

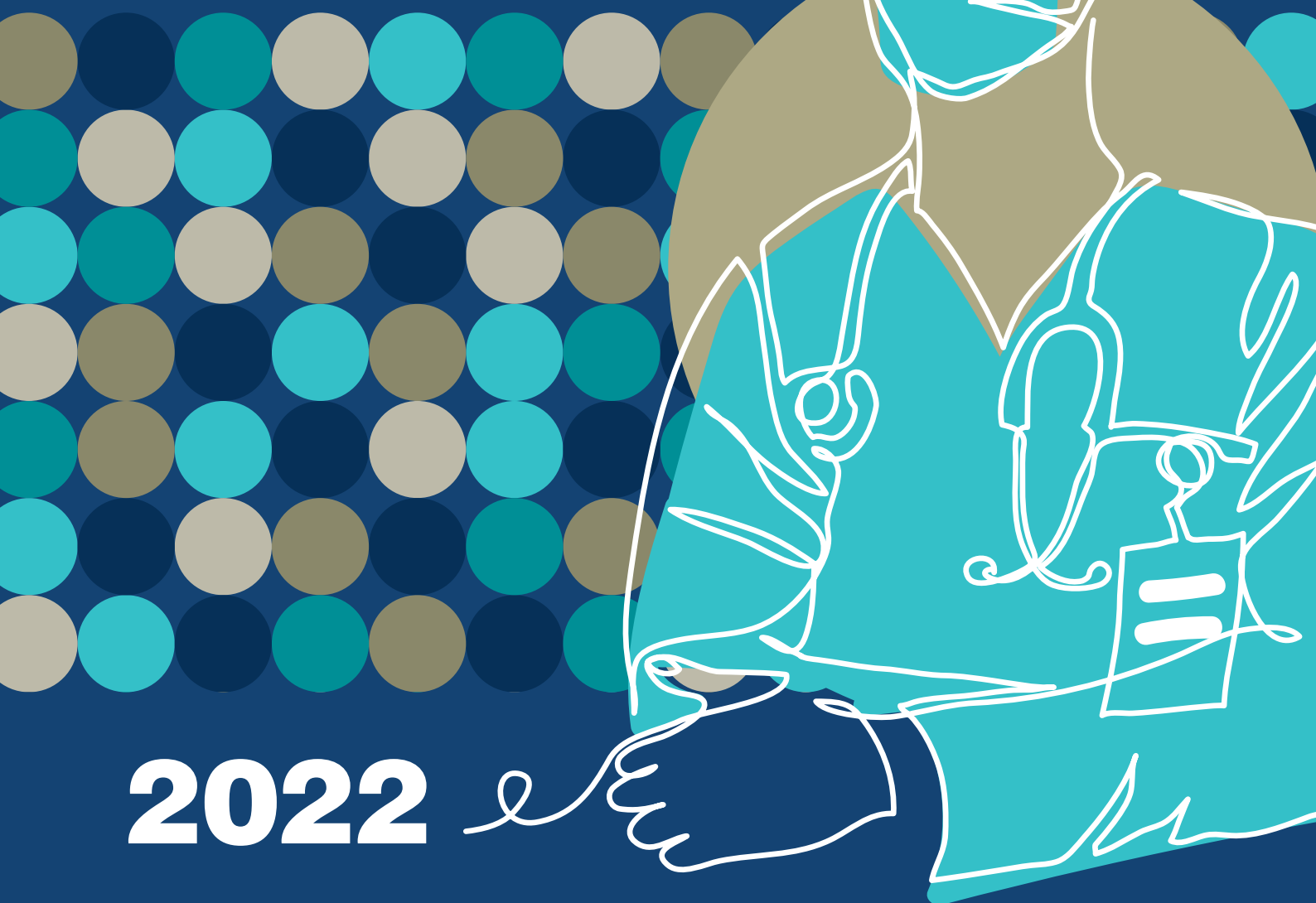


Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit

ANNUAL REPORT



2022



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CONTENTS

Vision Mission & Values	5
About the Hospital	6
Consultant Medical Staff	8
Legal and Banking Information	10
Chairman's Report	11
Chief Executive Officer's Report	14
Board of Directors	16
Role and Structure	17
Directors 2022	18
Attendance at Board Meetings - 2022	21
Management Structure	22
Committee Structure	23
Profile of Executive Management Team	24
Clinical Director's Report	28
Director of Nursing Report	34
Department of Human Resources	40
Operations Director's Report	46
Quality and Risk Management Department	61
Technical Services Department	76
Extracts from Financial Statements 2022	83
Mission & Values Programme 20221	85
Hospital Highlights 2022	94
Foundation Highlights 2022	101



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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.



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ABOUT THE HOSPITAL

Mercy University Hospital Cork Limited (MUH) founded in 1857 by the Sisters of Mercy 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.

MUH is a city-centre model 3 acute hospital treating over 140,000 patients per annum. The hospital has a workforce of circa 1,500 staff who provide complex diagnostic, medical and surgical services at local, regional and national levels on 24/7 basis. The hospital currently has 367 beds providing a general hospital function of acute unscheduled care as well as a wide range of scheduled elective diagnostics and both daycase and complex elective surgery. There is an on-site acute mental health service with 50 in-patient mental health beds.

The hospital is a leading provider of healthcare education affiliated with UCC and many of the post graduate training bodies. MUH is committed to being an exemplar model of 'one hospital on multiple sites' and this is evidenced through the governance of off-site MUH services on St Mary's Health Campus including the Mercy Local Injury Unit and the Transitional Care Unit and the offsite Medical Oncology Unit at the Lee Clinic.

The Mercy University Hospital offers the following services:

MEDICAL

- 224/7 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
Mr	Ciaran	Brady	Urology
Dr	Gemma	Browne	Medicine/Nephrology
Professor	Martin	Buckley	Gastroenterology
Dr	Siun	Burke	Anaesthesiology
Dr	Rachel	Cole	General Medicine
Dr	Margaret	Creedon	Microbiology
Dr	Claire	Crowley	Radiology
Dr	David	Curran	Respiratory Medicine
Dr	Kanti	Dasari	Emergency Medicine
Dr	Cathy	Dewhurst	Radiology
Dr	John	Dowling	Anaesthesiology
Dr	Frances	Enright	Paediatrics and Child Health
Dr	Sinead	Fenton	Ophthalmology
Dr	Karen	Fitzpatrick	Microbiology
Dr	Anita	Griffith	Anaesthesiology
Dr	Donal	Harney	Anaesthesiology & Pain Medicine
Mr	Derek	Hennessy	Urology & Stone Disease
Dr	Colm	Henry	Geriatric Medicine
Prof	Marietta	Iacucci	Gastroenterology
Dr	Arthur	Jackson	Infectious Diseases
Dr	Edel	Kelliher	Radiology
Dr	Clodagh	Keohane	Haematology
Professor	David	Kerins	Cardiology
Mr	Shane	Killeen	Colorectal & General Surgery
Dr	Peter	MacEneaney	Radiology
Dr	John	Mac Farlane	Rehabilitation Medicine
Professor	Michael	Maher	Radiology
Dr	Jane	McCarthy	Gastroenterology
Dr	Keith	McGrath	Geriatric Medicine
Professor	Ger	McGreal	Vascular Surgery
Dr	Darren	McLoughlin	Emergency Medicine
Dr	Brian	McNamara	Neurophysiology

Dr	Sean	Minogue	Anaesthesiology
Professor	William	Molloy	Geriatric Medicine
Dr	Elizabeth	Moloney	Geriatric Medicine
Dr	Carthage	Moran	Gastroenterology
Dr	Matthew	Murphy	Endocrinology
Mr	Thomas	Murphy	Oesophago-Gastric & General Surgery
Dr	Marie	Murphy	Palliative Medicine
Mr	Gavin	O'Brien	Vascular Surgery
Dr	Ronán	O'Caoimh	Geriatric Medicine
Dr	Kieran	O'Connor	Geriatric Medicine
Professor	Terry	O'Connor	Respiratory Medicine
Dr	Donall	O'Croinin	Anaesthesiology
Dr	Martin	O'Driscoll	Radiology
Dr	Michelle	O'Mahony	Anaesthesiology
Dr	Olivia	O'Mahony	Paediatric Neurology
Dr	Damian	O'Neill	Radiology
Professor	Seamus	O'Reilly	Oncology
Professor	Michéal	O'Riordain	Gastrointestinal & General Surgery
Professor	Criostóir	O'Súilleabháin	Upper GI & Hepatobiliary Pancreatic Surgery
Mr	Adrian	O'Sullivan	General, Hepatobiliary & Pancreatic Surgery
Dr	Catherine	O'Sullivan	Geriatric Medicine
Dr	Owen	O'Sullivan	Anaesthesiology
Dr	Orna	O'Toole	Neurology
Professor	Derek	Power	Oncology
Dr	Clodagh	Ryan	Paediatric Haematology
Dr	James	Ryan	Endocrinology
Dr	Donal	Sheehan	Gastroenterology
Dr	Pat	Sparrow	Radiology
Mr	Paul	Sweeney	Urology
Dr	Suzanne	Timmons	Geriatric Medicine
Mr	Aongus	Twomey	General Surgery
Professor	Carl	Vaughan	Cardiology
Dr	Anne	Walsh	Radiology
Dr	PJ	Whooley	Emergency Medicine
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
REGISTERED CHARITY NUMBER	20044862
CHARITY NUMBER	CHY 13963
AUDITORS	Deloitte Ireland LLP 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



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CHAIRMAN'S REPORT

I am happy to introduce the 2022 Annual Report for the Mercy University Hospital, Cork.

As we look back on 2022 it is no harm to remember that Covid was still having a major impact on all hospital activities. Fortunately, with the roll out of the vaccination programme across the community and the implementation of all the precautions the incidence of Covid infection declined as the year progressed. This allowed for the easing of isolation precautions and the gradual return to normal activity at the hospital. (A note of caution—Covid has not gone away—as I write this report, some patients are still presenting with Covid thus requiring specialist isolation etc).

Before I finish with Covid I want to acknowledge the tremendous efforts and changes undertaken by ALL at MUH to allow for the continued delivery of healthcare to the region.

I also need to acknowledge the extensive additional support provided by the HSE during this difficult period.

Ongoing Operation

Despite these challenges the hospital continued to handle over one hundred and forty thousand patients, with one hundred and twenty-three thousand at its city centre hospital and over nineteen thousand patients at the Local Injury Unit on St Mary's Health Campus on the city's Northside.

A new radiology building was opened in September 2022 and a new 30 bed block was completed by year end. Two new state of the art operating theatres are now complete & expect to be commissioned in the Autumn.

Despite the addition of 30 extra beds one of the biggest challenges facing the hospital daily is the inability to handle in a timely manner the number of attendances at the Emergency Department resulting in lengthy delays for patients with significant numbers waiting on trollies prior to admission to a hospital ward. We will continue to press the HSE/Department of Health for the necessary funding to construct an additional 100 beds & significantly increase the emergency department floor area.

Financial Results

The financial statements presented show a deficit amounting to €1,303,270 (2021 deficit €1,389,177) for year ended 31 December 2022.

Board of Directors

I would like to welcome Jim Woulfe who joined the Board in September 2022 and acknowledge Mr John Buttimer and Ms Margaret Lane who resigned from the Board during the year.

Gratitude

I want 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; I also want to acknowledge the contribution over the last 10 years of Sandra and wish her every success as she moves onto pastures new.
- Following an extensive recruitment process I want to extend a warm welcome to Anne Coyle who joined as CEO in April 2023.
- My thanks to Maurice Spillane, retired CFO, who returned as Interim CEO for the intervening 4 months.
- The Mercy University Hospital Foundation for their valuable work and financial assistance in supporting the Hospital and to their Chair, Eoin Tobin, and CEO, Pascal McCarthy, their Board, all of their staff and volunteers and the public who so generously give their support.
I am particularly optimistic about a number of new emerging technology projects which the Foundation is planning to support.
- The HSE and in particular the CEO of the SSWHG for their continued support and wish their retiring CEO, Gerry O'Dwyer, all the best for his retirement.

Finally, I would like to particularly thank Mercy Care South, its Chair Margaret Lane and the outgoing Chair Tim McCarthy and their fellow trustees for their support.

Neil O'Carroll

Chairman



CHIEF EXECUTIVE OFFICER REPORT

I am honoured to present my first annual report as CEO of Mercy University Hospital. While I have only been in post a short time, it is apparent to me that during 2022 the hospital continued to deliver quality healthcare to its patients (at the time of writing). Outlined below is a snapshot of some of MUH's 2022 activities which I expect will provide evidence of my experience to date.

As the New Year began, the key focus of the Executive was on safe site arrangements over the Christmas and New Year period particularly in the context of the Omicron Covid-19 wave and exceptional winter pressures. March 18th was designated as a National Day of Remembrance and Recognition in memory of the more than 9,000 people who had died on the island of Ireland with Covid-19 and also in recognition of the grief, the loss and the relentless work that took place across the country, particularly in hospitals. To acknowledge this occasion, a Mass was held on Wednesday 16th March in the hospital Chapel.

During the year the hospital welcomed a number of distinguished visitors on site including Mr Michael McGrath, Minister for Public Expenditure and Reform who met with the CEO and Chair in January and Mr Stephen Donnelly, Minister for Health who visited twice during the year. In May Minister Donnelly visited the main hospital site, met with the Chair and members of the MUH Executive Board and was given a brief presentation on the hospital and its activities. Following the presentation, the Minister was taken on a tour of the hospital where at his request, he met key staff in areas such as the ED and the Radiology Department. Minister Donnelly's second visit was to the Local Injury Unit on St Mary's Health Campus in October.

MUH continues to strive to be a great place for our staff to work and become a workplace of choice. MUH welcomed a significant number of new staff to our hospital family during the year including Mr Brendan Doyle who joined the Executive Team in the role of Chief Financial Officer, replacing Mr Maurice Spillane who retired in March.

In December, new UCC Clinical Professors were honoured with a celebration of their appointments with a reception in the Aula Maxima in University College Cork. Five professorships were conferred on MUH Consultants: Professor Derek Power, Professor Adrian Brady, Professor Gerald McGreal, Professor Criostóir Ó'Súilleabháin and Professor Martin Buckley. MUH is proud of the valuable links it has with UCC which include undergraduate medical teaching and research and look forward to further nurturing this relationship with these new appointments.

Two significant building projects concluded successfully in 2022. Firstly, the new Radiology Development was opened in September 2022. This new building incorporates 5 ultrasound screening rooms and staff accommodation commensurate with increased staff numbers and all infection control requirements. Prior to the expansion the Radiology Department operated in a facility which was outdated and inadequate for the clinical need. The new building now provides a pleasant environment, paying due regard to aesthetics, ergonomics, and scale both internally and externally. The improved conditions of natural lighting and ventilation make a big difference particularly in areas where staff are working continuously. The project has transformed the day-to-day experience for both patients and staff.

The second floor of the Modular Build – St Camillus' Ward opened to patients on 9th December. St Camillus' Ward provides 18 beds in six 3 bed ensuite rooms. St Anthony's Ward on the third floor of the build comprising 12 single rooms opened on 2nd January 2023. The addition of these 30 extra beds (bringing the bed complement to 367) is facilitating essential hospital functions in terms of bed capacity and will assist the hospital in disease management pathways, improved patient flow and elective inpatient workloads. In addition, a number of the new bedrooms have been designed with bariatric patients in mind where mobility issues can arise. Hoists have been installed and door heights raised.

The new building is supported by a steel framed structure on piled foundations and will also contain two state of the art operating theatres on the 4th floor which will open in Autumn 2023. Meticulous planning and collaboration were key to the success of the building as the works were undertaken in a confined space and in a live hospital environment where hospital services were maintained throughout the project. This is testament to the concerted approach from all stakeholders in seeing the plan come to fruition. Patient information leaflets giving some background of the project and ongoing works were introduced on this project and worked well from an information sharing perspective.

Monthly progress updates were shared with staff to keep everyone up the speed on how the project was progressing. This project has seen the largest capital investment received by the hospital for some time and some of the challenges that were mitigated and overcome during the course of the project included noise, dust, vibrations, working near live services, working in close proximity to a live hospital environment, maintaining service continuity, coordination of large-scale service shutdowns etc. I would like to wholeheartedly congratulate all those involved in bringing these two projects to a successful conclusion.

It is already so obvious to me how passionate and dedicated MUH staff are in the services provided to our patients. I have also seen at first hand the challenges faced on a daily basis and I am confident that together as a community, we will make the changes necessary to improve. With this in mind, three areas of focus have already emerged for me i.e. patient and staff safety, access and digital innovation. Mercy has come a long way in its 165 year journey and I am looking forward to playing my part in shaping the next chapter of our unique Mercy story.

Anne Coyle

Chief Executive Officer



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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 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, Major Capital Projects 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 - 2022



Mr Neil O'Carroll



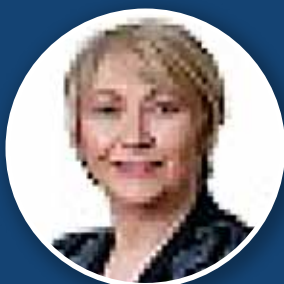
Prof Colin Bradley



Mr John Buttimer
** Resigned in May*



Professor Stephen Cusack



Ms Margaret Lane
** Resigned in June*



Mr Eoghan Lynch



Ms Irene O'Donovan



Ms Ann-Marie O'Sullivan



Mr Joe O'Shea



Mr Michael A O'Sullivan



Dr Sheila Rochford



Mr Jim Woulfe
** Appointed in September*

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 is an elected member of Cork City Council was a member of the HSE South Regional Health Forum from 2007-2014. John served as Lord Mayor of Cork 2012-2013.

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.

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 Eoghan Lynch

Eoghan qualified from University College Cork with a B Eng Civil Engineering degree in 1980 and subsequently completed a Masters in Ocean Engineering at University College London. Further to an extensive career in offshore oil and gas engineering in the UK and Norway, Eoghan returned to Ireland in 1989 and started work with Ove Arup & Partners Ireland ('Arup') in August of that year. From 2011 to 2018, Eoghan was Managing Director of the Arup Ireland operation. Since retiring in 2020, Eoghan has retained his role as Chairman of the Arup Charitable Trust, a charitable organisation which primarily provides financial support to initiatives which promote education in the built environment.

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.

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 Finance Committee

Ms Ann-Marie O'Sullivan

A communications professional since 1988 when she graduated from UCC with a BComm., Ann-Marie provides strategic communications counsel to large and small organisations across Ireland, in a broad spectrum of industry sectors. Ann-Marie was conferred with the title of Life Fellow of the Public Relations Institute of Ireland (PRII) in December 2020. This is the highest honour that can be awarded by the PRII, championing those practicing at the highest standards within the profession. Ann-Marie is Chair of the UCC Alumni Board and is a member of the Cork Airport Development Council (CADC). She previously served on the boards of Good Shepherd Cork, Cork Chamber and daa Plc. AM O'Sullivan PR was named PRCA Agency of the Year Award at the Annual Awards for Excellence in Public Relations in June 2020.

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 was the Chairman of the Board between 2012 and 2020.

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.

Mr Jim Woulfe

Jim is a native of County Limerick and a UCC Dairy Science graduate. He has worked in the Agri & Dairy Industry throughout his career when upon graduating in 1979 he joined Ballyclough Co-operative in Mallow which subsequently merged with Mitchelstown Creameries to create Dairygold. He has held many Senior Leadership roles throughout his career including Head of HR and Head of Agri Business at Dairygold before his appointment as its Chief Executive in 2009. He recently retired from Dairygold after a career spanning over 42 years.

Jim's achievements were recognised by Cork Chamber when he was honored with the 2021 award for "Outstanding Contribution to Business."

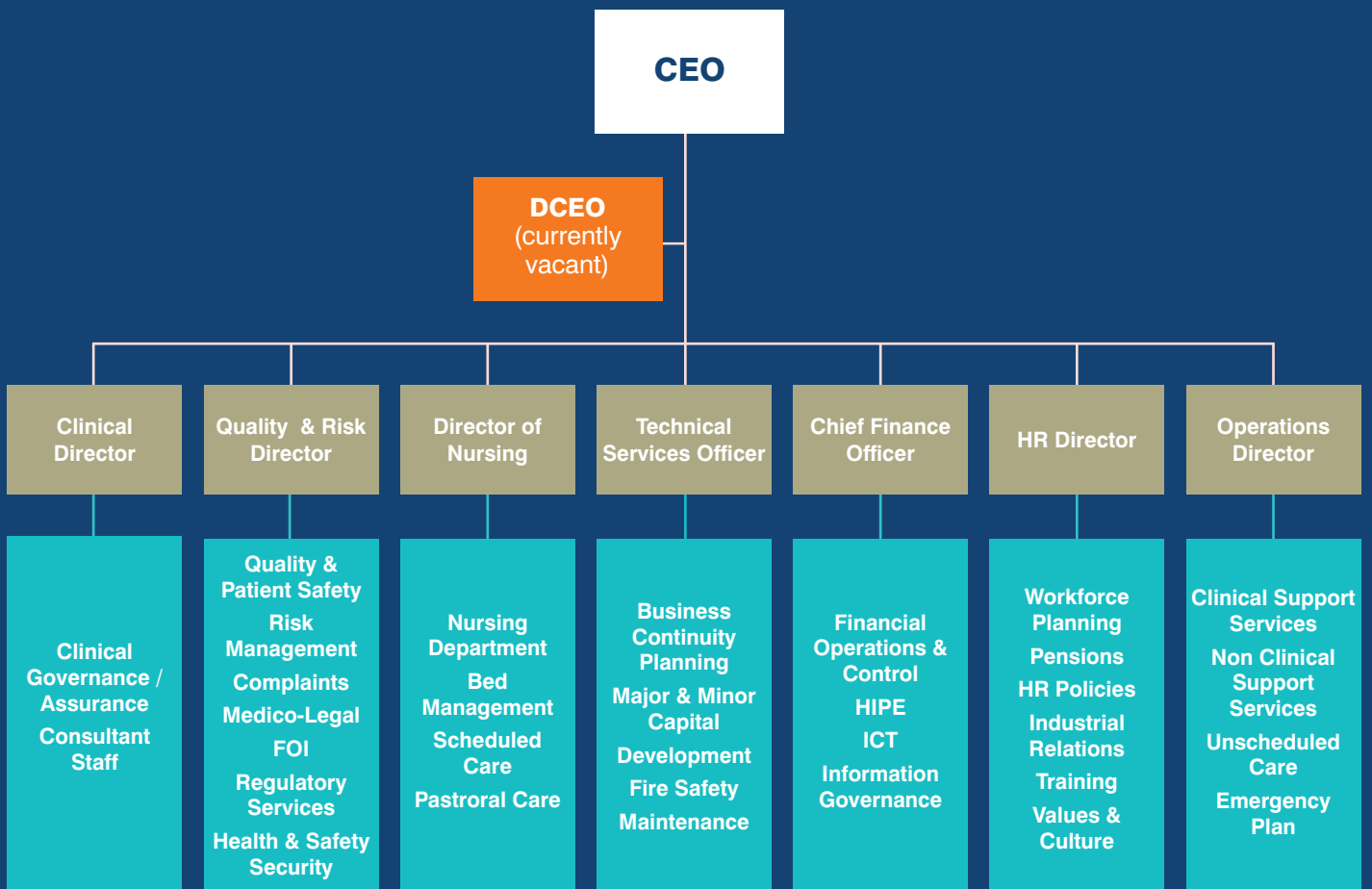
During 2022 he was appointed to the Boards of Enterprise Ireland and Bord Bia and currently serves as Chairman of the board at FOTA Wildlife Park.

ATTENDANCE AT BOARD MEETINGS - 2022

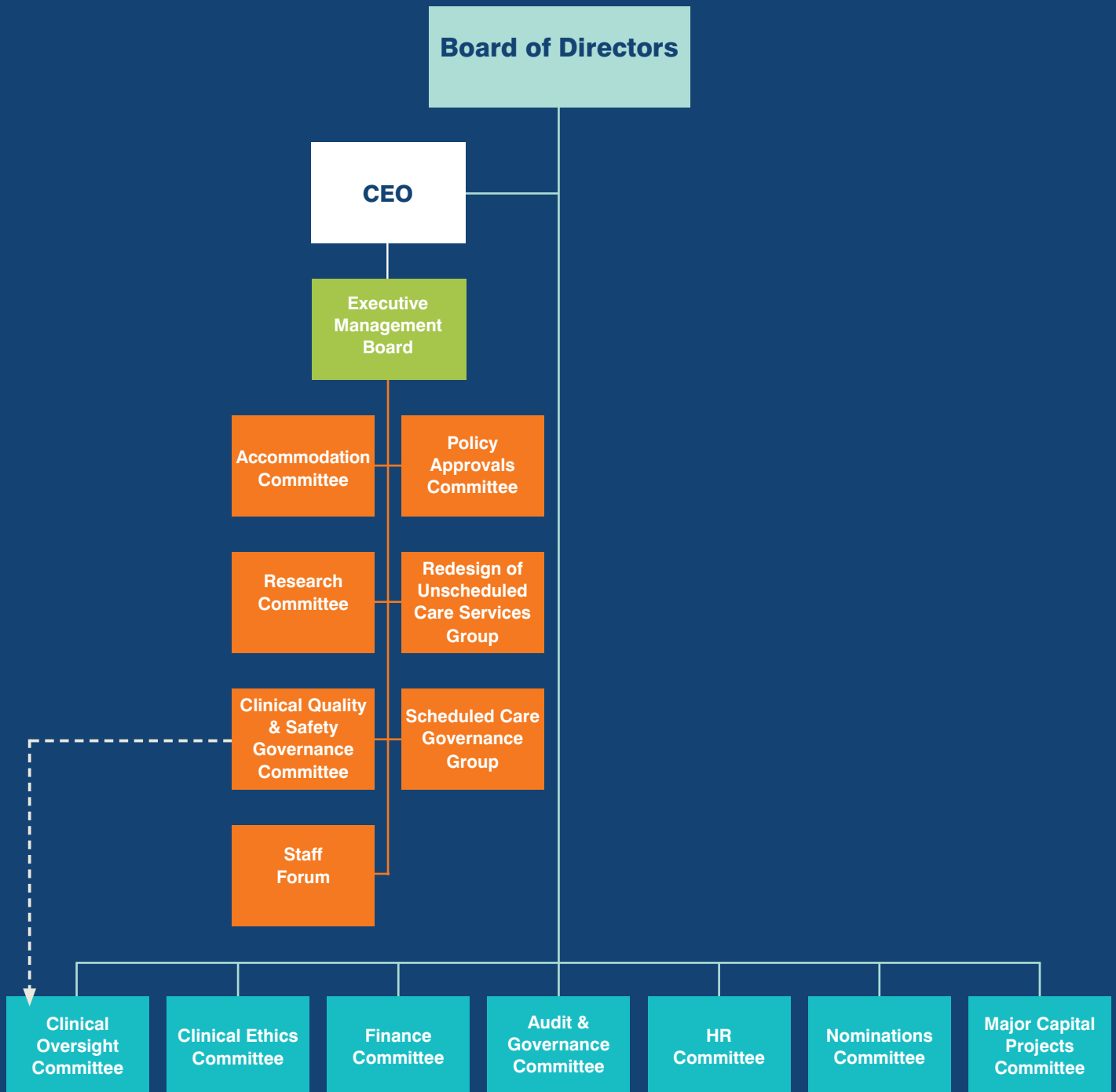
Name	No. of Meetings Qualified to Attend in 2022	No. of Meetings Attended in 2022
Mr Neil O'Carroll (Chair)	10	9
Professor Colin Bradley	11	9
Mr John Buttimer	5	4
Professor Stephen Cusack	11	9
Ms Margaret Lane	6	6
Mr Eoghan Lynch	11	10
Ms Irene O'Donovan	11	7
Mr Joe O'Shea	7	6
Ms Ann-Marie O'Sullivan	11	8
Mr Michael O'Sullivan	11	10
Dr Sheila Rochford	11	11
Mr Jim Woulfe	4	3

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

MANAGEMENT STRUCTURE



COMMITTEE STRUCTURE





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PROFILE OF EXECUTIVE MANAGEMENT TEAM



Ms SANDRA DALY - Chief Executive Officer *(resigned in December)*

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 - Deputy CEO, Chief Finance and Operational Services Manager *(retired in March)*

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 - Clinical Director

MB, BCh, BAO, BMedSc, MSc, FRCPI

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 - Director of Nursing
RGN, DIP ICU/CCU, BSC NURSING, MSC.

Margaret McKiernan joined the Mercy University Hospital in 2002. She has over 25 years of experience in the acute hospital sector, working in the UK and Ireland, in a number of clinical and leadership roles. In her current role as Director of Nursing, she is responsible for all aspects of the professional leadership and management of the Department of Nursing in MUH. Margaret is also the Scheduled Care Lead in MUH, having responsibility for the oversight of waiting list management.

Margaret's clinical background is Intensive Care nursing and her specialist and research interests are in healthcare communication, end of life care and inclusion health. She represents acute hospitals nationally on the HSE/Irish Hospice Foundation Oversight Group and is the acute hospital representative in Cork on the LGBT Interagency Group and Trauma Informed Cities Working Group. Margaret is a 2022 Florence Nightingale Leadership Scholar.



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.



MR BRENDAN DOYLE - Chief Financial Officer

Brendan Doyle was appointed Chief Financial Officer (CFO) for Mercy University Hospital, in March 2022, with responsibility for managing the financial function of the hospital.

Brendan is an ACA qualified chartered accountant and has worked as a senior financial controller, with over 15 years' experience, in both Europe and across the Caribbean. Brendan has worked for the Digicel Group which operates in 33 markets across the Caribbean, Central America, and Oceania regions and held a variety of roles in Digicel, including Group Senior Capex Financial Controller and Global Insurance Manager.

Brendan began his career in PricewaterhouseCoopers, Ireland as a Tax Consultant.



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CLINICAL DIRECTOR'S REPORT

Throughout 2022, the clinical staff of Mercy University Hospital continued to deliver the highest possible level of care to our patients. The Mercy University Hospital, like all hospitals in the health service, faced challenges dealing with the continued COVID19 pandemic throughout 2022 and the continuously increasing demand for both scheduled and unscheduled care in our hospital. Through a commitment to care, mutual support and innovation our staff provide the best care possible to those attending the hospital. The hospital is committed to providing the high quality, safe and effective care in keeping with best international practice.

Mercy University Hospital is a city-centre model 3 acute general hospital providing an open 24/7 emergency department, with available 24/7 acute general medicine services, acute surgery, acute paediatrics and critical care. The hospital provides a high level of complex care. Using the case-mix index the Mercy University Hospital has the most complex patient cohort of all model 3 hospitals in the country. Our city centre location also means the hospital provides care for many highly vulnerable and socio-economically deprived patients with complex social as well as health needs.

COVID-19 PANDEMIC

The COVID-19 pandemic has been a dominant factor in clinical services in the Mercy University Hospital and the entire health service since early 2020. Even though, COVID19 had definitely not gone away during 2022 and it continued to be felt throughout the hospital, we moved to a mindset of COVID19 being “business as normal” rather than a dominant illness in the health service over the year. The Omicron variant of COVID19 became the dominant variant from late 2021 and into early 2022. The highly infective nature of the Omicron variant has meant an increase in in-patient surveillance. The vaccine programme continues to roll out to patients and staff.

The specific COVID19 management team meetings had occurred continuously since February 2020. In keeping with a movement to a “business as normal” governance of COVID19 issues, the final meeting of the Mercy University Hospital COVID19 Management Team occurred on March 4th 2022. The operational oversight of COVID19 issues moved to the Infection Prevention & Control Committee with escalation to the Clinical Quality and Safety Committee or Executive Management Team as required.

CLINICAL ACTIVITY

Clinical activity in the Mercy University Hospital continued to increase across the Emergency Department (ED), Out-Patients (OPD) and Day Cases numbers compared to 2021.

Mercy University Hospital activity throughout 2022 included:

• Unscheduled care (Emergency Department & Urgent Care Centre):	50,771
• In-patients:	9,137
• Day-cases:	25,853
• Out-patients:	52,803

Like many hospitals Emergency Department overcrowding was a challenge in the Mercy University Hospital throughout 2022. The opening of 30 new in-patient beds in December 2022 will seek to address some of this overcrowding whilst providing excellent modern accommodation for our patients.

In March 2022 with the commencement in post of Dr Keith McGrath (Consultant Geriatrician) in post, a new integrated care hub for older people opened on St Mary's Health Campus on the Northside of Cork city. This is part of the Integrated Care Programme nationally with the Mercy University Hospital supporting Cork-Kerry Community Healthcare in the developments on St Mary's Health Campus. It is envisaged that this development and future integrated care initiatives will provide more care closer to home for more patients.



NEW PERMANENT CONSULTANT APPOINTMENTS

Dr James Ryan was appointed to the post of permanent Consultant Physician & Endocrinologist at the Mercy University Hospital on March 1st, 2022.

Dr Keith McGrath was appointed to the post of permanent Consultant Physician in Geriatric Medicine between the Mercy University Hospital and Cork-Kerry Community Healthcare on March 14th, 2022.

Dr Elizabeth (Liz) Moloney was appointed to the permanent post of Consultant Physician in Geriatric Medicine at the Mercy University Hospital on 1st September 2022.

Dr Damian O'Neill was appointed to the permanent post of Consultant Radiologist at the Mercy University Hospital on 25th October 2022.

Dr Donal Sheehan was appointed to the permanent post of Consultant Gastroenterologist at the Mercy University Hospital on November 7th, 2022.

Prof Marietta Lacucci was appointed Professor of Gastroenterology at University College Cork and Consultant Gastroenterologist at the Mercy University Hospital and Cork University Hospital on 8th December 2022.

NON-CONSULTANT HOSPITAL DOCTORS (NCHDS)

The Mercy University Hospital has approximately 138 NCHD posts across all disciplines. Our NCHDs showed enormous flexibility and support to the hospital throughout 2022 in the very challenging environment they found themselves working. The Mercy University Hospital has a long and proud tradition of post graduate training of NCHDs across all disciplines.

Dr Ciarán McDonald and Dr Sherdya (Sher) Tio were our Lead NCHDs up to July 2022. Following the NCHD change-over in July, the hospital appointed Dr Emily O'Reilly and Dr Lucy Burns as the Lead NCHDs in the Mercy University Hospital for 2022 - 2023.



Post-graduate Medical Training

The Mercy University Hospital has a long and proud tradition of post graduate training of NCHDs. The Mercy University Hospital provides post graduate training across all disciplines in the hospital. We engage with the different post graduate training bodies including Royal College of Physicians of Ireland (RCPI), Royal College of Surgeons of Ireland (RCSI), Irish College of General Practitioners, College of Anaesthesiologists of Ireland, Faculty of Paediatrics, and Faculty of Radiologists.

Undergraduate Medical Training

The Mercy University Hospital has a long and successful partnership with University College Cork (UCC) in relation to teaching and training medical students.

The approximate numbers of students on site in the Mercy University Hospital:

- **3rd Year Medical – 8-9 students present Tuesday, Wednesday & Thursday** - (mornings only)
- **4th Year - Surgery attachment - 4 students**
- **2nd Year post-graduate entry medical students - 8 on a Friday** - (mornings only)
- **Final Year Medicine attachment- 6 students**
- **Final Year Geriatric medicine attachment - 4 students**
- **Final Year – Surgery attachment - 4 students**
- **Paediatric Attachment - 4 students**
- **Psychiatry students - 4 students**
- **Team / intern shadowing - 4 students**

Potentially up towards 50 different medical students are on site over any week in the Mercy University Hospital. Many medical students also are supported in undergraduate research projects through the hospital over the year.

CLINICAL PROFESSORS

On December 1st, 2022, there was a celebration for new UCC Clinical Professors on their appointments with a reception in the Aula Maxima in University College Cork. From the Mercy University Hospital **Professor Adrian Brady, Professor Martin Buckley, Professor Gerald McGreal, Professor Criostoir O'Suilleabhain, and Professor Derek Power** were new appointments as clinical professors in the Mercy University Hospital with University College Cork, our academic partner.



RESEARCH

Dr Evelyn Flanagan (Research Manager) continues to support individuals in managing research projects from conception to completion. She provides some day-to-day support any research staff employed in the hospital.

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.

The Clinical Quality & Safety Governance Committee which is chaired by the Clinical Director and has broad executive and clinical membership provides oversight of the governance for quality in clinical care in the hospital. This committee held nine full meeting throughout 2022. The clinical committees in the hospital report to the Clinical Quality and Safety Governance Committee on a structured basis.

Committees reporting to Clinical Quality & Safety Governance

Antimicrobial Stewardship Committee	Decontamination Committee
Critical Care Committee	Children's First Committee
Dementia Care Committee	Discharge Planning Committee
Drugs & Therapeutics Committee	Emergency Department Operations Group
End of Life Care Committee	Endoscopy User's Group
Falls Prevention Committee	Health & Safety Committee
Hospital Emergency Planning Committee	Hygiene Committee
Infection, Prevention & Control Committee	Hospital Transfusion Committee
Influenza Vaccine Steering Group	Laboratory Management Committee
Medical Records Committee	Nutrition & Hydration Care Committee
Out-patients Services Management Group	Point of Care Testing Committee
Radiation Safety Committee	Resuscitation Committee
Theatre Management Group	Visiting Committee

Clinical Audit & Quality Improvement Day

The fourth annual Mercy University Hospital Clinical Audit and Quality Improvement Day was held on Thursday June 23rd 2022 (see Hospital Highlights, Pg 97)



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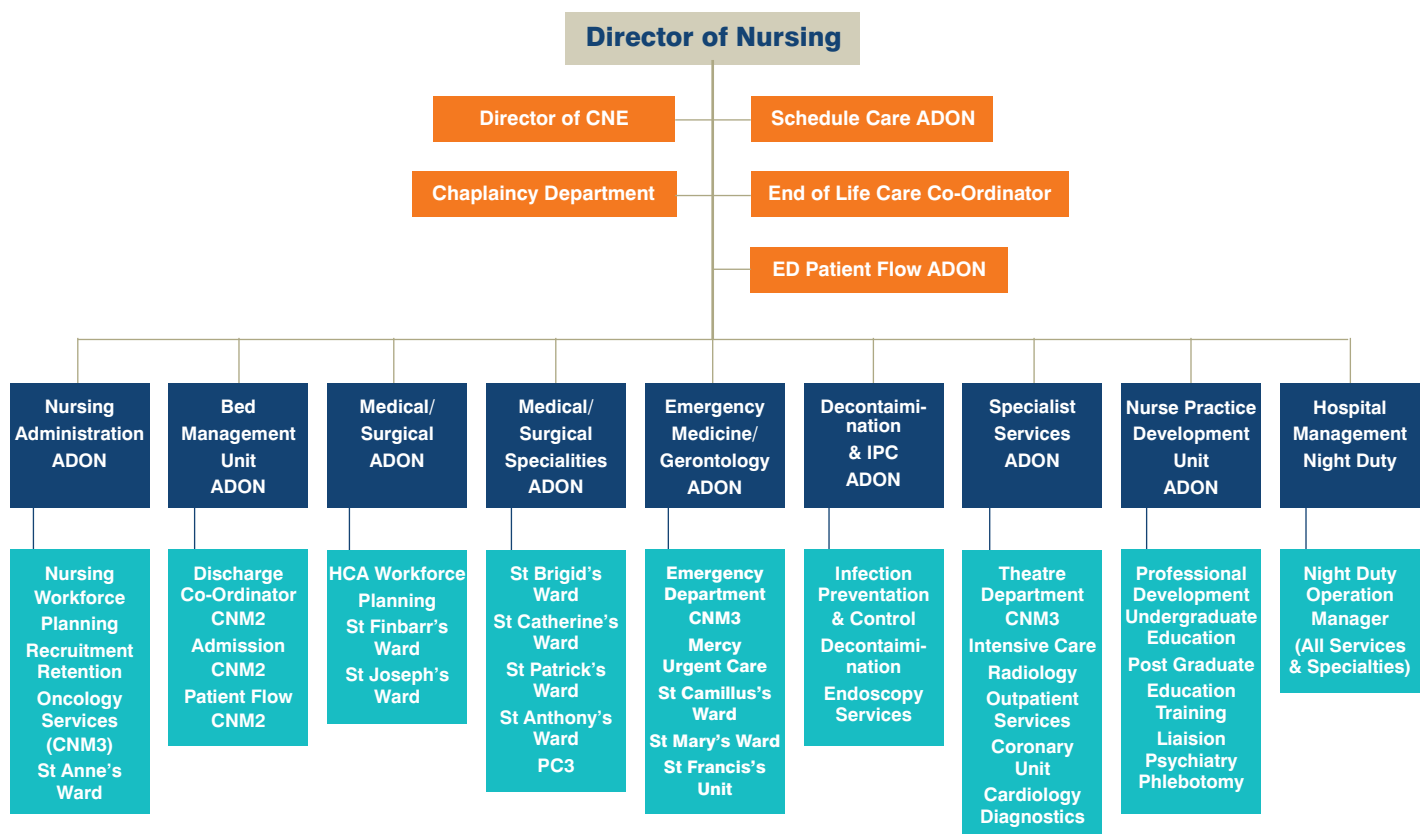
DIRECTOR OF NURSING REPORT

It is my privilege to present the Department of Nursing section of this 2022 Annual Report. As we reflect on the past year, we cannot ignore the continuing challenges in clinical care in this post COVID19 recovery period. As a team, however we have demonstrated remarkable resilience and collaborative recovery, navigating through dynamic changes, and continuing to foster a caring environment.

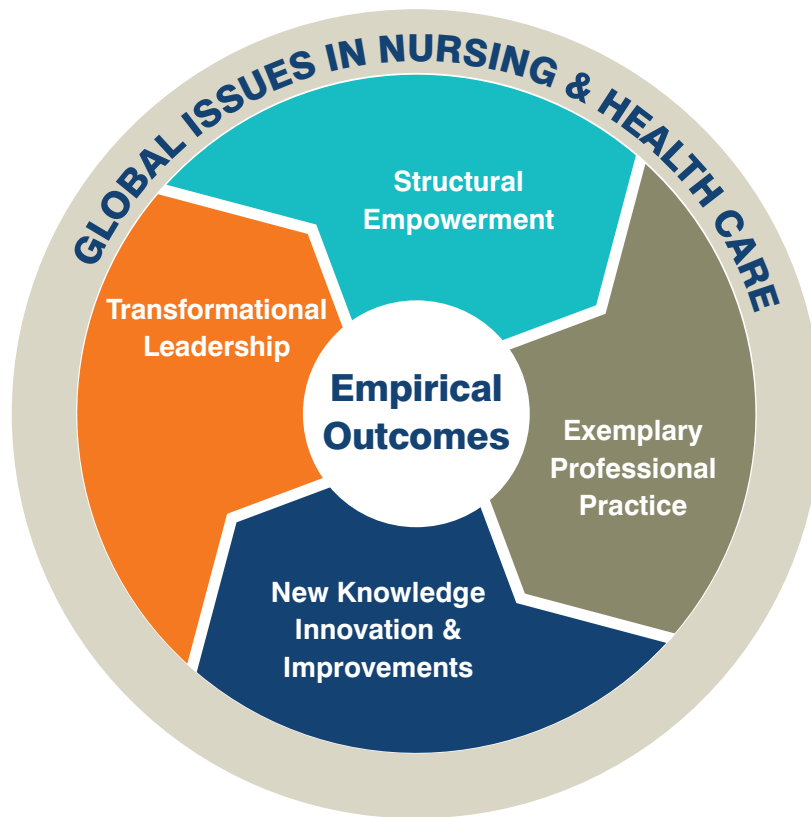
As the wider national healthcare system continues its path of rapid change, nursing in MUH has a solid leadership structure that supports the professional practice of nursing in all settings of the organisation. Our nurses lead at every level through direct patient care and beyond. Nurses bring compassion, clinical knowledge, and expertise to every patient encounter.

I am grateful for the unwavering dedication, commitment to excellence and compassionate care of our nurses, which continues to make such a profound impact on the lives of those we provide care to and for. Some of the highlights of 2022 are below.

DEPARTMENT OF NURSING



Mercy University Hospital Magnet Journey



Magnet recognition demonstrates excellence in nursing and an imbedded commitment to high-quality healthcare.

Several integral concepts shared by Magnet organizations include:

- Shared decision-making
- Autonomous nursing practice
- Interdisciplinary teamwork and collaboration
- Evidence-based practice
- Culture of safety and quality
- Ethical nursing practice
- Enhanced professional growth and development

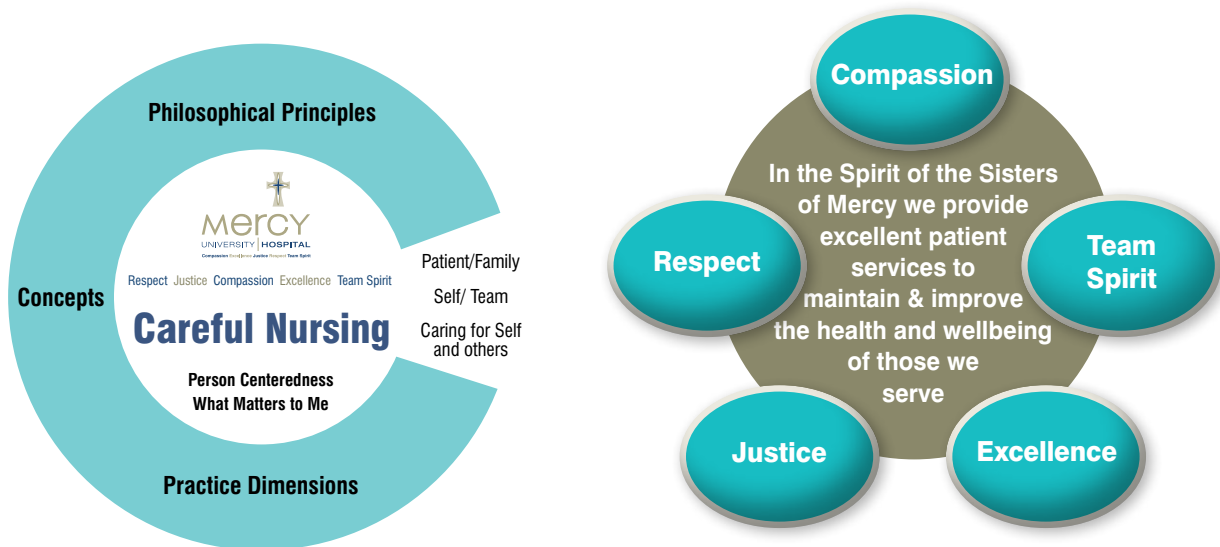
Currently, Magnet hospitals enjoy numerous benefits such as:

- Increased RN (Registered Nurse) retention
- Lower nurse burnout
- Decreased RN turnover rates
- Increased RN satisfaction
- Increased patient satisfaction
- Decreased mortality rates
- Decreased Pressure ulcers
- Decreased falls
- Patient safety and improved quality

MUH is partnered with Magnet accredited Lake Forest Hospital in Illinois and with their support we are putting structures in place and evaluating our performance to proceed along the Magnet Accreditation path.

MERCY UNIVERSITY HOSPITAL PROFESSIONAL PRACTICE MODEL

The development of a Professional Practice Model (PPM) for all hospitals in the SSWHG was led out by the Chief Director of Nursing, Ms Bridie O'Sullivan through a collaborative consultative process. Professional Practice Models relate directly to nursing practice. In MUH we use the Careful Nursing Philosophy and PPM to provide person centred evidence-based care. All nursing care in MUH is supported by the Mercy Core Values of of Respect, Justice, Compassion, Excellence and Team Spirit.



MUH and Lakeforest Hospital, Illinois presented a collaborative poster on PPM at the Magnet Conference in Oslo in 2022.

Careful Nursing Philosophy/ Model... Related to MUH Practice/ MUH Values

Compassion, Excellence Justice, Respect, Team Spirit

Philosophical Principles	<ul style="list-style-type: none"> Nature and Inherent Dignity of the Human Person Infinite Transcendent Reality in Life Processes Health as Human Flourishing 	<ul style="list-style-type: none"> Mercy Values, Unconditional inherent dignity, person centeredness, Nurse/patient team Recognition of Human spirituality, source of being, daily meditation Providing Education and health promotion, holistic approach to health, meaning/purpose
Practice Dimensions	<ul style="list-style-type: none"> Therapeutic Milieu Practice Competence and Excellence Management of Practice and influence in Health Systems Professional Authority 	
Concepts	<ul style="list-style-type: none"> Contagious Calmness, Respect for inherent human dignity, Nurses care for selves and one another, Engagement, Caritas, safe and restorative physical environment Great Tenderness, Perfect skill fostering safety and comfort, Assessment, recognition, clinical reasoning and decision making, Patient engagement in self -care, Diagnosis-outcomes-intervention, Family/friends/community supportive participation, Health education Support of nursing practice, trustworthy collaboration, Participative/Authoritative management Responsibility, Confidence, Visibility 	
Application to practice (examples)	<ul style="list-style-type: none"> Calmness in all situations Compassion Empathy/dignity Caritas: Willing what is good for others Safe restorative environment Self care/care for team Team /management support Health and safety Intellectual engagement/ knowledge building Mandatory Education/Training/Up skilling Adherence to Scope of practice/NMBI practice guidance documents Nursing assessment, diagnosis, Goal setting, planning, implementation, evaluation, NANDA, NIC, NOK All end of bed documentation Communication patient & family Dependent/independent continuum/self care Research/Evidence based practice PPPG's/Sharing of knowledge Student education/role modelling/learner support Mercy Values underpin this dimension, Trust/respect Code of professional conduct & ethics/Scope of practice Root cause analysis/hear miss/incident reporting Sharing of knowledge Multidisciplinary collaboration/ role modelling across team Kind Supportive leadership & management behaviors Nurses led delivery and control of care Professional competence and confidence/accountability Self directed and supported upskilling Quality initiatives Leadership/management/ engagement Education/lifelong learning Recognition of competence/ongoing development 	

CPC/NPQJ 2022

International Nurses Day May 12th

The annual celebration of International Nurses Day took place on May 12th. Thank you to all the nursing staff in MUH with a special acknowledgment to all our internationally recruited colleagues.



Nursing Graduation

Congratulations to the 21 nurses who graduated from University College Cork in 2022. Many of these nurses took up permanent staff nurse posts in MUH and will be supported in their transition into graduate clinical practice by our Graduate programme (run by the Nurse Practice Development Unit and Centre for Nurse Education staff) and our embedded mentorship programme.



Nursing Conference September 2022

The Department of Nursing hosted a nursing conference in September 2022 as part of the MUH celebration of 165 years of clinical service. (See Hospital Highlights on Pg 96)

CHAPLAINCY DEPARTMENT

The department has continued to evolve and adapt to the challenges and opportunities in the post COVID19 healthcare landscape. Ordained and lay chaplains minister to the sick and bereaved across all clinical areas. In all our interactions, we keep in mind that each patient or staff member is an individual with needs, regardless of cultural or religious obligations.

Our vision in the chaplaincy/pastoral care team is to provide compassionate emotional and spiritual support in a comprehensive and timely way to patients, their families, and staff.

This small but dynamic department supports people through their visible presence in each of the clinical areas. Referrals/requests for visits come by nursing staff or directly from patients and their families. The chaplaincy team continue to respond to the needs of diverse cultural and religious communities in Mercy University Hospital.

Annual November Remembrance Mass

The Annual November Remembrance Mass took place in person in 2022 at St Francis Church. It was also streamed via YouTube, which made it accessible to a wider audience. All relatives of patients who had died in the previous year are invited to this Mass and provided with a virtual link. This is an opportunity for families to come together with MUH staff to remember their loved ones. Many relatives wrote in messages in memory of their loved one and messages of appreciation to the MUH. All the names of those who have died in the previous twelve months are read out and a record of these is then placed in the hospital chapel.





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DEPARTMENT OF HUMAN RESOURCES

Welcome to the HR section of the Annual Report. During 2022 we continued the implementation of several initiatives driven by the multiyear HR strategic plan. The Human Resources Department plays a key role in helping shape the hospital through key organisational changes and developments. The scope of HR is both strategic and operational covering the following areas:



Key achievements in 2022 are numerous; I will now share some of these.

Talent Acquisition

498 people joined MUH in 2022. A large portion (222) of these were NCHD's (Non Consultant Hospital Doctors), many of whom rotate every few months as part of various training schemes.

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



Over 90 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”.

Social media plays a big part in the recruitment of posts in the MUH and professional advertising is key. Below are some examples of adverts that we have advertised on social media.



To attract the best talent to the MUH the HR Department took a number of actions including developing an Employee Referral Program. The program was open to current MUH employee to refer suitable applicant(s) to open positions in the MUH and was very successful.

Recruitment

The expansion of the hospital in 2022 required the largest scale recruitment exercise at Mercy University Hospital in 20 years. This was achieved by the excellent collaboration between the recruitment team and the many managers and staff members who supported this goal and was a testament to the 'Team Spirit' of our staff.

Values & Culture

2022 saw significant traction in relation to the Values & Culture role in the MUH. *(Please see Page 86)*

Training and Development



“Managing People Skills” is an annual programme in the MUH. In Q1 and Q3 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 150 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 2022 include:

- Induction
- Managing People Skills
- Managing Probation
- Line Managers – the HR basics
- Performance Management – Reviewer and Reviewee

Pensions

MUH launched a pension portal in 2019 to allow all SPSPS members to access their pension statements so that they could see the current value of their pension referable amounts. However, due to the cyber-attack in May 2021 the MUH lost functionality of the SPSPS pension portal. The pension portal then had to be recreated on another platform by the IT Department and the HR Pension Officer. All SPSPS member pension data was re-calculated, and a new pension portal was created. This was a time-intensive task which took approximately 2 years to complete.

The Pension Portal is now live and SPSPS members can access all their annual benefit statements (1 year in arrears) and leaver statements within 6 months of ceasing employment with The Mercy University Hospital. The MUH achievements in relation to the completion of the pension portal are very significant and ensure compliance with the requirements of the Pensions Authority.

Staff Wages/Salaries

2022 was a very busy year for both the HR Department and Payroll Department. Negotiations on Public Sector pay and Haddington Road reversal took priority during the year.

Compliance

Compliance continues to be a key feature of our work in HR. In 2022 we continued to monitor our employee files through internal audit to ensure compliance on areas such as Garda Vetting, Personal Identification, International Police Clearance, and all mandatory training. A huge focus was also placed on our on-boarding process to ensure new employees are compliant from the outset. We now have a robust new starter checklist which commenced in 2022.

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.

Wellbeing - #Wellbeing

In Q2 and Q4 the MUH Employee Wellbeing committee a week long employee wellbeing week. This was very exciting event and very welcome by staff. We had a wide variety of fun and engaging events throughout the week such as free treats for all members daily, dinky donuts van who provided staff delicious mini donuts. We had a positivity board, challenge, free treats, Marie Keating Foundation / on skin cancer prevention, ice cream and doughnuts.



Medical Manpower

The MUH Medical Manpower Manager was appointed to the Ministers National Taskforce for NCHD's - the only Medical Manpower Manager representing and co-chairing workstream 1 of the taskforce looking at Medical Manpower supports for NCHD's.

In 2002, 19.5 additional NCHD's appointed including 7 additional Registrars for the Emergency Department (133.5 in 2021 v's 153 by year end 31.12.2022)

The Royal College of Physicians of Ireland (RCPI) carried out a two-day overall inspection of Mercy University Hospital in line with Irish Medical Council (IMC) standards in September 2022. All Medical/ Paediatric NCHD roles were inspected. MUH received approval as a training hospital by the RCPI for a maximum period of five years.

General

Several other initiatives took place in 2022, namely:

- Voluntary turnover is 11%
- A Risk Register for HR has been developed and is being actively managed.
- All Industrial Relations/Employee Relations are actively managed by HR and relevant line managers.

2022 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 and the wellbeing of staff in MUH. We have equally ambitious plans for 2023 as we continue to implement initiatives driven by the multiyear HR Strategic Review and Plan.





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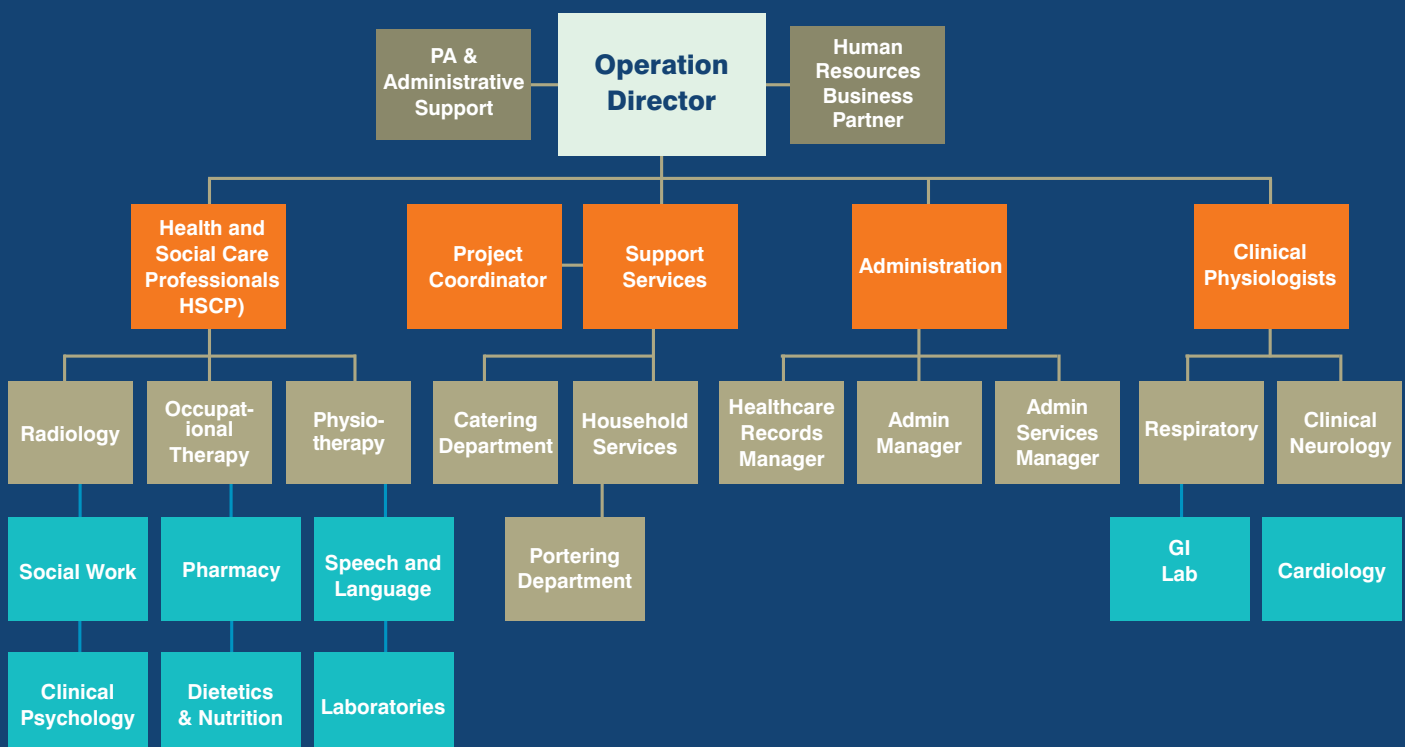
OPERATIONS DIRECTOR'S REPORT

2022 was again an extremely challenging year in terms of hospital activity and service delivery as impact of COVID19 continued and attendances of increasingly complex frail older patient presentations returned to pre COVID19 levels.

The Operations Directorate as exemplified by the departmental reports hereunder rose to these challenges with professionalism, enthusiasm and displayed ongoing commitment to person centeredness and patient care. Capital developments were implemented to increase hospital capacity and enhance services for the cohort of patients attending our hospital. MUH operationalised thirty extra inpatient beds delivered on time and within budget.

There was an increase in staffing resources to administer the operational plan across all Operational Directorate departments and together with our colleagues across the hospital continue to engage in the future developments for MUH Campus and the Mercy legacy of creating a 'hospital without walls'.

OPERATIONS STRUCTURE



Promote a Culture of Excellence



- INAB
- HACCP
- EHO
- EPA
- HIQA - Ionising Radiation
- JAG Accreditation



- HIGA-Standards for Safer Better Health Care
- Hygiene Standards - utilise MEG Technology
- Meal Times Matter



REGIONAL REPRESENTATION

SSWHG - Unscheduled Care Integrated Governance Group

Cork Hospitals - Cork Rehabilitation Programme Steering Group

National Ambulance Service MUH Liaison

Hospital Emergency Planning Group

SIVUH Relocation Ophthalmology

UNSCHEDULED CARE

Expanded ED operationally

- Patient pathways implemented
- COVID19 pathways implemented
- Ambulatory Care Pathways

Liaison with SSWHG and National Ambulance Service re issues

- Critical Care Transport
- Cascade of information between National Operations Emergency Centre and MUH ED
- FIT to SIT
- Ambulance Triage - 45% of Ambulance triage improved

Data Management KPI's

- Over 75's
- Trolley Numbers
- Ambulance turn around times

Acute Floor development

- Re-Design Acute Floor
- 5 Fundamentals Unscheduled Care
- Acute Medical Assessment Unit - Working out of ED

Frailty at Front Door

- FIT- Frailty Interventional Team
- Admission avoidance

Integrated Discharge Group

- Weekly meetings with Cork Kerry Community Healthcare Representatives re Delayed Transfer of care
- Links with Addiction services and Homeless services re Complex discharges



OCCUPATIONAL THERAPY DEPARTMENT

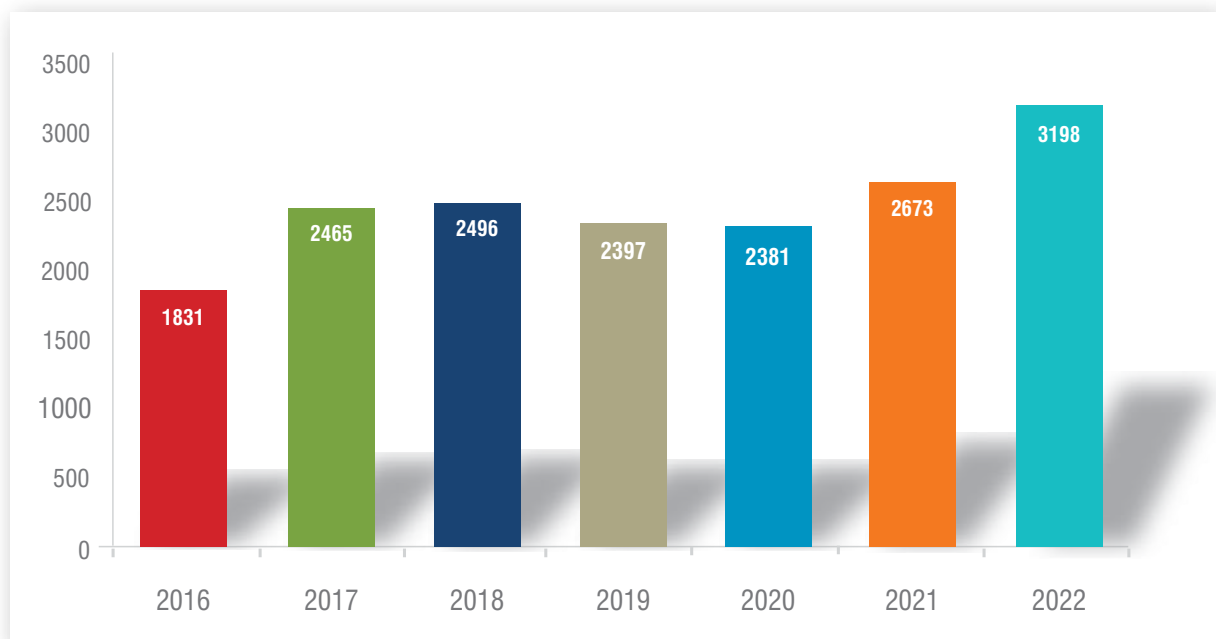
2022 has seen several positive developments in the Occupational Therapy (OT) department in MUH.

Statistics

The following statistics demonstrate that OT activity levels and the demands on our service increased on the acute wards and in ED in 2022.

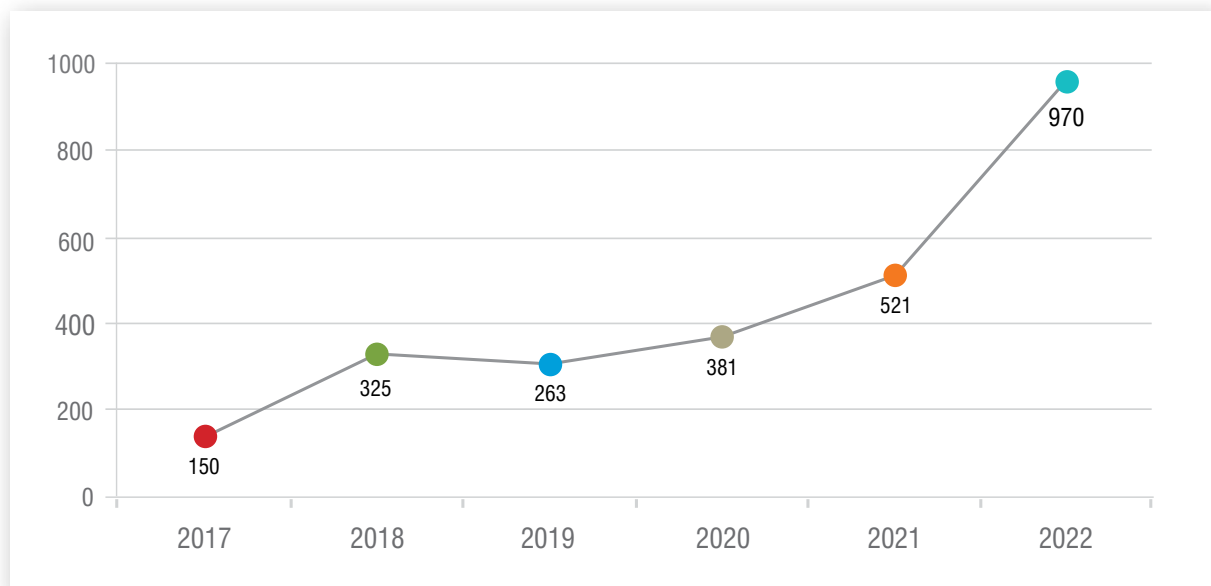


Total number of new OT referrals 2016 to 2022



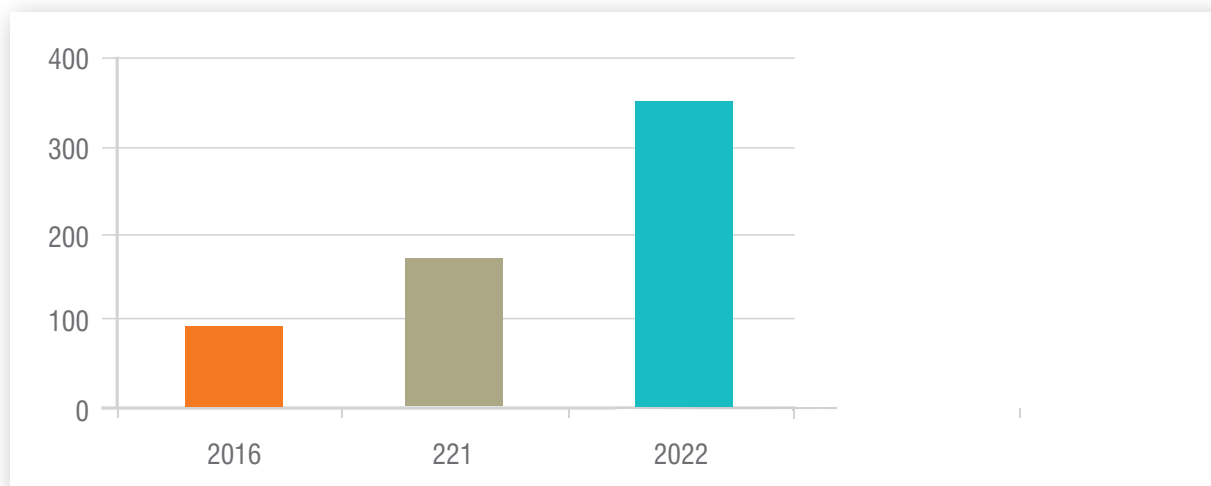
Of particular interest is the increase in referrals to Frailty Intervention Team (FIT) in the Emergency Department in 2022.

FIT Referrals in the ED



A cursory inspection of data from the Departments outcome measures demonstrates the increase in complexity and frailty of patients in 2022 and in particular the increase in the number of wheelchairs prescribed in 2022 compared to previous years.

Wheelchairs



General

- FIT pilot of extended hours - The FIT service generally runs from 8.30am to 4.30 pm. It was noted that many frail patients presented after 4pm and were not being captured by FIT. During their pilot hours of service were extended to 6pm. An increase of 103% patients were screened and an increase of 44% patients with FIT intervention were discharged home compared with the same

period in 2021 during this six-week pilot. This pilot project demonstrated the benefits of extended working hours in FIT.

- DREAM Project
- OT Kitchen Development.

PHYSIOTHERAPY DEPARTMENT

2022 saw the resumption of many normal activities as COVID impacts reduced.

Ward Activity

Figure 1: **Medical Ward Activity**

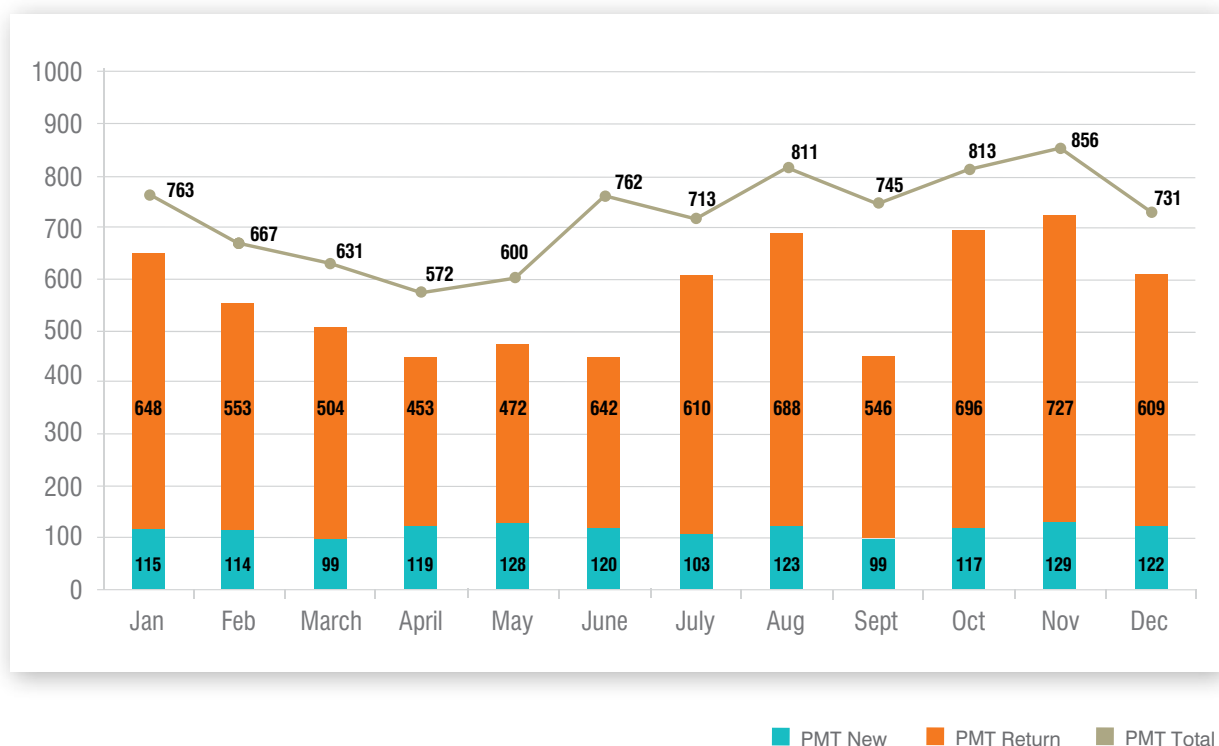


Figure 2: **Surgical Ward Activity**

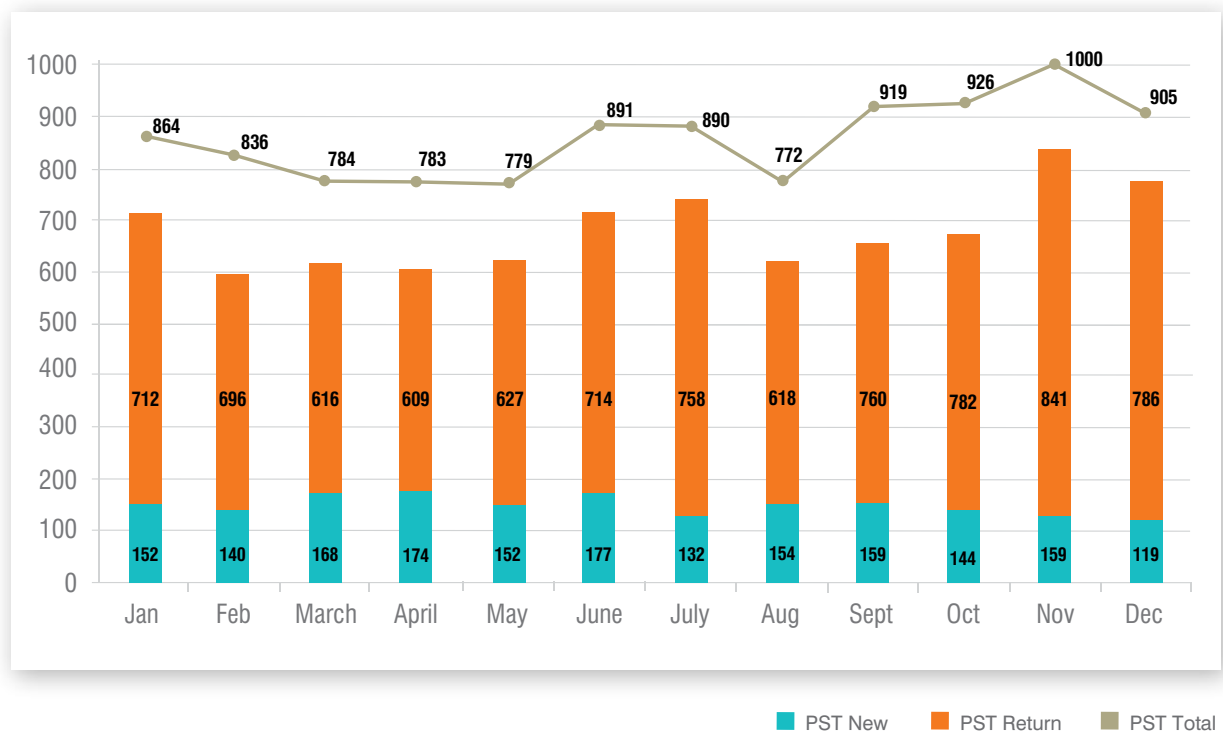
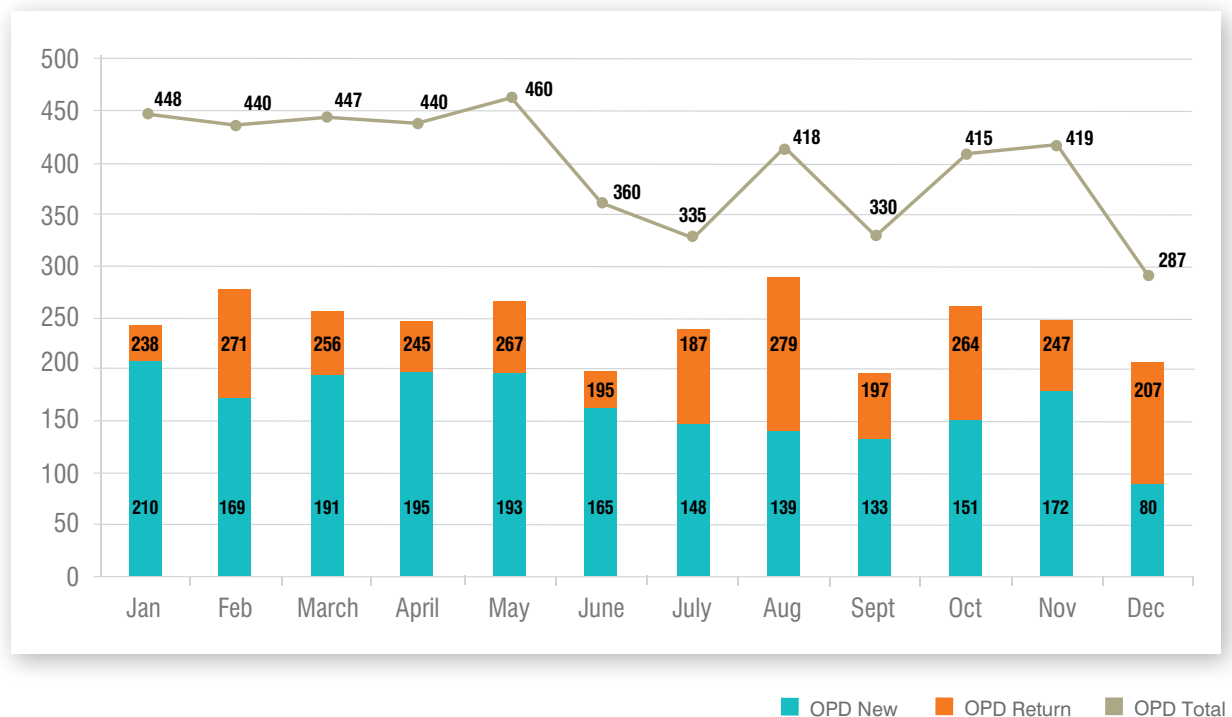


Figure 3: **Out-Patient Activity**



The out-patient team covers Pelvic Health and Musculoskeletal clinics at MUH and Musculoskeletal Acute and first contact clinics at the Mercy Local Injury Unit.

General

- 420 ED admissions were avoided with supported discharge home by the Frailty Intervention Team.
- At the Mercy Local Injury Unit –physiotherapists independently managed 24% of the new patient caseload while on duty.
- A Framework for the delivery of University of Limerick student practice placements in Community Healthcare Networks developed and implemented.
- POLAR Unit staff delivered Lectures in the MSc. in Older Person Rehabilitation in UCC.

Department Activity 2022

Number of new referrals received	1367
Average monthly referral rate	114
Clinical time (i.e. patient related)	4866.8 hours
Number of individual patients with dietetic contact	2686

General

- During 2022, we had a total of 10 students from UCC and MTU who carried out projects or placements within the Dietetics dept. in MUH
- The first cohort of graduates from the MSc Human Nutrition & Dietetics course in UCC graduated in October 2022, and two of these new dietitians were in full employment with MUH at the time.

SPEECH AND LANGUAGE THERAPY (SLT) DEPARTMENT

Service Activity 2022	2022 activity	Comparison to 2021 activity
No of inpatient referrals received by the service:	786	779
Clinical time (i.e. patient-related)	3583.5 hrs	3639.6 hrs
No of inpatients discharged without any service	39	52
Average monthly referral rate	65.5	65
Average monthly 'dc before seen' rate:	5%	6%
No of FITT/ED referrals to service:	198	179
No. of videofluoroscopy studies conducted:	29	28

- Referrals from the emergency dept increased from 2021 levels with referrals from this service area representing 25% of the total number of referrals to the service in 2022.
- The SLT team was able to respond to an average of 65.5 new referrals per month.

General

- During 2022, the department received an increasing number of requests for outpatient videofluoroscopies from SLT colleagues in primary care, disability services and from the recently established ICPOP teams due to the difficulty accessing this objective evaluation which is only provided in the acute hospital setting.
- The SLT department has developed Key Performance indicators for responding to inpatient referrals, based on international best practice and local service constraints. See table below:

PRIORITY	REFERRAL TYPE	SLT KPI
P1	Severe Dysphagia and/or Communication impairment	Assessment within 24 hours of receipt of referral
P2	Mild-moderate Dysphagia (+/- communication impairment)	Assessment within 48 hours of receipt of referral
P3	Mild communication impairment	Assessment within 72 hours of receipt of referral
	All of the above	Full SLT assessment prior to discharge

P1 average response times: KPI met 95% of the time (met 90% of the time in 2021)

P2 average response times: KPI met 81% of the time (met 75% of the time in 2021)

P3 average response times: KPI met 71% of the time met (met 59% of the time in 2021)

MEDICAL SOCIAL WORK DEPARTMENT (MSW)

Service Activity 2022

In 2022 the MSW Department received 1488 referrals (Electronic Referral System) across the MUH Campus. This represents a 24% increase of referrals received from Year 2021.



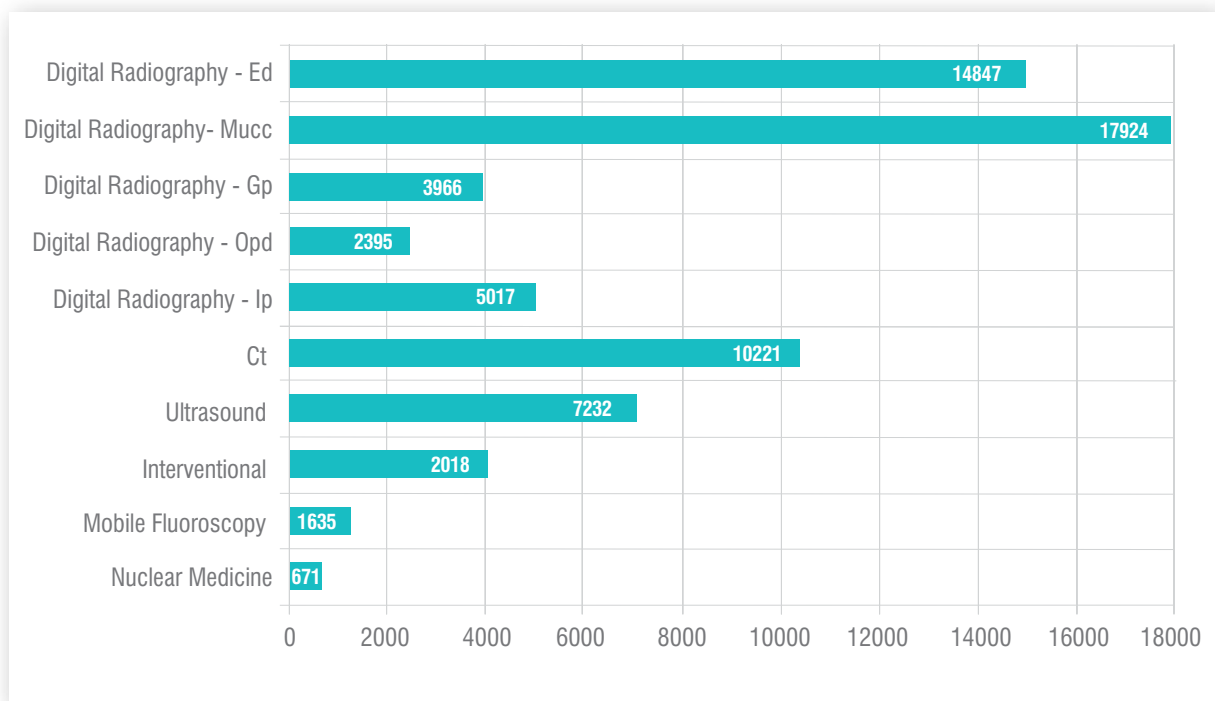
General

- The Senior Management Structure of the Department was developed in 2022 to facilitate the expansion of the hospital.
- The Palliative Care Medical Social Worker became a member of the End-of-Life Care Committee from Q4 2022.

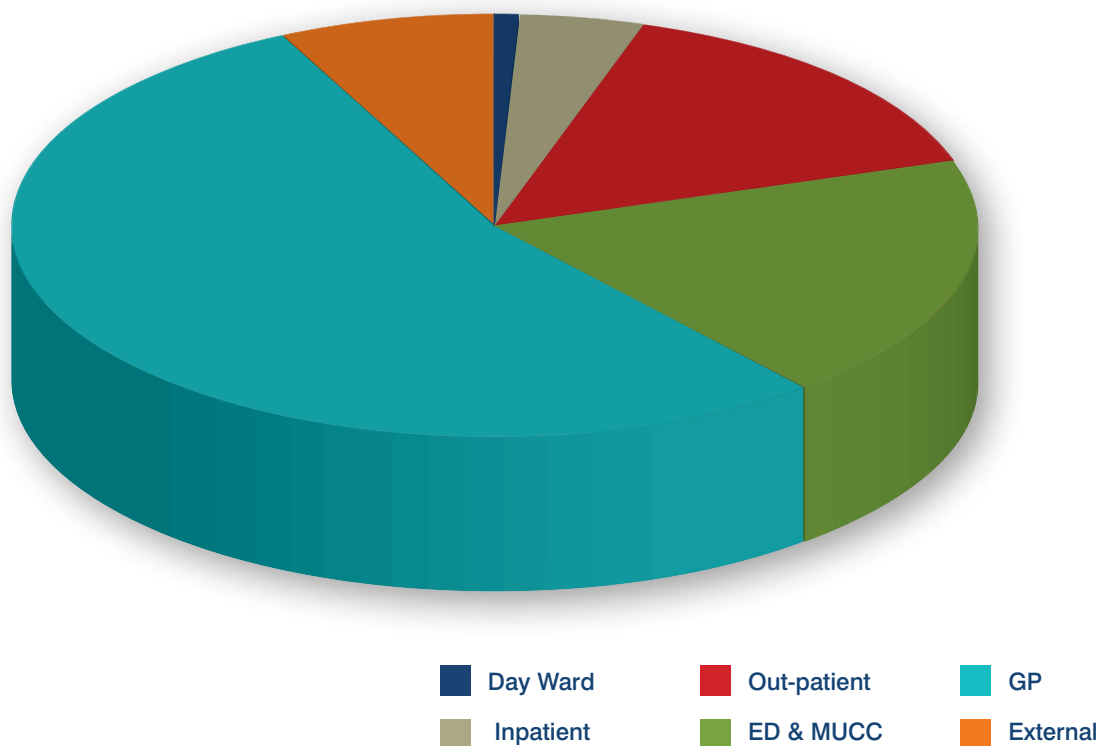
RADIOLOGY DEPARTMENT

Overall Imaging and Radiological Procedure Activity

In 2022, Radiology completed over 66,000 studies across the various speciality modalities, encompassing both diagnostic and interventional procedures:



% Breakdown of Referral Sources for Radiology Examinations during 2022



The Nuclear Medicine Department kindly facilitated and performed over **100 radionuclide scans** for University Hospital Waterford patients during a 6-month period whilst they replaced their scanner.

General

- In 2022 the Radiology Department welcomed the opening of the New Radiology Development, consisting of 5 new Ultrasound Scanning Rooms, a dedicated decontamination area, conference room and staff areas, as well as new admin and Radiologist Reporting office accommodation
- Successful completion of Phase 1 of the Regional Enterprise Imaging (EI) project to upgrade the Mercy University Hospital (MUH) and Cork University Hospital (CUH) RIS/PACS systems. Led by the PACS/RIS team in conjunction with ICT and AGFA, the upgraded Radiology information System was deployed, with Phase 2 and project completion scheduled for Q2 2023.

Accreditation and Inspection

- The RCSI Faculty of Radiologists performed a Training Site Accreditation visit in May. Several key recommendations were made to support the continuation of MUH as a designated SpR training site, including the requirement for an uplift in Consultant and SpR Radiologist manpower. It was noted that the volume and complexity of activity at MUH were 'remarkable in the context of its designation as a Model 3 hospital'.
- HIQA performed an announced focused inspection in Radiology in August to assess our compliance with the European Union (Basic Safety Standards for Protection against Dangers Arising from Medical Exposure to Ionising Radiation) Regulations 2018 and 2019. Overall, the Inspectors were satisfied with our compliance to the Regulations, and found that there was effective leadership, governance, and management arrangements in place to facilitate the safe delivery of medical exposures at the hospital.
- The Radiology Department successfully maintained its European Society of Radiology (ESR) 'EuroSafe Imaging' 5-Star rating in recognition of our ongoing efforts to ensure best practice in radiation protection

RESPIRATORY DEPARTMENT

Service Activity - Respiratory Physiology (Pulmonary Function and Sleep Lab)

Pulmonary Function Lab	Sleep Lab:	Total Tests performed:
		3140
Out-patient PFTs: 2431	Full Polysomnography (in-patient sleep study): 24	Total DNA's: 498 498
In-patient PFTs: 106	Limited Sleep Studies: 563	107% increase in Limited sleep study tests performed form 2021
Methacholine challenge tests: 16		41% increase in PFT's performed from 2021

Limited Sleep Study Audit

Approx 500 successful limited studies

- 11% Normal
- 89% Positive for degree of sleep apnea
- 35% of all positive cases Severe Sleep Apnea (AHI >30/h).

General

- Introduction of 2 Integrated Care Respiratory physiologists to our service – working full time within MUH Respiratory physiology Dept until commencement of operations in the Integrated Care Hub.



CARDIOLOGY

Service Activity - Respiratory Physiology (Pulmonary Function and Sleep Lab)

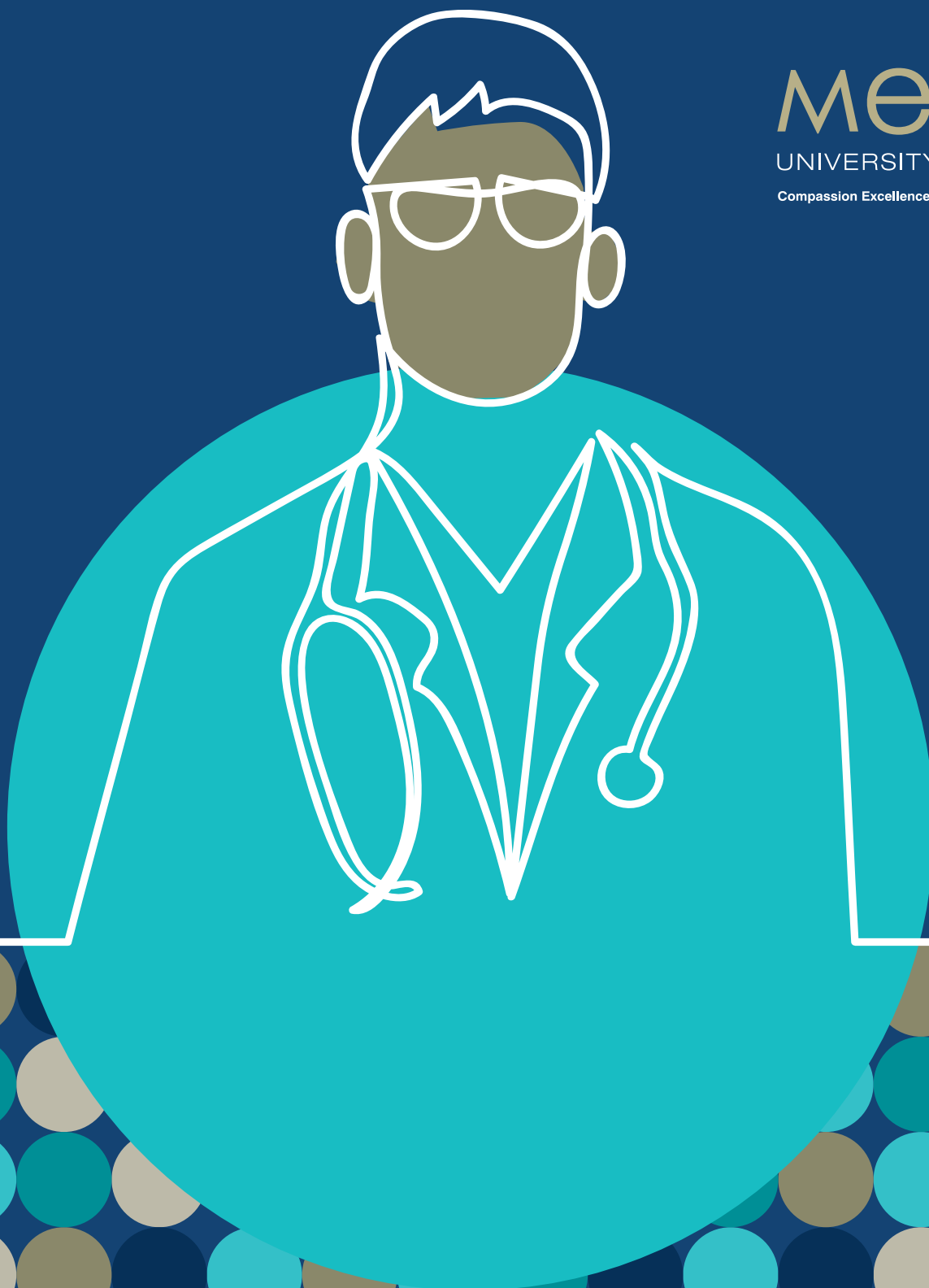
TEST	TOTAL		DNA
	3701		
Echo	OPD 2147 58%	Inpatient 1554 42%	9.61%
Transoesophageal Echo (TOE)			
Holter	1091		13.34%
Ambulatory BP Monitor	487		18.15%
Exercise Stress test (EST)	462		8.33%
Cardioversion Work-Up	65		/
Angiogram Work-Up	120		/



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QUALITY AND RISK MANAGEMENT DEPARTMENT

The Quality and Risk Management Department (QRMD) supports the hospital in its commitment to deliver high quality safe and effective patient care. QRMD does this through the application of the HSE Incident Management Framework, Integrated Risk Management policy, the Health Information and Quality Authority's (HIQA) National Standards for Safer Better Healthcare (2012) and the application of National Clinical Guidelines.

CORPORATE RISK REGISTER

The QRMD manages the Corporate Risk Register for the hospital which encompasses both the clinical and non-clinical risks that can have an impact on the delivery of services. The Corporate Risk Register assists the MUH to establish a prioritised agenda for managing its risks. It provides the 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 2022 the QRMD supported all Risk Coordinators to review, update and manage their departmental risk registers and escalate risks to corporate risk register as required.

The Quality and Risk Manager presented the Corporate Risk Register to the Board of Directors, the Clinical Oversight Committee, EMB and Clinical Quality & Safety Governance Committee throughout 2022. A dashboard summary is used to demonstrate new risks and changes to risks. The corporate risk register is submitted to the South/South West Group (S/SWHG) Management Team quarterly for review and escalation at scheduled performance meetings.

Clinical Audit and Service Evaluation

All applications for Clinical Audit and Service evaluation are processed by the QRMD office. In 2022 **46** applications to carry out clinical audit /service evaluation were received and approved by QRMD. These were submitted from all Health Care Professional disciplines in the MUH seeking to improve the care/ service that we provide for our patients.

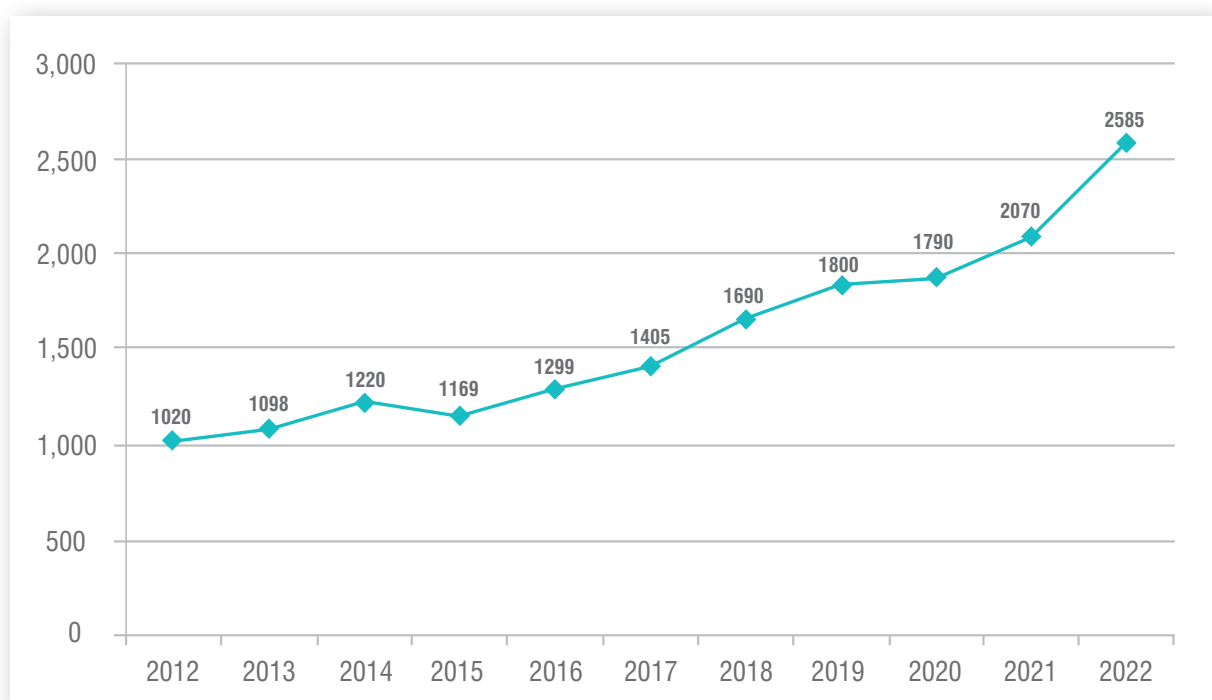
Incident Reporting

The MUH reports all incidents in line with the HSE National Incident Management Framework (2020). 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.

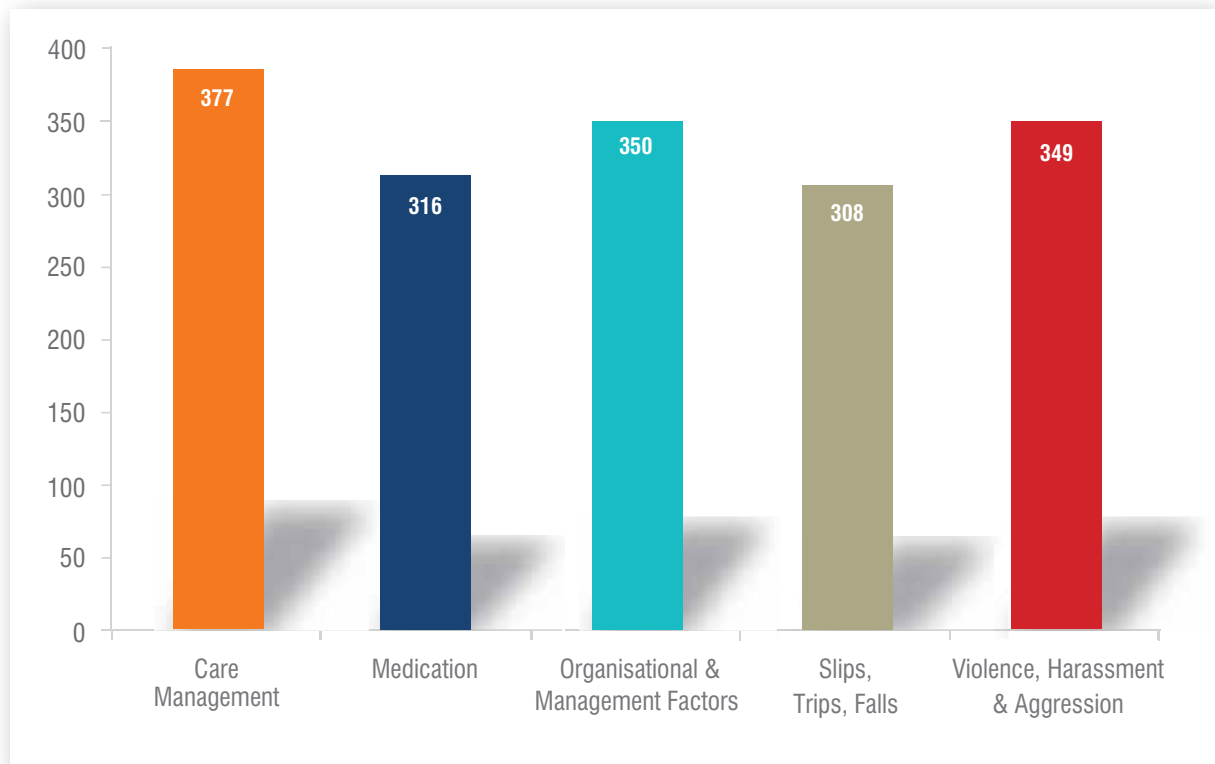
All National Incident Report Forms (NIRF) are sent to QRMD and are entered onto the National Incident Management System (NIMS) database. NIMS is the principal source of national data on incident and claim activity for the Irish Health Service. This system is monitored by the State Claims Agency (SCA) and the Health Service Executive (HSE). The QRMD is committed to learning from patient safety incidents and presents quarterly and annual reports to relevant committees as outlined below. Quality improvement plans are also instigated when the QRMD observe a trend in incident reporting from areas/ or an area. MUH Data stored on (NIMS) is presented at a number of forums across the hospital for learning and quality improvement purposes.

2,585 incidents were reported to the QRMD in 2022. In the past decade, there has been a significant upward trend in reporting which reflects the acuity and activity of the hospital as well as demonstrating that the culture of reporting is embedded within the organisation. The highest reported incident for 2022 related to Clinical Care with **760** incidents. (*Examples of Clinical Care incidents are Blood/Blood products, Clinical Procedures, Medical Radiation Procedures, and Medication & Nutrition.*) **9** incidents reported were categorised as Serious Reportable Events (SREs). SRE's are a defined subset of incidents which are either serious or that should not occur if the available preventable measures have been effectively implemented.

MUH Reported Incidents 2012-2022

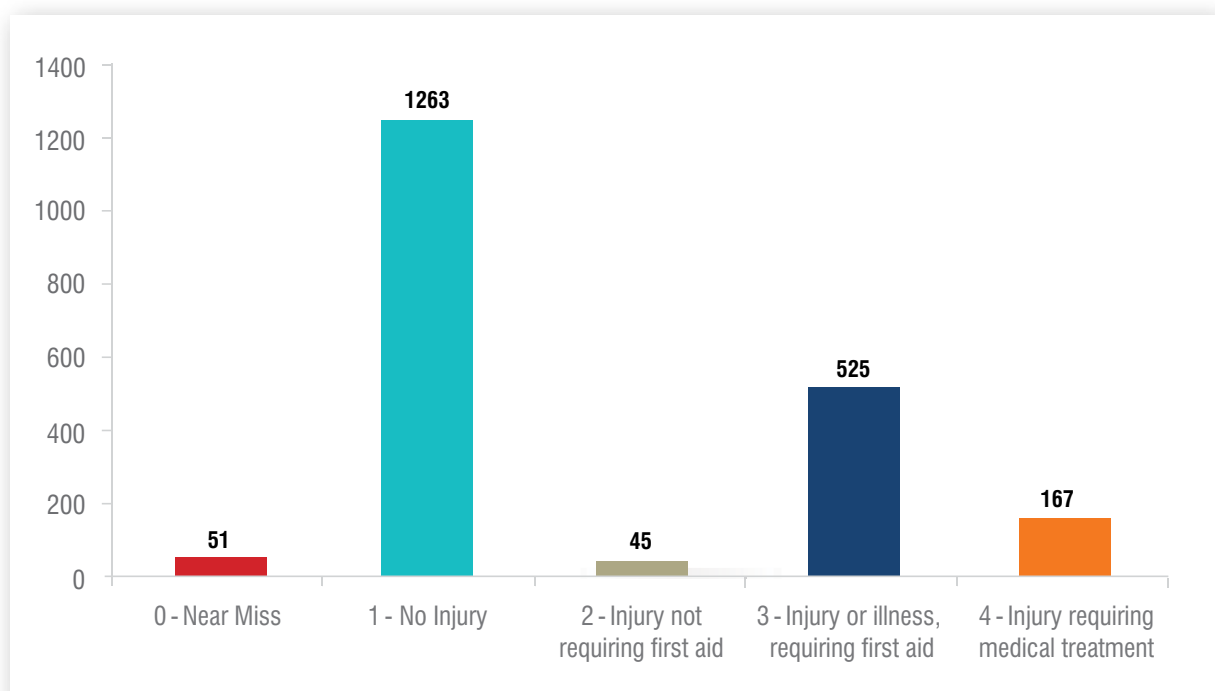


Top 5 incidents reported in 2022



Outcome at the time of reporting

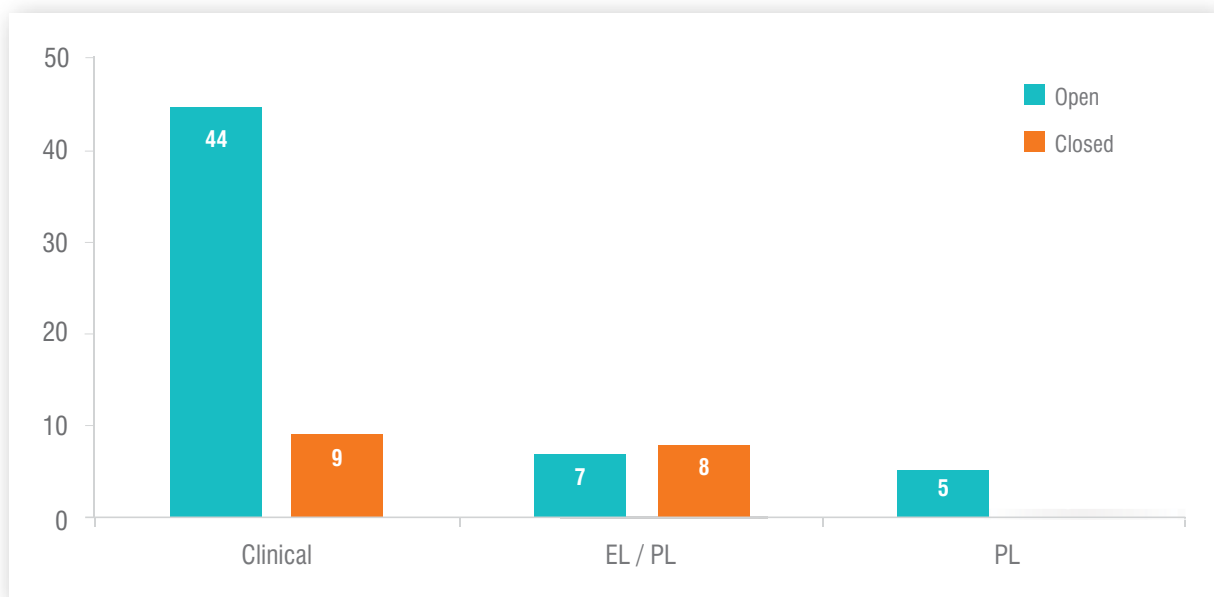
The outcome at the time of reporting is recorded on all incidents where a person was involved/affected (2081). The outcomes are reflected below;



INDEMNITIES

MUH is insured by The State Claims Agency under the Clinical Indemnity Scheme (CIS) for clinical negligence claims and the General Indemnity Scheme (GIS) for Employers Liability (EL) and Public Liability (PL). **16** new claims were received during 2022 and 17 claims were either closed or discontinued. A total of **56** claims remain open at end of 2022.

MUH Claims Status at end of 2022

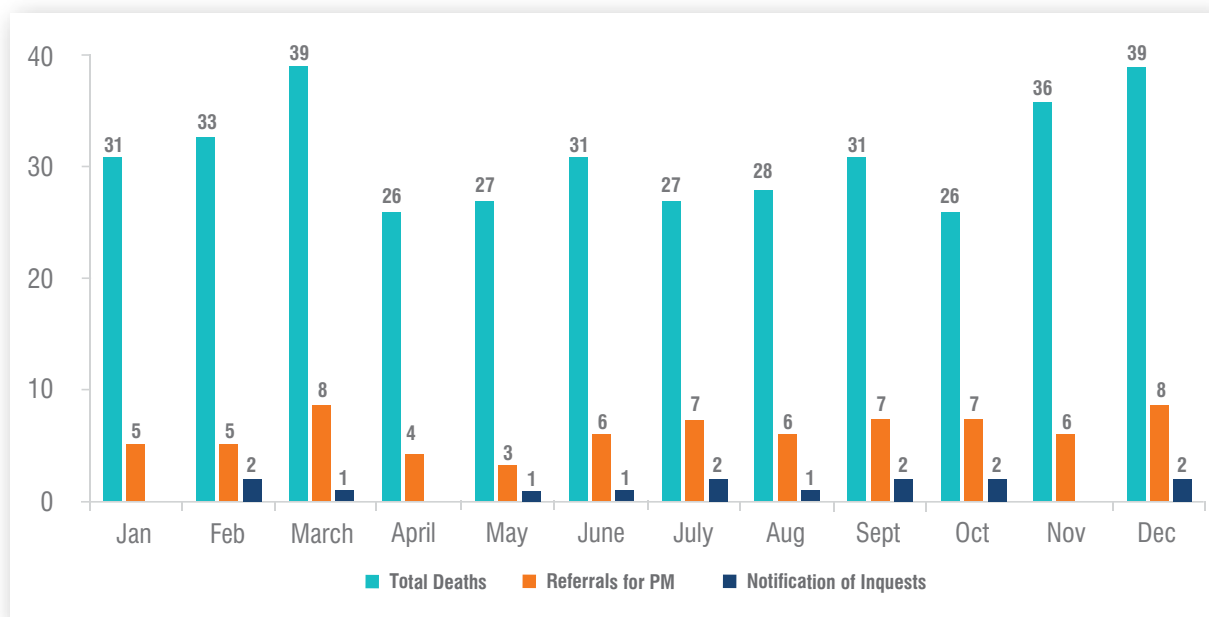


CORONER'S COURT

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.

In total, 374 deaths were recorded in Mercy University Hospital (MUH) during 2022. 72 (19%) of these deaths were referred for Post Mortem Examination at Cork University Hospital Mortuary. The Quality and Risk Management Department (QRMD) received formal notification from the Cork City Coroner's Office that an Inquest Hearing was arranged in 14 (19%) of the cases who had previously undergone a Postmortem examination (i.e. requests for statements from staff and or for attendance at Inquest to give evidence).

Deaths, Coroners PM's and Inquest Data 2022

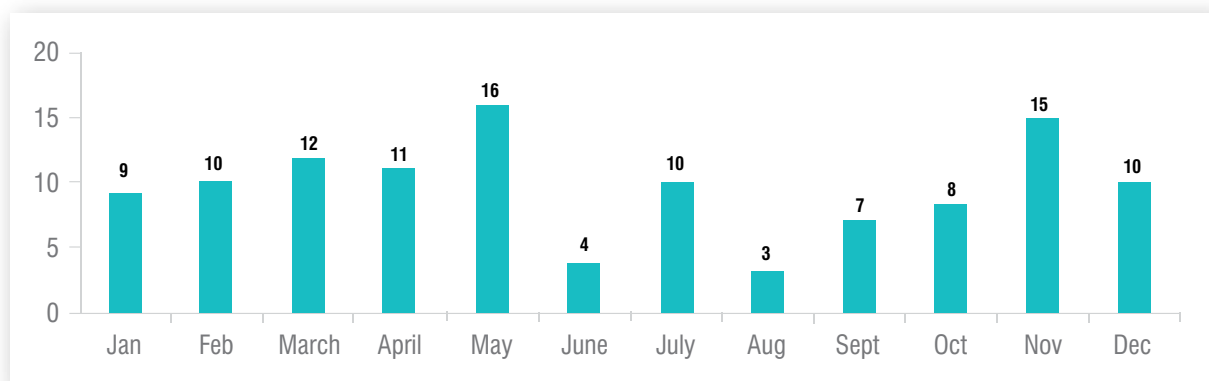


COMPLAINTS ACTIVITY

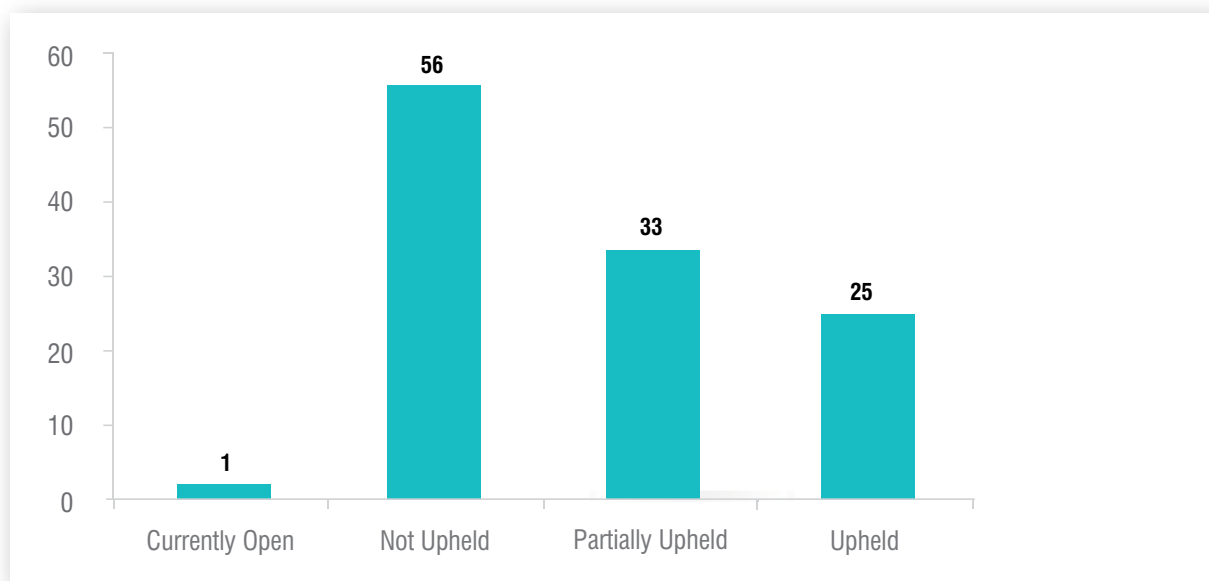
The operational management of the formal complaints process is overseen by the QRMD. **Ms. Cassie Willis** took up the role of **Complaints Officer** on the 5th September 2022. The Complaints Officer is part of the hospital team providing a quality service to our patients and their families with an emphasis on improving communications, obtaining patient feedback and implementing initiatives for improvement to our services. This role will work closely with all departments with MUH to respond to and learn from all complaints.

Between 1st January to the 31st December 2022, **115** formal complaints were made to the Quality and Risk Management Department (QRMD). This report is based on formal complaints logged on the HSE's Complaints Management System (CMS). The CMS was developed to support HSE's complaints management process and to enable the end-to-end management and tracking of complaints, investigations, outcome and recommendations.

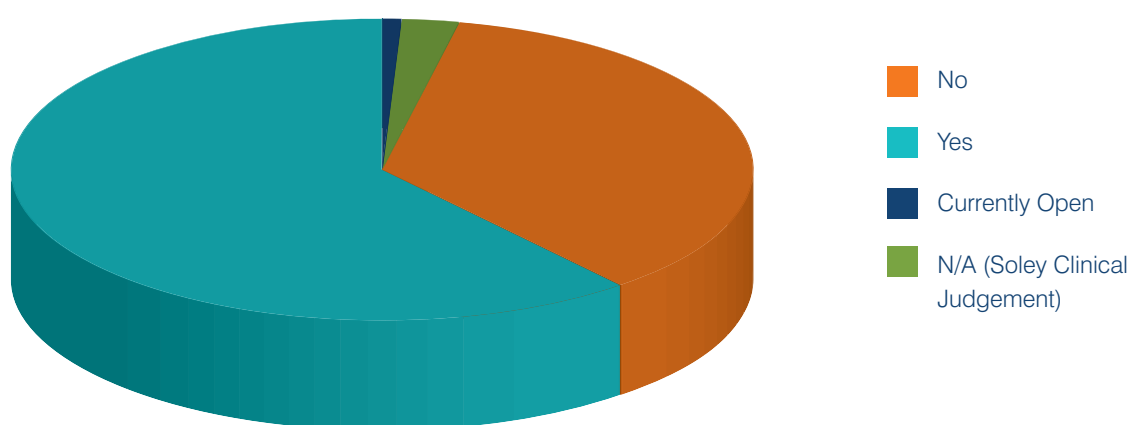
Complaints by Month



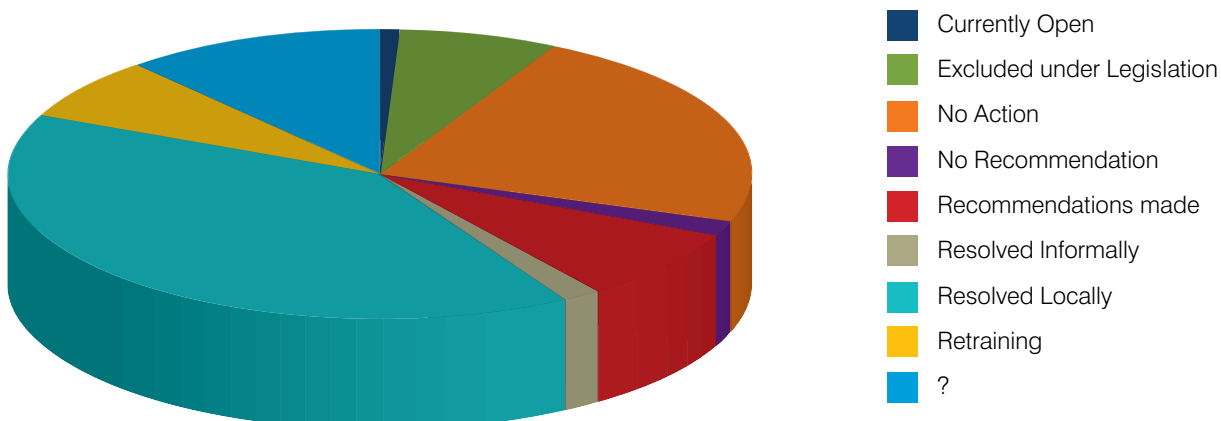
Complaints Outcome



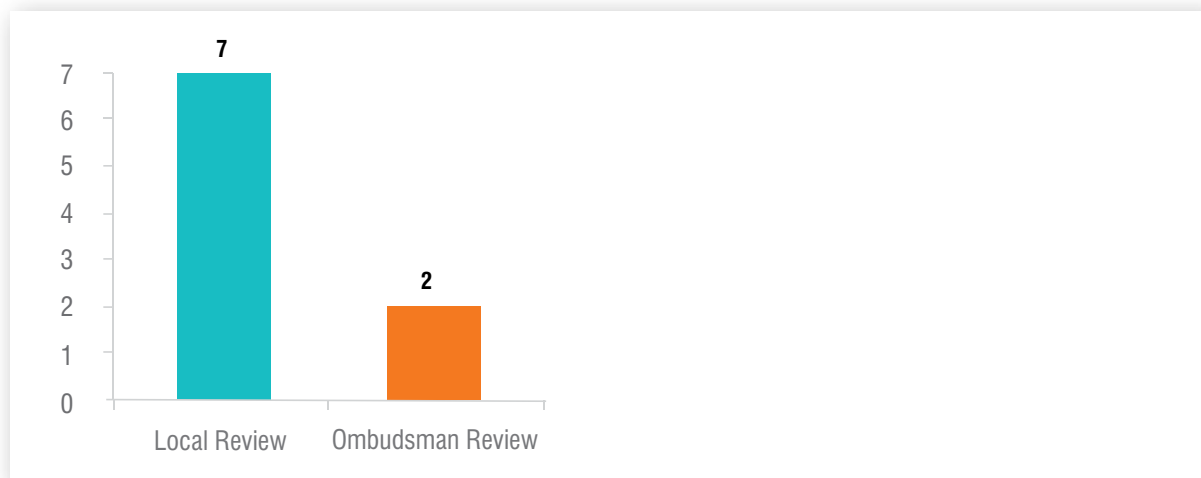
Was Complaint Closed within 30 day Timeframe?



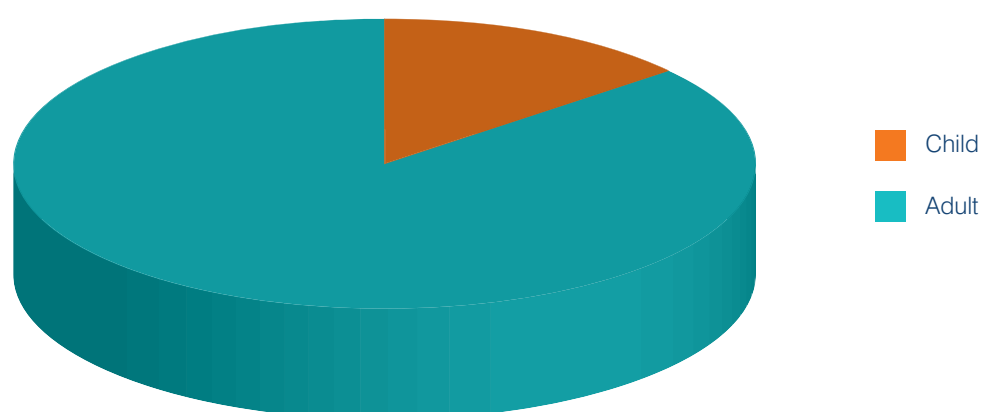
Complaint Resolution



Local Reviews/ Ombudsman Reviews 2022



Complaints by Age Group



Complaints, when entered on to the CMS are broken down into incidents. A single complaint could contain a number of incidents. For example; a complaint received outlines care received, access to appointments and communication with staff. This would be viewed as 3 incidents. Of the 115 complaints received, there were 164 incidents. The incidents are categories as:

HSE Categories of Complaints

- **ACCESS** – Accessibility/resources, appointment delays, admission delays, hospital facilities, parking, transfer issues, transport, visiting.
- **DIGNITY & RESPECT** – alleged inappropriate behaviour, delivery of care, discrimination, end-of-life care, ethnicity.
- **SAFE & EFFECTIVE CARE** – adequate human resources, diagnosis, test, continuity of care, discharge, H&S issues, healthcare records, hygiene, Infection Control, patient property, medication, treatment & care

- **COMMUNICATION & INFORMATION** – communication skills, delay & failure to communicate, diverse needs, information, telephone calls
- **PARTICIPATION** – consent, parental access & consent, patient's/families/relatives
- **IMPROVING HEALTH** – empowerment, holistic care, catering, smoking policy

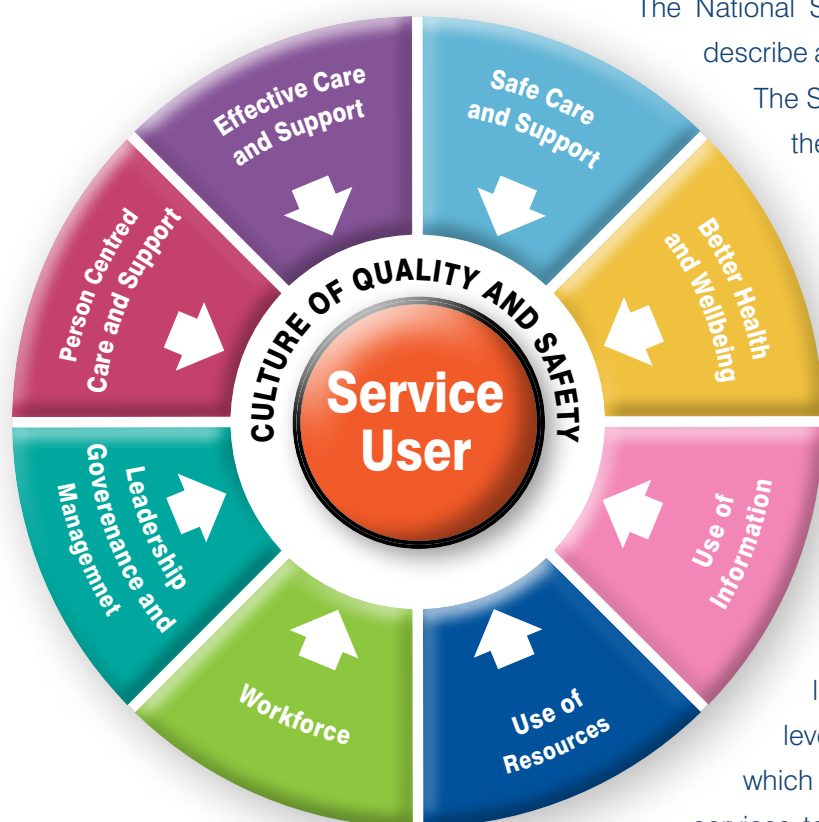
Incidents by Category



Complaint received/resolved at point of contact (Stage 1) - Point of Contact 2022

Location details	CHO/Hospital Group/Primary Care Team/Ward etc					
Month	(i) Complaints received pending at end of last month	(ii) Complaints received this month	(iii) Total Complaints on hand current month	(iv) Complaints dealt with at point-of-contact	(v) Complaints unresolved and referred to Complaints	(vi) Complaints Withdrawn
January						
February		0	0	0	0	0
March		0	0	0	0	0
April		2	2	2	0	0
May		5	5	3	2	0
June		7	7	6	1	0
July		6	6	6	0	0
August		16	16	16	0	0
September		11	11	11	0	0
October		13	13	12	1	0
November		13	13	15	4	0
December		5	5	4	1	0
Total		84	5	75	9	0
Jan - June		14	7	11	3	0
July - December		70	5	64	6	0

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 2022, the QRMD carried out its fifth 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	0/10 (100%)	✓	0	9	1	0
Safe Care and Support	2/12 (100%)	✓	0	12	0	0
Better Health and Wellbeing	1/1 (100%)	✓	0	1	0	0
Leadership, Governance & Management	2/12 (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 Office

The QRMD manages requests made for the release of confidential health care records. These records can be requested under the **Freedom of Information (FOI) or the Data Protection Acts** which gives people a right to apply for a copy of their personal data held by the hospital. These acts also give people the right to have personal information about them held by these public bodies corrected or updated.

In 2022 there were **928** requests for health care records which is a 14.4% increase on the number of requests in 2021. **50** of the requests were deemed not valid.

** Requests processed by Radiology Department*

**Table 2: Records request FOI/Subject Access Requests SAR
Picture Archiving Communication System**

Overall FOI/SAR/PAC Requests 2022			
Request Type	Requests Number	Invalid Requests	Total Requests
FOI	102	11	113
SAR	559	39	598
Total	661	50	711
PAC*	217	0	217
Overall	878	50	928
Overall	878	50	928
Overall Total	878	50	928

National Care Experience Programme

The 2022 National Care Experience Programme took place during May 2022. Ratings for all stages of care were about the same in 2022 as in 2021. A total of **680** MUH patients were invited to participate in the survey; **294** responses were received (**43%** response rate). **83%** of patients indicated that they had either a good or very good experience while in the MUH.



HIGHEST RATING QUESTIONS

Survey Question	Your Data	National Data
Q16 - Overall, did you feel you were treated with respect and dignity while you were in hospital?	9.2	-
Q31 - Were you given enough privacy when being examined or treated?	9.1	-
Q32 - Do you think the hospital staff did everything they could to help control your pain?	9.1	-

OPPORTUNITY FOR IMPROVEMENT		
Survey Question	Your Data	National Data
Q48 - Did the doctors or nurses give your family or someone close to you all the information they needed to help care for you?	6.5	-
Q45 - Did a member of staff tell you about medication side effects to watch for when you went home	6.6	-
Q46 - Did a member of staff tell you about any danger signals you should watch for after you went home?	6.7	-

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.

Policy Approvals Committee (PAC)

The PAC, which has multi-disciplinary membership, is chaired by Ms. Margaret McKiernan, Director of Nursing. The terms of reference of the committee were reviewed and amended in May 2022. The committee met 5 times in 2022 and approved 28 hospital policies during that timeframe. Administration of the committee is managed by the PAC Coordinator within the Quality and Risk Management Department.

The purpose of the PAC is to provide guidance to hospital staff on the process of developing and reviewing hospital policy documents in keeping with the vision, values and mission of the Hospital. This arrangement is reflected in the policy document for the Development and Review of Policies, Procedures, Protocols and Guidelines (PPPG's) ensuring compliance with the hospital's responsibilities to provide safe and effective care for patients. All approved PPPG's are available for staff to access on the MUH Intranet. In addition, guidelines on the formatting and submission of PPPG's have been developed and are also available on the Intranet.

Open Disclosure

The QRMD promotes the HSE Open Disclosure policy. Open Disclosure is defined as Communicating effectively in a compassionate, empathic and thoughtful manner, especially when providing information about a patient safety incident, is a crucial part of the therapeutic relationship and if done well can mitigate anxiety and enhance trust in the staff and the hospital. The hospital is committed to ongoing training and development in respect of Open Disclosure.

The HSE Open Disclosure Office have published 2 Open Disclosure Online Modules which are available on HSELand:

- **Module 1: Communicating Effectively through Open Disclosure**

All MUH staff are expected to complete the training and to provide a copy of their certification of completion to their Head of Department/ line manager.

- **Module 2: Open Disclosure: Applying Principles to Practice Clinical:**

Module 2 assist staff when preparing for and managing a formal open disclosure meeting, including some of the complexities that may arise. This module is for all staff that may be involved in formal open disclosure meetings.



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TECHNICAL SERVICES DEPARTMENT

2022 was a very busy year for the Technical Services Department (TSD) team with additional challenges and pressures moving on from the COVID19 pandemic. The TSD mission - "our team will continuously seek to excel in the provision environment enabling our staff deliver the optimum patient care", continues to be the challenge we all set out to achieve.

Over the last two years there has been significant capital investment in the hospital with the new 30 Bed Ward and Operating Theatres, new Radiology Building, Medical Gas resilience works and many other smaller projects.

The Technical Services Department (TSD) provides a range of services for Mercy University Hospital including:

- Major and Minor Capital Projects
- Energy and Sustainability
- Infrastructural Risk
- Fire Prevention and Safety
- Maintenance Department - Planned and reactive maintenance
- Environmental Services

MAJOR CAPITAL PROJECTS

2022 has seen some significant developments take place on the MUH campus which were projects in response to the Covid pandemic and completed under the emergency legislation enacted by government in 2020. In MUH these projects included a new Radiology building and the new 30 bed ward and Theatre project. With the support of the HSE Medical Gas Resilience project, MUH progressed major replacement of medical gas infrastructure with significant works carried out in 2022. This will provide enhanced medical gas systems for MUH to cater for existing and future requirements

New Build - 30 Inpatient Bedrooms and 2 Operating Theatre suites

This project comprised of the provision of a new 30 bed ward extension (over two floors – second floor and third floor); with two new state of the art theatres on fourth floor level. The new building is supported by steel framed structure on piled foundations.

- A new three storey development (700m2 per floor) spanning over the existing service yard of the Mercy University Hospital, Cork.
- **Level 02 – St. Camillus Ward** (18 bedded ward) and **Level 03 – St. Anthony's Ward** (12 bedded ward) plus support accommodation serving each floor.
- All bedrooms complete with ensuite and shower wet room facilities.
- **Level 04** – two state of the art Operating Theatres plus support accommodation.

Clancy Construction were appointed as the main contractor for the project and commenced on site on 6th April 2021. Clancy Construction have a proven track record in delivering complex healthcare projects and the collaborative approach from all stakeholders has been key to the successful delivery of the project.





The new development ties into the existing hospital buildings at 6nr locations in total – two link connections at each floor level. Extensive planning and coordination were involved in progressing these complex tie in works whilst ensuring minimum disruption to the hospital. Hospital services were maintained throughout the project, and this is testament to the collaborative approach from all stakeholders. Patient information leaflets giving some background of the project and ongoing works were introduced on this project and worked well from an information sharing perspective. Monthly progress updates were shared with staff to keep everyone up the speed on how the project was progressing.

Some of the challenges that were mitigated and overcome during the course of the project – noisdustr, vibrations, working near live services, working in close proximity to a live hospital environment, maintaining service continuity, coordination of large-scale service shutdowns and tie in's.

This project has seen the largest capital investment received by the hospital for some time.

RADIOLOGY PROSPECT ROW FACILITY

The new Radiology Prospect Row facility was delivered for hospital use during July 2022. This three-storey facility is located on the southwest of the hospital campus, facing Sheares St. and Prospect Row. It provides clinical and staff facilities at ground floor level, offices at first floor level and plant rooms at second floor level. New link corridors connect the facility to the Sheares Street Block at ground and first floor levels.



The new clinical facilities comprise four modern ultrasound examination rooms, an ultrasound intervention suite and clinical support rooms, all improving radiology department services and patient experience at the hospital.



Medical Gas Resilience

MUH progressed a major replacement of its medical gas infrastructure with works started in 2021 and completion due in 2023.

The design stage for both new medical air plant and vacuum plant is ongoing which will increase the resilience of both the medical air and vacuum distribution infrastructure in the Mansion House side of the campus. **Picture below: Vacuum Plant in place**



Minor Capital Works

Minor Capital Works included:

- Pneumatic Tube (Chute system)
- CT/Prospect Row Boiler
- Uninterruptible Power Supply (UPS) Replacement
- Essential Electrical Switchboard

ENERGY AND SUSTAINABILITY

The Technical Services Department works closely with the MUH Greenway57 team working on various initiatives to increase staff engagement and awareness in relation to energy and sustainability.

SEAI Monitoring and Reporting

As a public sector body, we are legally obliged to report our energy performance annually using an SEAI Monitoring and Reporting online system. We must achieve a 51% reduction in energy related greenhouse gas (GHG) emissions and a 50% improvement in energy efficiency by 2030.

- In 2022 we were 7.2% better than 2021 in terms of energy performance. We were 41% better than our energy efficiency baseline from 2009. A further 18% improvement is required to meet our 2030 targets.
- In 2022 MUH energy consumption was 13,218 MWh. A small increase in consumption compared to 2021 was to be expected as the hospital expanded with the new radiology building and 30 additional beds in the Roche block. As a result of this our energy consumption was 0.7% more than 2021. Our energy related CO2 emissions for 2022 was 2,299 tonnes of CO2 which was 4% less than 2021.
- MUH continue to focus on reducing water usage and as a member of the Water Stewardship Ireland Community of practice our aim is to further improve efficiency in water use through a comprehensive programme of initiatives and monitoring throughout the year.

MUH continue to update the Register of Opportunities for energy and use this to identify potential energy upgrade projects. In 2022 energy projects completed and funded by HSE Energy Bureau to the value of €150,000 were the changing out of end-of-life equipment for newer more energy efficient plant and equipment with improvement upgrades. These projects include the changing out of chiller systems to Endoscopy, CT, and Nuclear Med, and T4 & T5. The HSE Energy bureau assisted the project both in terms of funding and technical expertise.

Infrastructural Risk

TSD works to ensure the health estate is compliant with best practice, design standards and regulatory guidelines (including Accessibility, Health and Safety, Fire Safety, HIQA, Infection Control, Local Authority and Planning requirements). TSD maintain an infrastructural risk register for the hospital. The annual minor capital programme has allowed MUH to progress works in relation to the high-risk items on the infrastructural risk register.

FIRE SAFETY

There has been continued progress and robust management of the newly developed educational and management procedures and systems.

Fire Alarm Activity

- Fire Alarm Activations - 88 (16% increase on 2021)¹
- Highest Activation Cause - Smoking (48 activations)
- Fire Service Callouts - 36 (3% increase on 2021)
- External Building Alarm Activations - 8.

Note: It is recognised that the expansion, growth, and construction activity of the hospital has contributed to the increase in fire alarm activations in 2021.

Fire Training Statistics

Fire safety training remains a priority for the hospital and as such a total of 1061 staff members received some form of fire safety training in 2022. This number represents nearly a 94% increase on the previous year's training number.



Fire Emergency Response Team

- The F.E.R.T team has had a busy year where they were actively involved with all 88 alarm activations.
- F.E.R.T attended offsite training at the fire training centre in Ringaskiddy in October of 2022.
- In 2022, the introduction of new F.E.R.T. Vests, F.E.R.T Response Flowchart and F.E.R.T Toolboxes Talks were presented and prepared by the MUH Fire Officer.

MAINTENANCE DEPARTMENT

The Maintenance Department had another very busy year in 2022, due to:

- The addition of several properties to the Mercy portfolio, thus, managing an increasing number of requirements with Planned Preventative Maintenance (PPM) schedules.
- More increased activities in relation to specialist contractors, and
- Minor projects being approved and authorised.

The Maintenance Helpdesk, which manages reactive maintenance issues, had 5,000 requests logged in relation to electrical, mechanical, carpentry and general items. This is an increase of 45% on 2021. These items are attended to by the in-house maintenance team of plumbers, electricians, carpenters and multi-task attendants as well as specialist contractors when required.

Our annual maintenance of medium voltage electrical switchgear occurred on the 16th of July this year. This event requires major collaboration and management from all departments within the hospital to ensure a service is maintained in this period.

The Maintenance Department began implementation of new maintenance software in 2022. The new system (Tririga) is designed by IBM and has been procured by HSE Estates. This new system will improve the maintenance department's ability to plan, track and improve on all aspects of reactive and preventative hospital maintenance. Some hospital departments will report via this new system in 2023 with full implementation planned for 2024.

Environmental Issues

The prevalence of managing the built environment during major weather events is now becoming a more frequent requirement due to global warming. This is a process we manage within the department with regard to protecting the property, staff and patients during such events.

Environmental Services

Irish Water and Cork City Council were working throughout the year extensively as part of the National Leakage Reduction Programme with the upgrades to the water network in the Middle Parish of Cork City and this had an ongoing impact on the hospital through various outages and shutdowns to facilitate this work, which were managed through the maintenance department.

The maintenance department arranged for Clinical waste training provided by the waste contractor Stericycle (SRCL) in November 2022 and 172 staff attended

EXTRACTS FROM FINANCIAL STATEMENTS 2022

SUMMARY OF FINANCIAL ACTIVITIES

	2022 €000	2021 €000
INCOME		
Patient Income	18,464	17,182
HSE Funding	132,044	117,221
Other Income	4,080	3,703
	154,588	138,106
EXPENDITURE		
Payroll and Related Costs	105,318	93,281
Non Payroll Costs	50,573	46,214
	155,891	139,495
OPERATING (DEFICIT)	(1,303)	(1,389)
Donated Assets	-	2,295
NET (DEFICIT) FOR YEAR	(1,303)	906

EXTRACTS FROM FINANCIAL STATEMENTS 2022

BALANCE SHEET AT 31 DECEMBER 2022

	2022 €000	2021 €000
TANGIBLE ASSETS	75,295	61,428
CURRENT ASSETS		
Stocks	2,719	2,271
Debtors	21,344	20,555
Cash	5,701	6,715
	29,764	29,541
CREDITORS	(25,353)	(21,114)
NET CURRENT ASSETS	4,351	4,188
TOTAL ASSETS LESS CURRENT LIABILITIES	79,646	65,616
CAPITAL GRANTS	(71,835)	(56,502)
SHAREHOLDER'S FUNDS	7,811	9,114



Mercy

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Compassion Excellence Justice Respect Team Spirit



MISSION AND VALUES

"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"

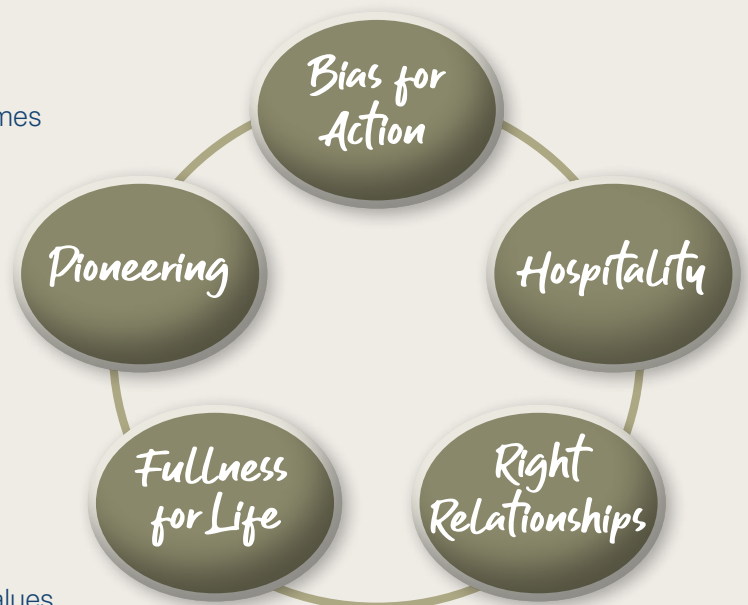
Long standing organizations, such as Mercy University Hospital (MUH), have a solid culture, embedded in a mission; a core set of values that ground and shape actions, decisions and behaviours and an identifiable brand with an expectation of the service to be delivered. Central to the vision of Mercy is a special concern for those who are most vulnerable and are struggling with sickness.

Over the last 10-15 years MUH has actively contemporized its Mission in keeping with current societal needs whilst remaining true to its founding principles. **This is achieved through:**

- Corporate Constructs with Executive Management Board sponsorship across all disciplines
- Appointment of Values & Culture Lead
- Embedding 'The Mercy Way'
- Social Inclusion/Patient Advocacy Programmes
- Spirituality and Pastoral Care
- Clinical Ethical Frameworks

MUH is sustained by its five Core Values of Respect, Compassion, Excellence, Justice and Team Spirit. Understanding and living our Values is crucial to ensuring better patient outcomes and creating an environment of cultural excellence within our hospital.

The ongoing development of the Mission and Values Programme at Mercy University Hospital, integrates, through a series of initiatives and programmes, the charism of Mercy - ethos, culture, mission, and values - into the operations, structures, programmes and practices of the hospital.



Critical Concerns of Mercy

Core to Mercy is the cry of Catherine McAuley - *“Awareness of the need and immediacy of the Response”*. Mercy University Hospital thus continues its focus on two of the primary concerns of Mercy globally - the environment and social justice.



OUR COMMON HOME



The goal of **Greenway57** is to enable Mercy University Hospital in becoming more resource and energy efficient, prevent/reduce waste and endeavour to create a more sustainable environment for patients and staff of the Hospital. This is achieved through encouraging behavioural change in staff, as by reducing our environmental

impact through improved services and educational programs we enable our patients and staff to live and acknowledge the importance of a healthier environment. The establishment of **Greenway57** has been used as a model for the introduction of Sustainability Groups in other healthcare facilities across the country. **Greenway57** works collaboratively with HSE Regional Environment and Sustainability Officer and the Clean Technology Centre MTU securing funding and support for projects and initiatives.

In 2022 Greenway57, together with the Technical Services Department, led out several initiatives including:

- **Reduce Your Use Campaign/Sustainability Months** – At the start of 2022, **Greenway57** invited staff to participate in dedicated Sustainability Months which focused on raising awareness around the fragility of our planet and changing practices in some small and often very simple ways at work and at home. The months have focused on various facets of Electricity, Recycling, Water conservation, natural wildlife etc.
- **Multipurpose bins** were introduced to streamline waste practices within the hospital. A dedicated Waste Awareness Day was facilitated on site to educate staff on the use of same and to incorporate better practices within their workplace and their homes.
- **Bee Lodges** - To mark World Bee Day on May 20th, Mercy University Hospital installed several bee lodges on the IDL site located across the river from the main hospital. The main purpose of this initiative is focused on the conservation of the native Irish Bee (the Irish Black Bee) which is found to have the purest genetics in all of Europe.

SOCIAL JUSTICE



Anti-Human Trafficking Training

On September 12th Mercy University Hospital Cork, became the first hospital in Ireland to commence training and education for staff, from across all departments, on the crisis of human trafficking and the recognition of same in Ireland. Mercy University Hospital is particularly delighted to partner with MECPATHS, a Mercy company, to lead out this training. Given that 60% of human trafficking victims present to Emergency Departments, this training is not merely timely, it is essential for all healthcare providers. In keeping with the Mission and Core Values of the hospital and in the spirit of Catherine McAuley, we will continue this collaboration with MECPATHS.

Cork Sexual Violence Centre

In support of the work of colleagues in developing and progressing projects in the Emergency Department, the Values & Culture lead facilitated engagement with Mary Crilly of the Cork Sexual Violence Centre and onward engagement is proposed for 2023 on several initiatives as MUH remains perfectly positioned to support this work.



Social Inclusion/Inclusion Health

In December, MUH Advanced Nurse Practitioner Inclusion Health, Eibhlin Collins, together with the Department of Nursing, hosted a dedicated information morning for hospital staff. “The Mercy” is in regular partnership with many community services towards improving cohesion and better outcomes for patients and therefore services from the full spectrum of diversity in community services were invited including the Traveller Visibility Group, the Probation Services, Mná Feasa, Churchfield Trust to name a few.

COMMUNITY

In response to a need of our patients, both children and adults, who require assistance when using our services, Staff Nurse Gerardo Medina created a specially designed Social Story Booklet – “My visit to the Mercy Local Injury Unit”. To further complement the introduction of the booklet, CNM3, Nuala Coughlan, CNM2 Sharon Crowley and MUH Values & Culture Lead Siobhán Kenny came together to seek a way to get the local community involved in bringing some colour to the exterior of the Unit and making a visit a little more bearable.

A local artist from the Men’s Shed project was contacted and together with a group of young people from ‘The Hut’, a Youth and Community Centre in Gurrabraher, they set about their brief, producing a wonderful art installation which captures several different concepts, Biodiversity, Cork Culture, Autism awareness and the Local Injury Unit itself i.e. it has butterflies which is the 2022 symbol for Autism, the colour blue to promote autism awareness, a hill to incorporate the “On Top Of the Hill” motif associated with the Unit and even some bees to represent our commitment to our environment. Most of all it brings a smile to people’s faces and will hopefully reduce the stress of an unexpected visit to the Unit.



MISSION INTEGRATION

Induction/Orientation

All new staff Non-Consultant Hospital Doctors (NCHDs), Student Nurses and Overseas Nurses are educated in the Mercy Way and familiarised with the heritage and tradition of the hospital through Induction Programmes that welcome staff to MUH. This training is facilitated through the Global Induction Programme (8 programmes per year), NCHD Induction (3 programmes per year) Student and Overseas Nurses (5 programmes per year). The feedback from the programmes shapes continually refinement of.

Team Development – The Mercy Way

A bespoke Team building exercise has been designed, developed and introduced to address the “generational gap”. This programme intends to fuse the past and present of Mercy and enable Teams to develop a Vision of Mercy that will honour this fusion and ensure Mercy endures into the future. This programme has been developed further to feedback received in the Values & Culture Evaluation (2021).

Training

Incarnation of the vision, mission and values are now innate to several training programmes facilitated across MUH, most notably End of Life Care and Enhanced Communication Skills which are facilitated through the Department of Nursing.

Bespoke programmes which relate the Values to daily activities have been developed and embedded including Engaging with Respect (3 programmes facilitated in 2022) and Managing People Skills Course (2 programmes facilitated in 2022).

STAFF RECOGNITION

“There is nothing of greater importance than the perfect discharge of our ordinary duties”

Catherine McAuley



Further to its introduction in 2020, this Award scheme continued to flourish throughout 2022. This scheme is an employee-owned program that will offer MUH staff a way to acknowledge and express appreciation for colleagues who make a difference to their everyday working life. All Mercy staff can nominate a fellow staff member who has brought to life the Mercy Mission and Values by demonstrating true service to the hospital, its patients and staff. Every member of staff within MUH is eligible for this Award and the criterion is defined by the Mercy Care South Governance Charter: A Mission in Healthcare.

In 2022, a total of **5** Awards (one joint) were made with 50 Commendations presented to staff.



Lifetime Achievement Award

The MUH Lifetime Achievement Award which is awarded to honour and recognize the contributions over the whole career of an MUH staff member, at the core of which the Mercy Values of Compassion, Excellence, Respect, Justice and Team Spirit are exemplified. This year the award was conferred on Consultant Anaesthetist Dr Anita Griffith and a special presentation was made at Mercy Day Mass.



Long Service Pins

Mercy University Hospital was delighted to acknowledge 1 member of staff for reaching 40 years of service and a special presentation was made at Mercy Day Mass to Noleen McCarthy. A total of 11 staff were acknowledged for 30-year service whilst 52 members of staff received Long Service Pins for 20-year service, with 31 members of staff receiving Pins for 10-year service.



CULTURAL ASSESSMENT

Facilitation of staff feedback is essential to enable and enhance the aspiration of cultural excellence and is the premise of the Mission and Values Programme in how the Values are articulated in their truest form in an inclusive and collaborative fashion. Evaluation also re-enforces the sense of ownership and stewardship of the Values that each staff member has a responsibility for. It also informs projects and initiatives to ensure the Mercy Charism and ethos are sustained. **This is achieved through:**

- Dedicated Focus Groups: staff were brought together to reflect on the outcomes of the Values & Culture Evaluation and to actualise the results and identify and address deficits therein.
- The Staff Forum, which was reviewed and expanded, convened twice in 2022.
- Feedback is acquired further to each Induction Programme and staff also provide suggestions on how to further develop and enhance the programme.
- One to One feedback: Staff are also invited to share concerns or comments directly to the Values & Culture Lead if the mission and values of MUH are failing to be lived or articulated.

SPACES, PLACES AND EXPERIENCES



Mercy165

On March 17th, 2022, Mercy University Hospital (MUH) celebrated its 165th anniversary. This milestone anniversary presented a wonderful opportunity for the hospital to educate and engage Staff in the Mercy Story (past, present, and future) and further embed the Mission and Values of MUH; all of which is in keeping with the

hospital's commitment as a Values led organisation. It also provided the opportunity to acknowledge the significant and enduring contribution of MUH to the people of Cork and beyond for 165 years and further nurture community relations. Several events were hosted to mark the occasion:

Presentation – “It Started with Four”

In consultation with the Congregation of the Sisters of Mercy Southern Provincial Team, Bishop Street and archivist Sr. Dora, the annals of the Hospital were brought to life in a new presentation specially designed to mark the 165th anniversary. The purpose of the 30-minute presentation was to engage staff on the foundation of the hospital, the people it served/serves and how the hospital has continued to evolve, innovate, and endure whilst responding to the needs of its time. The presentation was delivered at several events including, the Clinical Audit & Quality Improvement Day, the Department of Nursing Conference, and a dedicated Mercy165 Heads of Department meeting.

Award

To mark this historical milestone, a special 165 Mercy Values Award was presented at the Clinical Audit & Quality Improvement Day, to the Emergency Department Staff for developing S.A.F.E. Huddles in the Emergency Department which increase situational awareness using a SAFE huddle to identify patients at risk of deterioration whilst ensuring the concerns of the team regarding a patient are escalated appropriately.



Nursing Conference

To honour the 165th anniversary of the hospital, the Department of Nursing hosted a Conference on September 28th in the River Lee Hotel. (Please see Hospital Highlights Pg 96)

Lord Mayors Visit

In October, the Lord Mayor, Cllr Deirdre Forde joined in the Mercy165 celebrations, for afternoon tea, thus honoring two Mercy traditions

- The connection with the Mayoralty of the City as the Mansion House was the official residence of the Lord Mayor until 1841. The Mansion House was built for the Office of the Lord Mayor, and this is a unique historical link for Mercy with the City.
- The gathering of Mercy staff for “a comfortable cup of tea” – a tradition handed down from Mercy foundress Catherine McAuley who encouraged her Sisters to enjoy “a comfortable cup of tea” after her death. Today, the comfortable cup of tea represents warm hospitality and generosity amongst the Mercy community.



Heritage Information Panels

A series of Heritage Information Panels have been especially designed recounting the foundation and history of the hospital. The Panels will form a series to be displayed across the hospital in key locations.

MUH Foundation – Walk/Run 165Km

The MUH Foundation partnered with the hospital to acknowledge Mercy165 by organising a Walk/Run 165Km Challenge, held during October, in aid of the Foundation’s Cancer Appeal. This event enabled the Foundation to help celebrate the 165th Birthday of the Hospital, whilst staff from the hospital participated in the challenge, in groups and individually. **A phenomenal €29,341 was raised.**

Mercy Day Mass 2022

September 24th is a very important date in the Mercy diary as it was on this date in 1827, the foundress of the Mercy Order, Catherine McAuley dedicated the first house of Mercy (on Baggot Street) thus bringing to life The Mercy Way. MUH, together with the wider Mercy family, dedicate this time to celebrating “being Mercy” – honouring the past, present and future and affording us, as a healthcare provider, the opportunity to reflect on our Vision, Mission and Values. The centrepiece of Mercy Week celebrations at MUH is Mercy Day Mass which was celebrated by Bishop Fintan Gavin with staff participation throughout. This year, due to the removal of Covid19 restrictions, patients and staff were able to attend across the hospital.



Mercy

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HOSPITAL HIGHLIGHTS

Opening of St. Camillus Ward and Radiology Unit

In 2022 Mercy University Hospital completed a critical phase in its €22 million expansion project, with the opening of the Radiology Unit, and two new Wards – St. Camillus's and St. Anthony's – which provide 30 extra inpatient beds (See Technical Services Department Report Pg 76)

The addition of 30 extra beds in both single and multi-bed ensuite bedrooms over 2 floors facilitate essential hospital functions in terms of bed capacity and assist the hospital in disease management pathways, improved patient flow and elective inpatient workloads. The new building will also facilitate two state of the art operating theatres. The new modular build structure, over three storeys, with a service yard underneath, and adds 2,400 sq m (almost 26,000 sq ft) to the hospital's footprint.

Mr Paschal Hedderman had the honour of being the first patient on St. Camillus Ward on Dec 9th.



Visit of Minister for Health, Stephen Donnelly

Minister for Health, Stephen Donnelly visited Mercy University Hospital on May 26th. Further to a comprehensive meeting with the Executive Management Board, the Minister undertook a tour of the hospital, including the Emergency Department, meeting with staff and viewing the new Radiology Building.



Surgical Discussion Group

On May 28th, Mercy University Hospital welcomed the National Surgical Discussion Group to Mercy University Hospital. Mr. Criostóir Ó'Súilleabháin, Consultant Upper GI & Hepatobiliary Pancreatic Surgeon, hosted the event and welcomed 40 Surgeons from across Ireland. Speakers included Mr. Peadar Waters, Consultant Colorectal and General Surgeon, CUH, Professor Paul Burke, Consultant Vascular and General Surgeon, UHL and Professor Fergus Shanahan, Emeritus Professor of Medicine.

Mercy University Hospital was represented by Mr. Gerald McGreal, Consultant Vascular and General Surgeon and Dr Carthage Moran, Consultant Gastroenterologist. The programme included a series of academic and clinical talks and incorporated case studies.



Nursing Conference – “Connections”



To honour the 165th anniversary of the hospital, the Department of Nursing hosted a Conference on September 28th in the River Lee Hotel. The theme of the Conference was “**Connections**” and reflected on 165 years of the delivery of careful and wholistic Nursing and the development of evidence-based Nursing practice and services at Mercy University Hospital including, amongst others, Social Inclusion and Outreach Services, whilst acknowledging the many

connections past, present and future that ensure the continued exceptional delivery of care.

There was a broad range of speakers and topics, both national and local, including Georgina Bassett, Deputy Chief Nursing Officer, Office of the Chief Nursing Officer,



Clinical Audit and Research Day

University Hospital on 23rd June. The day celebrates and recognises all the excellent work done in maintaining and improving services across the hospital.

An impressive 29 projects were submitted varying from Clinical Audit, Patient Centred Care, Improvement to Services and the Use of Resources.

The prizes winners for the 2022 Annual Mercy University Hospital Clinical Audit and Quality Improvement Day were as follows:

OVERALL WINNER - Sr Laurentia award for overall achievement of excellence

Oncology/Haematology Patients use of an Acute Oncology Specialist Nursing Service to avoid Emergency Department admission -

Stephanie Creedon (*Acute Oncology Service CNS*),

Valerie O'Mahony (*CNM3 Oncology/Haematology Services*)

IMPROVED USE OF RESOURCES

Comparison of Sodium levels between GEM 5000 Blood Gas Analysers and Abbott c8000 Architect Analyser in patients admitted to ED in MUH.

Stephanie Yates, *Medical Scientist, Biochemistry*,

Eithne Barden, *Chief Medical Scientist, Biochemistry*,

Dr Michael Louw, *Consultant Chemical Pathologist*, Angeline Lagali, *Medical Scientist*

BEST CLINICAL AUDIT CATEGORY

Current management and treatment of lateral ankle sprains in a Minor Injury Unit – Implementing Best Practice Guidelines - William Ryan.

IMPROVING PATIENT EXPERIENCE

Multidisciplinary Quality Improvement Plan: Introduction of use of Passy Muir speaking valve in line with mechanical ventilation in patients with tracheostomy in ICU setting in MUH.

Finola Ferris (*Senior Speech and Language Therapist*), Keith O'Sullivan (*Senior Physiotherapist*),

Dervla Murphy (*Senior Physiotherapist*), Teresa Marshall (*Clinical Facilitator/CNM2*),

Dr. Michelle O'Mahony (*Cons. Anaesthetist*), Dr. Donall O'Croinin (*Cons. Anaesthetist*),

Elaine Hanna (*CNM2*), Tara Friel (*Speech and Language Therapy Manager*).

Improvement in effective care & support category

Inpatient preoperative medication administration- a service evaluation and quality improvement project.

Dr. Clare Keaveney Jimenez (*Anaesthetic SHO*), Rebecca MacSweeney (*Pharmacy*),

Dr. Michelle O'Mahony (*Anaesthetic Consultant*)

Occupational Therapy Department - Kitchen Development

Occupational Therapists (OTs) are interested in a person's ability to perform everyday tasks such as cooking, tidying up and cleaning. In order to assess these tasks, OTs require a functional OT kitchen. Kitchen assessments allow OTs to examine a person's cognitive, perceptual and physical functioning in an everyday task. It was determined that the old OT department kitchen was not fit for purpose and it was decided to redevelop the Assessment Kitchen. The work was undertaken in conjunction with the MUH Foundation and various Departments across the Hospital



This space is quiet and peaceful and has the appearance of a kitchen you might find at home. It allows (OTs) to not only conduct kitchen assessments, but also paper and pen cognitive and perceptual assessments. It's a quiet space where OTs can provide advice and education to patients and their family members.

Happy Anniversary St. Mary's Ward

On November 30th, 2022, Mercy University Hospital (MUH) marked the 20th Anniversary of St Mary's Ward and the beginning of Geriatric Medicine as a specialty in the hospital.

Since 2002, Geriatric Medicine and specialist services for older people have grown substantially in the hospital. The department has progressed from one Consultant to now having seven Consultants in geriatric medicine associated with the department. The services from the department are now spread over three campuses: Mercy University Hospital main site; St Mary's Health Campus in Gurrabraher; and St Finbarr's Hospital Campus on Douglas Road.



Project DREAM in the Emergency Department

A team lead by Advanced Nurse Practitioner Sharon Maher were successful in securing HSE SPARK Innovation funding of €20,000 for Delirium management in the ED and Acute Medicine unit (DREAM) otherwise known as Project DREAM.

The Project DREAM committee consisted of Ms Sharon Maher, Advanced Nurse Practitioner, Dr Rónán O'Caoimh, Consultant Geriatrician, Dr Dearbhla Burke, Senior Physiotherapist, Ms Mary O'Donovan, Senior Occupational Therapist, Ms Julie Mc Hugh, Senior Occupational Therapist, Dr Elizabeth Moloney, Consultant Geriatrician, Dr Darren McLoughlin, Consultant ED Physician, Ms Anne Healy, Clinical Nursing Facilitator Emergency Department.



Early identification and management of delirium is strongly advocated to minimize adverse events. All patients aged ≥ 65 years should be screened for delirium while in hospital with a brief screen called the 4AT and the aims of Project DREAM are 1) enhanced identification and follow-up of delirium to ensure resolution, 2) education of staff, patients, and carers on delirium and 3) CALM, a bespoke multi-component intervention to prevent and manage delirium for patients in the emergency department (ED).

The team completed an initial audit on delirium screening, with only 9% of patients screened for delirium in line with the HSE guidelines. In addition, a survey of ED staff was completed which showed that one third of those surveyed had no formal training on delirium assessment or management. Respondents cited that the main barriers to screening for delirium included lack of time, lack of training, unsuitable environment, and unclear pathway for management if screening is positive for delirium. As a result, small group teaching for ED staff on delirium recognition and management was arranged.

This project also included the development and introduction of bespoke CALM resources for patients in the ED to help prevent or alleviate the symptoms of delirium.

Funding, from the MUH Foundation, was also secured for winter warmer packs from the MUH. Each pack contained gloves, a hat, a scarf, base layers, a hot water bottle and a flask. The purpose of these packs was to prevent deaths due to cold. These were issued to patients in poor housing or at risk of cold strain during the winter months.

Launch of 1st Medication Safety Bulletin at MUH

Medications are the most commonly used intervention in healthcare, and they play an essential role in treating illness and preventing disease. In Mercy University Hospital (MUH), there are approximately 1,600 different medicines available with a typical patient being prescribed an average of 13 different medications during their hospital stay! Thus, the safe use of medicines at all stages – from prescribing, dispensing and administration – is vitally important to ensure the best possible patient outcomes.

In 2017, the World Health Organisation recognised the importance of safe and effective medication use when it identified its third global patient safety challenge - **Medication without Harm** - with its focus on improving medication safety.

That same year, the Medication Safety Working Group (MSWG) was established in MUH. It is a multidisciplinary team with members representing Medical, Nursing, Pharmacy and Quality & Risk with a collective aim of promoting best practices in medication safety to ensure safe and effective medication use.

As part of the programme of work, the MSWG recently launched the 1st Medication Safety Bulletin. This bulletin provides important information about medication safety initiatives in MUH and gives the team the opportunity to share experiences and best practices.





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FOUNDATION HIGHLIGHTS 2022



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 2022

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

Mr. Eoin Tobin

Dr. Chris Luke

GRATEFUL AND GIVING BACK



The Danny Crowley Christmas Swim

Christmas Day 2022 saw the 10th, and what would be the final, annual Christmas Swim take place in memory of Carrigaline teenager Danny Crowley, who sadly passed away after a tough battle with Leukaemia in 2013.

Dannys family and friends gathered to announce that the 2022 swim raised €24,002.60 bringing the total funds raised over the 10 years of the event to a phenomenal €177,000 for the Mercy Hospital Foundation's Kids & Teens Appeal, in particular the Paediatric Outreach Oncology Nursing Service (POONS), which supports Cork's youngest cancer patients.

We are so proud and grateful to Danny's dedicated friends and family for their 10 years of fundraising, and this final count is an incredible testament to their love for Danny's memory, and their generosity to the Mercy University Hospital, which they all should be so proud of. Majella, Danny's Mom acknowledged everyone who has supported the swim over the years by saying "What started with about 40 swimmers in 2013, saw more than 500 swimmers brave the water in recent years. We are so proud of what has been achieved and want to extend a massive thank you to anyone who supported the event over the last 10 years.



Jimmy Horgan Memorial Golf Classic

The Jimmy Horgan Memorial Golf Classic took place on Thursday, 8th September 2022 in Douglas Golf Course, Cork. The event was organised in memory of Jimmy Horgan, 13 years old, who passed away in the Mercy after an accident. This event was a fundraiser to express gratitude to the staff of the Mercy University Hospital, Cork. All funds raised as part of the event will go directly to this great cause. Events from 2021 in memory of Jimmy Horgan raised nearly €90,000 for the Mercy Hospital Foundation.

There were incredible prizes and a silent auction as part of the event. Prizes include a signed and framed 2022 Masters Flag by Scottie Scheffler; a framed Congressional Golf Flag by Rory McIlroy (his First Major); premium tickets to a Liverpool FC home game; and many more.

A huge thank you to Ernest and Rachel, Jimmys parents as well as all involved in the Golf Classic.

GRATEFUL AND GIVING BACK



Grace O Callaghan completes 165km challenge for the Mercy

Luke, Grace's eldest son was diagnosed with cancer in August of last year, and he is still receiving treatment in the Mercy University Hospital Cork. *"The Mercy have been and continue to be exceptional in their care for Luke and taking part in challenges is just a small way to say thanks,"* Grace said.

October 2022, Grace, along with her friends and family, and the wider community of Dungarvan & West Waterford, decided to take part in our Steps Challenge to raise money for The Mercy Hospital Foundation. They raised a phenomenal €15,614 for our Mercy Cancer Appeal, by walking 165km during the month of October last year and a St. Stephen's Day Walk with the support of West Waterford Athletics Club and Dungarvan GAA Club. *"Thank you again to everyone who supported this fundraiser for a very important charity that helps cancer patients and their families. We were delighted with the money raised and so grateful to everyone for their support, not only monetary!"* said Grace.

"I have seen firsthand where the fundraising money goes with new pumps being introduced to the wards. These are essential for chemotherapy treatments. Cancer is a disease that unfortunately affects all of us at some point in our lives, so if you are on a position to raise some funds for this worthy cause please know that it does make a difference" says Grace



Ger Burns - Fota Survival Challenge in aid of Mercy Cancer Appeal

The Mercy Hospital Foundation Cork would like to congratulate and thank the nine "recruits" who took part in a 48 hour Fota Survival Challenge from November 4th - 6th in aid of the Mercy Cancer Appeal, raising a fantastic €5,057 from their endeavour

The "recruits" expedition began with a training session, followed by a 48 hour stint where they completed a number of challenges including kayaking, hiking, mind games, individual and team games such as archery; as well as sleeping out under the stars. The "recruits" were given basic food rations to sustain them until their challenge was completed.

Funds raised went to the Mercy Cancer Appeal which is used to fund key services and advancements in the treatment of and research into many cancers, and in particular The Mercy Cancer CARE Centre. Once complete the Mercy Cancer CARE Centre will be a non-clinical state of the art facility which will provide a quiet and safe place for patients and their families to access an increasingly necessary range of services to support those affected both directly and indirectly by a cancer diagnosis.

Deirdre Finn, Head of Fundraising at the Mercy Hospital Foundation, said *"A huge congratulations to all the amazing "recruits" on completing their challenge. Special thanks must also go to Cobh man, Ger Burns, a long-standing supporter of the Mercy Hospital Foundation, who came to the Foundation with the idea for this fundraising event. Thanks to all at Fota Island Adventure, especially the instructors Ken, Terry and Niamh who put the recruits through their paces; and also Fota Island Resort and Cork's RedFM for their support. And lastly, a big thank you to Liam O'Doherty from Cobh Credit Union who donated €300 to the fundraising campaign."*



Joe Buttimer Christmas Swim

Joe Buttimer is one of our youngest fundraisers and did amazing work in 2022 to raise funds for the Mercy University Hospital Cork. He decided to do this because he wanted to thank the staff of the Mercy Hospital for helping him get better and get back to enjoying his life, as a now 8 year old, with his family and best friend Josh.

Joe hosted a Christmas Day Swim and we couldn't be more impressed – Joe with his sister Nora, his parents, his cousins, aunt and their friends took time out from Santa toys and the Christmas festivities to have a dip and raise money to support other young people who are being looked after in the Mercy Hospital. They raised a phenomenal €22,145! Thank You Joe and the Buttimer Family – you are all superstars.



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