meeting was held where queries were discussed and the NCP was revised and improved based on dietetic staff feedback. A date was set for departmental assessment implementation.

A NCP dietetic assessment form was finalised and is now in use within MUH. The dieticians complete their dietetic assessment on this form and place it in the medical notes for medics, nurses and other allied health professionals to read and implement nutritional management plan. The eight steps include: medical diagnosis and reason for dietetic referral, relevant biochemistry, relevant medications, nutrition focused physical findings, anthropometry and nutritional requirements, nutritional intake, nutritional diagnosis and plan.

In conclusion, the NCP has been a successful addition to the MUH dietetic department as a standardised method of documenting dietetic assessment and to ensure all important and relevant nutrition related information is recorded. In the foreseeable future, we hope to introduce step two of the NCP: Nutrition Diagnosis.

Changeover of enteral feeding pumps at MUH from Fresenius Applix to HC21 Kangaroo Joey

In Nov 2019 the Dietetic dept lead the change of enteral feeding pumps at MUH in order to comply to the National Framework for Supply of Enteral Feeding Systems. It was decided to changeover to the HC21 pump, the Kangaroo Joey, which was placed first on the national framework but prior to the changeover numerous meetings were held individually between MUH Dietetics and Procurement, HC21 and NPDU. Prior to the changeover, which occurred on the week of the 2nd Dec 2019, HC21 rolled out training for nursing staff for 2 weeks across the MUH. This training was co-ordinated with the assistance of NPDU and Dietetics.

Team based performance management (TBPM)

Team based performance (TBP) is defined as a 'strategic and integrated approach to delivering sustained success to organisations by improving the performance of the people who work in them and be developing the capabilities of teams and individual contributors' (HSE Performance Management Agreement, 2003).

The purpose of Dietetic TBP is to improve the standard and Dietetic care of patients at the M.U.H. Simply put, our TBP process is about doing the work we do in a more organised way, doing it as a team, allowing team members to have their say in identifying their priorities and with a focus on clearly defining how as a team we can do things in a better and more cohesive fashion.

Since 2008, the Clinical Nutrition and Dietetic Department has met quarterly to discuss the progression of our documented objectives and in order to define and identify new objectives as per the team priorities. This process keeps us focused on our primary aims, encourages collaboration between us and our external support networking system and enhances the functioning of team relationships through a structured, accountable and well documented framework.



Administration / Healthcare Records

The Support Services Administration Department comprises clerical services as follows:

- Ward Clerks
- Outpatients (OPD)
- Emergency Department, Acute Medical Assessment Unit (AMAU), Pre Assessment Unit, Mercy Urgent Care Centre (M-UCC) and Physiotherapy Support
- Radiology
- Laboratories
- Nursing Administration, Centre of Nurse Education, Nurse Practice Development Unit

Laboratories: Clerical staff have completed cross training to enable the centralization of services to commence. Training of all clerical staff within the different laboratories was undertaken to ensure awareness of all duties within dedicated areas.

Radiology: Clerical Staff from within Radiology, together with other clerical areas outside of the Department, are facilitating these evening CT clinics twice a week which are run in conjunction with NTPF to address the backlog of patient's currently on CT waiting lists. Training was opened up and provided to other clerical staff across MUH.

Ward Clerks: A new approach to fulfilling the role of Locum Ward Clerk involved 3 staff members working in rotating roles, 6 months on a set ward and 6 months as the locum thus ensuring a continuum of cover.

Work Experience was offered and facilitated with the following Colleges/Agencies:

- College of Commerce
- Computer Applications
- Cork Training Centre
- National Learning Network
- Partnership International
- TY Students for Staff Members



Laboratories

Service Activity

An overall increase of 6% from January, April, May, July and December saw the highest increase mainly in inpatients, and day cases were steadily higher each month compared with 2018. Other items to note:

- The array of external tests is constantly growing; these require additional workload in sourcing where the test is sent, the test codes, aliquoting, packaging and review the returns.
- Faecal calprotectin tests has risen by 100% in the last two years as the extraction step of these tests is manual and time consuming.

Improvements / Changes to Service

- Measures implemented with the help of IT to control excessive retesting of some tests with a plan for 2020 to extend to more tests
- Reviewing faecal calprotectin alternate supplier which would reduce cost of test and also reviewing the possibility of introducing this service for some GPs
- Tests with low requests have been referred to CUH as cost too much to maintain quality control of same.
- Introduction of batch testing of some tumour markers and drugs has led to better cost containment, urgent on an as needed basis
- Introduction of specific test request protocol for the gastro team when requesting biologic drugs to ensure only ordered when deemed necessary.
- Introduction of new paediatric metabolic screening form has reduced the number of sampling errors
- Electronic Temperature monitoring system now extended to some instruments in Biochemistry

Education/Training Delivered or Attended

- Medical Scientists are in the process of undergoing state registration. All medical scientists will be required to be registered by March 2021.

Other Items of Note

- Successful accreditation visit in April 2019, all tests now covered under scope of accreditation
- Developed a procedure to ensure full traceability of referral samples, of note 9333 tests were sent out to Biomnis alone.



Highlights from 2019

Volunteer's Coffee Morning

On Thursday 5th December, a coffee morning was organised to celebrate International Volunteer's Day, which is celebrated across the globe to show gratitude towards all people's participation in helping others. The MUH are blessed to have a group of volunteers who are here to assist with the needs of the patient. This coffee morning was joined by members of the EMB and support staff and it was enjoyed by volunteers and staff alike.

Deck the Halls

Each year, staff get involved in a "Deck the Halls" competition, to celebrate the joy and fun of Christmas. Each area is invited as a team to participate in the "deck the halls" in their area of work. Trophies of glory await the winners on foot of the judging panel and prize winners are invited to attend an event in the Drawing room, with their team.

2019 had a very high level of entries and the event, which included the prize giving, was thoroughly enjoyed by all.

Afternoon Tea Party for the Catering Team

In recognition of the contribution of all the staff in the Catering Department to the numerous hospital events/functions that they are involved in during the year, the Executive Management Board (EMB) hosted an Afternoon Tea Party on January 15th 2019 to thank our Catering Department for their valuable service to the hospital each year.

In the spirit of the Sisters of Mercy, members of the EMB served the Catering staff on the day.

World Social Work Day

On the 19th March 2019, the MUH Social Work Department celebrated World Social Work Day "Promoting the importance of human relationships". Below is a photo of the team.

Children's First Policy Launch

The HSE Children First Policy was launched in November 2019. All year the MUH Children First Implementation Committee and the HSE Children First implementation team have provided briefing sessions to MUH staff about their new statutory responsibilities under the Children First Act.

Cork Children's Club

Cork Children's Club departure to see Santa in Fota from the Mercy Hospital took place in December 2019. This outing is specific for children who have been patients within MUH throughout the year and their and is co-ordinated through Ruth Holland in the Social Work Department each year.



EXTRACTS FROM FINANCIAL STATEMENTS 2019

SUMMARY OF FINANCIAL ACTIVITIES

	2019 €000	2018 €000
INCOME		
Patient Income	18976	19183
HSE Funding	98914	83639
Other Income	2674	2822
	120564	105644
EXPENDITURE		
Payroll and Related Costs	80257	73530
Non Payroll Costs	38452	36132
	118709	109662
OPERATING (DEFICIT) / SURPLUS	1855	(4018)
Donated Assets	281	188
NET SURPLUS/ (DEFICIT) FOR YEAR	2136	(3830)

BALANCE SHEET AT 31 DECEMBER 2019

	2019 €000	2018 €000
TANGIBLE ASSETS	48685	50275
CURRENT ASSETS		
Stocks	2157	2143
Debtors	13946	13207
Cash	146	558
	16249	15908
CREDITORS	(21686)	(23931)
NET CURRENT LIABILITIES	(5437)	(8023)
TOTAL ASSETS LESS CURRENT LIABILITIES	43248	42252
	(38305)	(39445)
CAPTITAL GRANTS		
	4943	2807
SHAREHOLDER'S FUNDS		

VALUES & CULTURE



Mission & Values Programme 2019

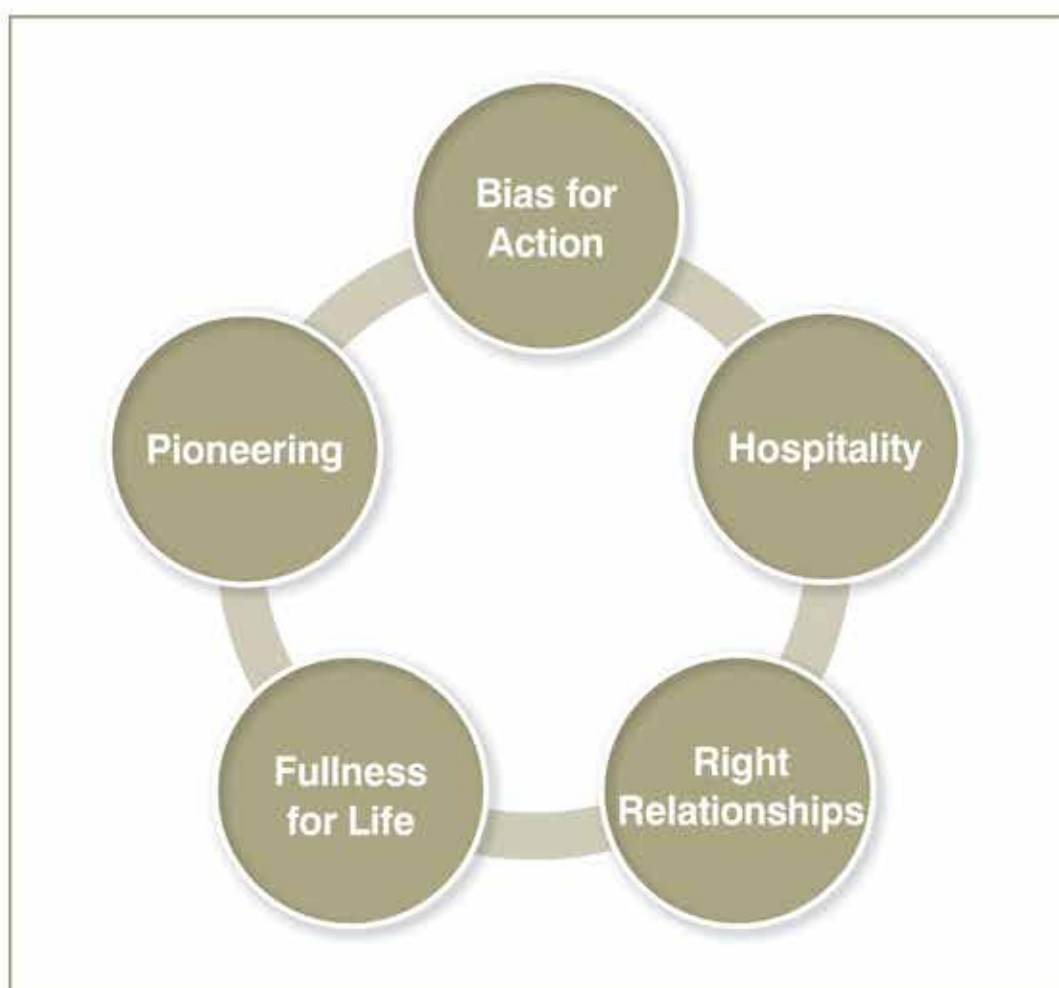
"Don't let crosses vex or tease, try to meet all with peace and ease"

Catherine McAuley

Throughout 2019, the enduring charism of Mercy, the Mercy Spirit, remained vibrant within the hospital and this was evident in the various values linked projects and initiatives undertaken during the year which were only possible by the engagement of the hospital's dedicated staff.

The Core Values of Respect, Justice, Compassion, Excellence and Team Spirit enable the Mission of Mercy University Hospital to be lived every day. This was continuously validated in 2019 by the generosity of staff responding to the primary and ancillary needs of our patients and their families, multidisciplinary teamwork in ensuring the best outcomes for our patients, actively maintaining our community and charitable partnerships, supporting the MUH Foundation with its fundraising endeavours and engaging with national person centred initiatives which aligned with our ethos.

The Mercy Way



The Mercy Story #TheMercyWay

Understanding and communicating our Values is crucial to ensuring better patient outcomes and creating an environment of cultural excellence within our hospital. #TheMercyWay programmes continued throughout 2019 facilitated by means of 30 Minute Orientation Programmes, Induction Programmes, Grand Rounds, Study Days and Heads of Department Briefing Sessions. A total of 53 sessions were facilitated during 2019.

Values & Culture - Evaluation Briefings and Outcomes



The Values & Culture Evaluation commenced in December 2018 and completed in February 2019 and the subsequent series of Staff Focus Groups facilitated during the Summer of 2019, shaped the development of the Mission & Values Programme for the years ahead. The Survey was the first of its kind to be undertaken within the hospital and the outcomes to be rolled out during 2020 include:

- Staff Forum and Comment Box Facility
- Recognition – Values Award (Peer Nomination)
- Creation of a Staff Benevolence Fund (Cordia)

Engaging with Respect

In December 2019, we successfully piloted a bespoke communication programme – “Engaging with Respect”. The purpose of this multidisciplinary programme is to develop the key communications skills required to continue to build strong relationships with all those we interact with. The programme will continue through 2020.

“Helped me recognize that personality differences can be managed if approached through recognition and respecting differences”



Our Common Home: Greenway57 – It Starts with MErCy

As part of Mercy University Hospital’s commitment to the protection of our Common Home and in keeping with our core values, the hospital established a Sustainability Committee and enabled an operational arm - Greenway57. Greenway57 draws together staff who have a personal and professional passion for the environment. The goal of Greenway57 is to enable MUH in becoming more resource and energy efficient, prevent/reduce waste and endeavor to create a more sustainable environment for patients and staff of the Hospital. Throughout 2019, MUH:



- Completed a partnership agreement with SEAI to further improve energy efficiency and reduce carbon emissions in the hospital campus.
- Developed a Sustainability Charter.
- Commenced phasing out disposable cups in the canteen and completed a phase out in Theatre who are the first “disposable cup free zone” in the hospital.
- Phased out all single use plastic items in the canteen, e.g. cutlery etc,
- Re-launched the Mercy Reusable Cup for staff to purchase (a joint project with the MUH Foundation)
- Introduced a “Switch, Close, Turn” initiative to encourage staff to Switch off the Lights, Close the Windows and Turn off your Computer at holiday weekends.
- Implemented a number of energy saving initiatives such as water saving devices on WC’s thereby significantly reducing the hospital’s daily consumption.
- Developed the “It starts with MErCy” campaign to roll out across 2020 to empower staff to make their own personal/departmental changes thereby contributing to the greater organization.

Greenway57 was chosen as the name of this initiative because it will be a journey/a process. Green is a colour not just associated with the environment but also with health and the 57 acknowledges our Foundation year – 1857 – which stands for endurance.

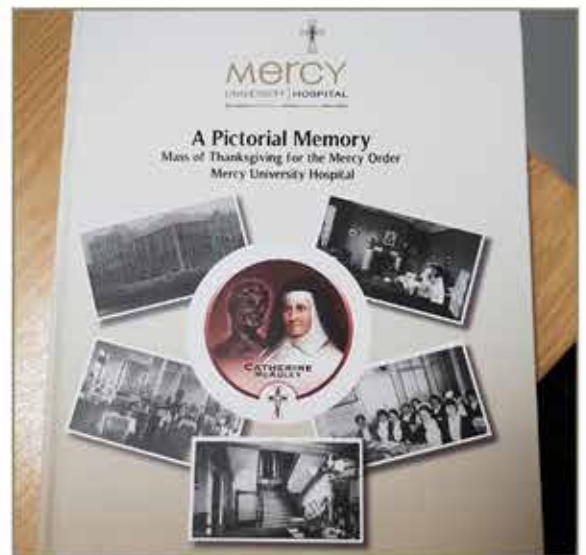
Celebration/Legacy

The facilitation of meaningful celebrations focused on the legacy of the Catherine McAuley and the Mercy Mission & Values is an essential part of the hospital's life. The theme for Mercy Week was Family and we celebrated by coming together for a Comfortable Cup of Tea in the Main Canteen, our Patient Initiative focused on helping our patients "Beat the Boredom" during their hospital stay. Local business Vibes & Scribes contributed to our initiative in keeping with the Mercy spirit of community. Our Environmental partner SEAI came on site to provide information sessions for staff on saving energy in their homes and the Prison Officers Choir paid us a visit to provide some well received entertainment (see Highlights, page xx)



Pictorial Memory

A special book to commemorate the occasion of the Sisters of Mercy Thanksgiving Mass on December 12th, 2018 was produced and gifted to the Sisters of Mercy and MUH.



Excellence Award

The Sr Laurentia Excellence Award was introduced as the perpetual trophy for the Clinical Research & Audit Day. The award honours Sr. Laurentia Roche who retired as Matron of MUH in 2003.



Mercy Community: Visit by the University of Detroit



Mercy University Hospital welcomed a visiting delegation from the University of Detroit Mercy (McAuley School of Nursing) in June. The hospital formed part of their Mercy Heritage Site Visit with a particular focus on nursing practices in Ireland in conjunction with Mary Immaculate College, Limerick. A presentation was given by Values & Culture Lead, Siobhán Kenny, on the history of Mercy in Cork and the history, legacy and ongoing work of the hospital. Assistant Director of Nursing Kay O'Mahony gave a comprehensive overview of the Department of Nursing and all the nurse led initiatives in train. Further to the presentations, the Department of Nursing facilitated a tour of the hospital where the group engaged with their nursing counterparts along the way.

Such visits enable greater shared learning experiences, opportunities and connections for the hospital with our wider Mercy family and global healthcare and education systems.

STAFF RECOGNITION

Lifetime Achievement

The 2018 Lifetime Achievement Award, which is determined by the Executive Management Board, was awarded to Noreen Brickley, CNM2, Theatre. MUH was delighted to share this occasion with Noreen and her family at a special celebration at Mercy Stars .



40 Years of Service to Mercy

This year seven staff members reached a milestone of 40 years of service to MUH. Congratulations Norma Twomey, Marie Byron, Cathy O'Connor, Bernice Glavin, Evelyn O'Byrne, Noreen Brickley and Jean Moore O'Sullivan



20 and 30 Year Service

Honouring Staff is integral to Mercy Week events as it allows dedicated time and space to acknowledge the service and commitment of staff to Mercy. Staff pictured right marked their 20 and 30 year service milestone with a special reception.



Mercy Times

The Mercy Times Committee/Editorial Team produced three editions of Mercy Times during 2019. Mercy Times chronicles the achievements of and initiatives undertaken by staff across all disciplines in keeping with the ethos of Mercy University Hospital.

Mercy Times is circulated internally and externally to the GP Community to our healthcare and civic partners and to the Members of the Oireachtas.

*Siobhán Kenny
Values & Culture Lead*



HOSPITAL HIGHLIGHTS 2019



HOSPITAL HIGHLIGHTS 2019

WELCOME TO “THE MERCY”!

HSE CEO and SummerSING

In July 2019, HSE CEO, Paul Reid paid a visit to Mercy University Hospital. Further to a presentation by the hospital’s Executive Management Board, the CEO undertook a visit of the hospital to meet with staff. The hospital had another visiting group that day from the SummerSING project. SummerSING is a week-long children’s singing festival which ensures that children from Cork and around the world experience the rich history and culture of Cork City while nurturing their natural singing ability.

HSE CEO Paul Reid met the children whilst on a tour of the hospital re-enforcing the collective commitment of MUH and the HSE to supporting community and social enterprises.



HIQA CEO

On Tuesday, May 14th May, Mr Phelim Quinn, CEO of HIQA and Mr Ger O Callaghan, Chief Operations Officer for the SSWHG visited MUH to acknowledge staff for their continued support for the NPES, to discuss the expansion of the programme into the National Care Experience Programme and to give MUH the opportunity to showcase quality improvement initiatives that were implemented leading to improving patient experience. A “meet and greet” session was held in the Drawing Room, in which the patient experience improvement initiatives that are currently taking place in the MUH were showcased.



COMMUNITY

Polish Library

Together-Razem Centre and the Cork City of Sanctuary Movement were delighted to launch the start of their new project “Polish books for patients” at Mercy University Hospital on July 3rd. The purpose of the project is to give hospital patients and their family members who do not speak or read in English an opportunity to access and read books in their native language.



Amputee Peer Support and Education Group

The Amputee Peer Support and Education Group is a monthly group for amputees to come together to learn from each other and to problem solve together. It is run by Catriona Sweeney, Senior Occupational Therapist and Norma Healy, Staff Nurse, in the POLAR Unit. Refreshments are kindly provided by the Mercy Foundation. This year the group had their annual summer outing on June 10th at Beech Hill Garden Centre and Roots Café on the grounds of The COPE Foundation in Montenotte, which is run by the service users of the COPE Foundation.



Mercy on Song

In a healthcare setting, music can calm anxiety, ease pain, and provide a pleasant diversion. MUH recognises the impact of music as a healer and its value to our patients and regularly welcomes and invites Choirs to pop in to entertain patients and staff. Throughout 2019 we were delighted to be entertained by the Mayfield Men’s Shed Choir and the Cork Prison Officer’s Choir.



The Mayfield Men’s Shed Choir who entertained patients and staff during World Mental Health Day.



The Cork Prison Officers Choir who performed on the Link Bridge as part of our Mercy Week celebrations.

PIONEERING

Grief Booklet

The death of someone we love is likely to be one of the most distressing experiences we will ever have to endure. When you are grieving the death of someone close it may seem overwhelming to know how you can support a child who has also experienced that loss. Children's grieving is similar but not the same as adults. The MUH End of Life Committee recognised the need to provide support for families at this difficult time and a sub group was formed to develop a booklet - Supporting Children through the end of life care of a family member in hospital. In this booklet we advise and provide ideas on how to communicate to your child that a loved one will die, how to involve your child when visiting their family member, when the family member has died and also the bereavement supports available. Congratulations to Edel O'Neill CNS Paediatric Intellectual Disabilities, Clare Curtin RCN/RGN, Jane Murphy Senior Medical Social Worker, Cristin Ni Chonchubhair who compiled this Booklet.



End PJ Paralysis Campaign

Hospital admission is not without risk. De-conditioning and loss of function and independence is one of the increasingly recognised risks of hospitalisation. Mercy University Hospital launched our End PJ Paralysis campaign on February 15th 2019. This campaign was lead out by Eileen Lombard (Senior Physiotherapist) End PJ Paralysis is a global social movement embraced by nurses, therapists and medical colleagues, to get patients up, dressed and moving and requires a simple change in hospital culture and attitude to care which involves helping people to stay independent, maximizing wellbeing and improving health outcomes. The MUH campaign also attracted some celebrity attention when comedian and broadcaster PJ Gallagher picked it up on our Social Media platform!



EXCELLENCE

Clinical Audit and Quality Improvement Day

The Inaugural Mercy Clinical Audit and Quality Improvement Day took place in MUH on Thursday, 6th June.

Staff were invited to submit abstracts on completed audit or quality improvement projects undertaken in Mercy University Hospital since July 2018 (completed by June 6th 2019). All submissions were considered - big or small. The only criteria were that some service in or associated with Mercy University Hospital formed part of the audit or quality improvement initiative. A multidisciplinary team focus was strongly encouraged and subsequently reflected.

All selected participants then presented their poster at the Clinical Audit & Quality Improvement Day hosted in the hospital's Drawing Room on June 6th and the posters were assessed by a panel of judges who selected the best from each category for a prize.

The overall winner received the Sr. Laurentia Excellence Award, which has been named in honour of MUH's former (and last) Matron Sr. Laurentia who attended and presented the prize to Anne O'Keeffe, RANP (pictured together with Clinical Director Dr. Kieran O'Connor). Anne accepted the Award on behalf of her colleagues in the Emergency Department



Conferences

Two Conferences, hosted by MUH, took centre stage in 2019 with a pantheon of expert speakers both from within MUH and from expert fields locally and nationally.

The Emergency Department facilitated a National Study Day for Advanced Nurse Practitioners (ANPs) and Emergency Department Staff on September 5th in the Metropole Hotel, Cork. The theme of the day was 'Acute Pain Management in the Emergency Department'. Nursing and medical staff attended from Cork together with ANP's from hospitals in all regions.



An expert panel of multidisciplinary speakers including Dr. Jason van der Velde, (Pre hospital Emergency Medicine and Critical Care Retrieval Physician Clinical Lead MEDICO Cork, Emergency Department, CUH), Dr. Adrian Murphy, (Consultant in Emergency Medicine and Pre hospital Emergency Care) and Dr. Rory O'Brien, Consultant in Adult and Paediatric Emergency Medicine (CUH) plus speakers working across the Mercy and Cork University Hospitals, (ED, pain service, rheumatology, radiology and pre hospital) and the community/ sports world, ensured a stimulating and interactive day for the audience.

On October 23rd, the MUH Centre of Nurse Education was the venue for the Neurology Conference. The morning sessions focused on the Management of a Patient following stroke, discharge, rehabilitation, physiotherapy etc. Stroke survivor Lucy Martin presented on the psychological adjustment following stroke.

The focus of the afternoon was Multiple Sclerosis including a presentation by Aoife Kirwan, Information, Advocacy and Research Officer, Multiple Sclerosis Ireland.

MUH was particularly delighted to welcome Dr. Sabina Brennan, Research Professor, Trinity College and author of "100 Days to a Younger Brain". Plenty to ponder on after her talk on Brain Health and Resilience.



CONNECTIONS

Irish Gerontological Society

The 67th Annual and Scientific Meeting of the Irish Gerontological Society (IGS) was held in Cork between September 26th and 29th. Over 470 delegates participated in the meeting this year, making it the largest meeting the society has had to date.

The multidisciplinary MUH Gerontology Team who were integral to the successful organization and presentation of the 67th Annual and Scientific Meeting of the Irish Gerontological Society (IGS) in Cork.



Cork Chamber Leadership Forum

MUH CEO, Sandra Daly was invited as guest speaker to the Cork Chamber Leadership Forum on October 24th. Mercy University Hospital is an ongoing supporter of the work of Cork Chamber.

Sandra was particularly delighted to take the opportunity to promote the hospital as a major employer and business partner and an integral part of the Cork city landscape.



ACT (Acute and Community Together) for Integrated Care Professional Networking Event

On November 20th 2019, Mercy University Hospital hosted ACT (Acute and Community Together) for Integrated Care Professional Networking Event. This is an initiative of our Integrated Unscheduled Care Governance Committee. Mercy University Hospital along with our community colleagues hosted a professional networking event to strengthen our relationships and promote integrated care with community colleagues.

This day showcased the services and supports available to patients to assist discharge planning and transition to home. The day incorporated 21 services across the acute and community sector. Staff from these services met with co-workers to explain their services and the logistics in accessing same. It was the first of its kind in the SSWHG.

The day was open to all members of the health services across acute and community. This day showcased integrated care networking at its best and displayed team spirit in action between Mercy University Hospital and Community Services.



TEAM SPIRIT

Our Mercy value of Team Spirit extends beyond our walls and many of our staff compete together in various fields and for various causes.

On Wednesday, June 12th, the Pacemakers (comprising Physiotherapy and Occupational Therapy staff) not only participated in the Grant Thornton Corporate 5km Race but won the Ladies Relay.



Not since the glory days of Italia 90 has an Irish football team made the last eight of a major tournament but this year the Irish Medical Football Team managed it when they participated in the 25th World Medical Football Championship in Cancun Mexico.



Three Mercy staff members who also happen to be members of the same family (sisters Joanne Sheehan and Tracey O'Donnell with their cousin Maria O'Keeffe) have been showcasing their skills on the football pitch as part of the Kildorrery Mothers and Others Gaelic Football Team.



The MUH Bed Management Unit led the charge in 2019 in promoting the Ladies Mini Marathon under the banner "Team Mercy".

FOUNDATION HIGHLIGHTS 2019



The Foundation was established by the Congregation of the Sisters of Mercy in 2007 as a separate company from the hospital to promote and support the provision of facilities, equipment, personnel and general improvements of the treatment, care and welfare of patients at the hospital by undertaking fundraising initiatives.

PURPOSE

Helping Mercy University Hospital Deliver Exceptional Patient Care.

GUIDING PRINCIPLES

- *Kindness*
- *Integrity*
- *Working Together*
- *Optimism*
- *Open Mindedness.*

The Foundation offers donors the opportunity to provide support through a range of "giving opportunities" including Legacy Giving, private and corporate philanthropy, family trusts and mass participation events and its fundraising campaigns including its annual Mercy Heroes Day.

Funds raised through the Mercy University Hospital Foundation are used to advance the mission of Mercy by supporting projects and programmes under its Funding Pillars: Diagnosis, Treatment, Research and Care.

The Foundation is one of the Registered Charities that has the Charities Institute of Ireland 'Triple Lock' standard in place. It has signed up to 'The Statement of Guiding Principles for Fundraising', 'The Code of Governance for Community and Voluntary Organisations' and is reporting financial activities using Charities SORP (FRS 102). The Foundation welcomes the Charities Regulatory Authority's new Governance Code.

In order to meet the increasing need for additional funding to meet the needs of patients, the Foundation intends to investigate some new approaches to fundraising and philanthropy. The Board of the Foundation and its senior executive will work closely with the Board of the MUH and its Senior Executive to develop a Gratitude Programme at MUH. The development of a Grateful Patient Programme and investment of resources in Major Donor and Grant Programmes will provide new opportunities for philanthropy and fundraising to the Foundation at a time when a need to diversify income sources and introduce a more strategic approach to high-level donor engagement.

BOARD MEMBERS 2019

The Board of the Mercy University Hospital Foundation is made up of members who are independent from the senior management or Board of Directors of the hospital. All members are independent of the hospital and the HSE.

Mr. Eoin Tobin (Chair)

Dr. John Cahill

Ms. Yvonne Barry

Sr. Coirle McCarthy

Mr. Will Roche

Mr. Michael O'Brien

Mr. Brian Dunphy

Dr. Chris Luke

GIFTS OF GRATITUDE

Patients and family members give back, in thanks, for the care they received at 'The Mercy'.



Night staff nurse at the Mercy, Catherine Kelly, along with her children, Aiden and Pete, has been fundraising for the Mercy Cancer Appeal since 2015. Their annual Ger Kelly Memorial Walk around the Allihies Loop has raised over €18,000 since. In 2019, these funds enabled us to purchase furniture for the new Family 'Quiet Room' on St Therese's Oncology Ward.



The annual Mercy Stars event is our chance to recognise all those who go the extra mile for patients and colleagues at MUH. In 2019, we awarded Kinsale Community School with the Mercy Star for 'School Fundraiser of the Year' after they raised a phenomenal €6,000 for the Mercy Cancer Appeal through their annual sponsored walk.



We would like to thank all those who came together for the 2019 Mercy Heroes campaign to support the youngest patients at the Mercy and our POONS service. From coffee mornings to street collections, an incredible €99,560 was raised to help ensure that children with cancer can receive their treatment in the comfort of their own home.



In October 2019, a group of 13 cyclists and 2 support crew travelled to Portugal to complete the 310km Portuguese Coastal Camino Route from Porto to Santiago de Compostela over 4 days. Along the way, they raised €42,000 for the Mercy Heart & Stroke Appeal. A special thank you to Sam Beamish and all those involved in organising the Fort2Fort Camino Cycle.

NOTES

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Mercy

UNIVERSITY HOSPITAL

Compassion Excellence Justice Respect Team Spirit