




Mercy
UNIVERSITY | HOSPITAL
Compassion Excellence Justice Respect Team Spirit

ANNUAL REPORT 2023



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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.



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 150,000 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 366 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 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:

- | | | |
|------------------------------|-------------------------|---------------------------|
| • Anaesthesiology | • Haematology | • Pain Medicine |
| • Cardiology & Coronary Care | • Hepatobiliary Surgery | • Palliative Care |
| • Colorectal Surgery | • Inclusion Health | • Radiology |
| • Emergency Medicine | • Injury Unit | • Regional Memory Service |
| • Endocrinology | • Intensive Care | • Rehabilitation Medicine |
| • Gastroenterology | • Liaison Psychiatry | • Renal Medicine |
| • General Medicine | • Medical Oncology | • Upper GI Surgery |
| • General Surgery | • Microbiology | • Urology |
| • Geriatric Medicine | • Neurology | • Vascular Surgery |

ABOUT THE HOSPITAL

CONSULTANT MEDICAL STAFF

Dr	Elise	Alexander	Anaesthesiology
Dr	Dermot	Bowden	Radiology
Mr	Ciaran	Brady	Urology
Dr	Gemma	Browne	Medicine/Nephrology
Professor	Martin	Buckley	Gastroenterology
Dr	Siun	Burke	Anaesthesia
Dr	Rachel	Cole	General Medicine
Dr	Margaret	Creedon	Microbiology
Dr	Grace	Crotty	Neurology
Dr	Claire	Crowley	Radiology
Dr	David	Curran	Respiratory Medicine
Dr	Kanti	Dasari	Emergency Medicine
Dr	Cathy	Dewhurst	Radiology
Dr	John	Dowling	Anaesthesiology
Dr	Karen	Fitzmaurice	Microbiology
Dr	Danny	Gilmartyn	Geriatric Medicine
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	Edel	Kelliher	Radiology
Dr	Clodagh	Keohane	Haematology
Professor	David	Kerins	Cardiology
Mr	Shane	Killeen	Colorectal & General Surgery
Dr	Peter	MacEaney	Radiology
Dr	John	MacFarlane	Rehabilitation Medicine
Professor	Michael	Maher	Radiology
Dr	Jane	McCarthy	Gastroenterology
Dr	Ciaran	McDonald	Gastroenterology
Dr	Keith	McGrath	Geriatric Medicine
Professor	Ger	McGreal	Vascular Surgery
Dr	Darren	McLoughlin	Emergency Medicine

Dr	Brian	McNamara	Neurophysiology
Dr	Sean	Minogue	Anaesthesiology
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'Caomh	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	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	James	Ryan	Endocrinology
Dr	Donal	Sheehan	Gastroenterology
Mr.	Paul	Sweeney	Urology
Dr	Suzanne	Timmons	Geriatric Medicine
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



REPORTS



CHAIRMAN'S REPORT

I am pleased to introduce the Chair's 2023 Annual Report for the Mercy University Hospital, Cork.

As a city centre Public Voluntary Hospital, the demand on services continues to grow, particularly in the Emergency Department which puts additional demand on all other departments. The Executive Management Board of Mercy University Hospital (MUH) are currently streamlining the support structures to maximize the benefits of the new clinical leadership.

The Board were pleased to welcome Anne Coyle as the new Chief Executive Officer in April and wish to acknowledge the tremendous work undertaken in a short period and thank her for all that has been achieved.

HOSPITAL WITHOUT WALLS

While the current hospital buildings are at capacity MUH continues to expand its' services by further developing its vision of a "hospital without walls". In addition to the Mercy Local Injury Unit and St. Francis, Transitional Care Unit, located on the St Mary's Health Campus (Gurranabraher), MUH also operates a standalone Oncology Unit on the Lee Road and a new Elderly Care Unit on Western Road. The leadership team are in discussions with the HSE to provide additional buildings as MUH grows the "One Hospital on Multiple Sites" concept. With the support of the HSE the hospital recruited additional Emergency Department consultants and is currently progressing its "Journey to Zero Trolleys" process.

HSE SOUTH/SOUTH WEST

I wish to acknowledge the support of the HSE as the development of the hospital continues at pace. The restructuring of the HSE with the combining of Hospital Services and Community Services, is moving towards the sectioning of the country into 6 equivalent regions. MUH is now part of HSE South/South West, covering Cork and Kerry, and works with the new Regional Executive Officer (REO) Dr Andrew Phillips who we warmly welcome.

COLLABORATION WITH VOLUNTARY HOSPITALS

MUH continues to be an active member of the Voluntary Hospital Federation recently renamed the Irish Voluntary Healthcare Association, IVHA. There are currently 20 members, including all the large voluntary hospitals. The association is actively engaged with the HSE, on the reorganisation of the HSE, the format of a new Service Arrangement, Grant Aid Agreement, Financial Reporting, individual hospital deficit elimination and the Dialogue Forum in conjunction with the Department of Health. I am a member of the Board of the IVHA and the Hon Secretary of the association.

STRATEGIC PLAN

An updated Hospital Strategy is in preparation which incorporates the new integrated HSE structures, planned future investments on the hospital site, new developments in the vision of our Hospital without Walls and the development of the potential of Mercy Virtual, recognising the future potential of digitalisation for our patients.
Board of Directors

I wish to acknowledge and thank the following Board members who resigned during the year after many years of service to MUH - Michael O'Sullivan, Dr Sheila Rochford, Prof Colin Bradley and Prof Stephen Cusack. I welcome newly appointed Directors - Barry O'Brien, Ann Doherty, Prof Fergus Shanahan and Dr Paddy Ryan.

GRATITUDE

I would like to thank the Board of Mercy Care South and the Mercy University Hospital Foundation for their valuable work and financial assistance in supporting the Hospital and to their Chair, Eoin Tobin. A particular word of thanks to all the staff who so unselfishly work on behalf of all of our patients. My thanks to you all.

Neil O'Carroll,

Chairman.



CHIEF EXECUTIVE OFFICER REPORT

I am pleased to present the Mercy University Hospital's 2023 Annual Report. Reflecting on the past year, I am very proud of what we have achieved together to enable this hospital to continue to grow and develop as a key strategic partner in healthcare in Cork.

2023 was a busy year at Mercy University Hospital and, together with our inter-agency colleagues, we have been working to closely support the needs of our patients. This Report captures some of the highlights of 2023.

ROCHE BUILDING

The year got off to a very positive start with 30 new beds (across 2 wards) open in the Roche Building with two new state of the art theatres operationalised later in the year. Patient care within single rooms as delivered in the new 30 bed modular build provides for the safe and appropriate placement of patients with Covid-19 and multi-drug resistant organisms such as CPE. We were honoured to welcome the Minister for Finance, Mr Michael McGrath, TD to the hospital in August to officially open the building.

The development is named after the former Matron of Mercy University Hospital, Sr Laurentia Roche, RIP who passed away in St Maries of the Isle Convent on 31st January 2023. Sr Laurentia was the last Matron of the Mercy Hospital, handing over this role to lay Directors of Nursing in June of 2003. Compassion, graciousness, and Mercy were the hallmarks of Sr Laurentia's life. She took great pride in the Hospital and in its growth and development and most importantly its people. The hospital today is living testament to the devotion of all the Mercy Sisters whose nursing service was dedicated, untiring and selfless. In early 2023, the staff of Mercy University Hospital also learned with great sadness of the deaths of Sr. Felicitas O'Sullivan on February 22nd and Sr. Regina O'Donovan on March 23rd, both of whom had long and successful careers in MUH. May they rest in peace.

MAGNET4EUROPE

During the year, the hospital began its Magnet4Europe journey, which is captured in more detail in the Director of Nursing Report on page 34. Magnet4Europe is a four-year Horizon 2020 EU funded research project that aims to improve mental health and wellbeing among health professionals in Europe. Magnet is recognised worldwide as a designation of excellence in healthcare and is ANCC Accredited. Achieving Magnet accreditation demonstrates an organisational commitment to continuous improvement in quality patient care delivery, and Kerry, and works with the new Regional Executive Officer (REO) Dr Andrew Phillips who we warmly welcome.

SCHEDULED CARE PERFORMANCE

The focus on waiting lists and scheduled care performance continued throughout 2023 with inpatient and day case waiting lists reduced from 48+ months down to 24 months. The National Outpatients Waiting List management protocol 2022 was fully implemented in 2023 with Did Not Attend (DNA) rates reduced from 13% in 2022 to 9% in 2023. The overall OPD waiting list was reduced by 10% during the year. Within Endoscopy

there were no P1 breaches during the year and the Validation Clinical Nurse Specialist conducted an advanced clinical prioritisation exercise on outpatients and cleared this waiting List to 9 months. Work will continue in 2024 to achieve the Sláintecare Key Performance Indicators (KPIs) for scheduled care.

UNSCHEDULED CARE

2023 saw an improvement in several key performance areas across the spectrum of unscheduled care. The number of admitted patients waiting on trolleys in the Emergency Department trended downwards over the past year. There were 6,834 patients waiting in 2022 compared to 5,117 in 2023. There was a significant improvement in the number of those aged over 75 years who spend more than 24 hours in our Emergency Department. Ambulance Turn Around Times (TAT) continued to improve with larger percentages of patients now being offloaded within 20 minutes (11% in Jan – 26% in Dec).

CLINICAL LEADERSHIP & GOVERNANCE STRUCTURE REPORT

Significant progress was made during the year in the implementation of the recommendations of the Clinical Leadership & Governance Structure Report with the appointment of an Executive Clinical Director who is now supported by a Peri-operative Clinical Director and a Clinical Director – Medicine & Laboratories. The implementation will continue in 2024 with the establishment of Divisional Directorates and a Divisional Governance model.

STRATEGIC OBJECTIVES 2024

In the second half of 2023, time was spent in drafting the 2024 Strategic Objectives. This was achieved through engagement with the MUH Board of Directors, all staff and external stakeholders. In September 8 staff sessions were held and approx. 200 staff participated in the process. The 2024 objectives are grouped under 3 Big Moves:

- **Patient & Staff Safety:** People are at the heart of our Hospital, and we want to make our organisation a positive and supportive place to work and receive care, in keeping with Mercy values.
- **Access:** Patients very often experience delays in accessing our services. Services are adversely impacted by waiting times in the Emergency Department and delays in accessing Outpatient Department appointments and elective Surgery.
- **Digital:** Digital innovation presents an opportunity to enable improvements in the delivery of healthcare at Mercy University Hospital. It is recognised that there is work needed in creating an infrastructure on which to develop and build the hospital's Digital Competence, Capability, Capacity and Change to positively impact on service user experiences, safety, and outcomes.

Work on developing the MUH Strategy 2025-2030 will commence early in 2024. As part of the strategy development process, the hospital has collaborated closely with Dr Michael Hanrahan, Specialist Registrar, Public Health Medicine Department of Public Health HSE South West (Cork & Kerry). The data received, based on an analysis of the Regional Health Profile of the SSWHG (using Census 2022 data), will be used in the development of the 2024 strategic objectives and 5-year strategic plan to ensure MUH is meeting the needs of those it serves.

I would like to take this opportunity to thank Mercy Care South, the Chair and Board of Directors of the hospital for the warm welcome and invaluable support I have received since my arrival. It has been my privilege to serve as the MUH CEO, and as an advocate for this hospital, its patients, and dedicated staff.

Anne Coyle

Chief Executive Officer

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 & Risk, Clinical Ethics, Clinical Oversight, Communications, 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.

BOARD OF DIRECTORS



Mr Neil O'Carroll



Prof Colin Bradley



Prof. Stephen Cusack



Mr Eoghan Lynch



Prof. Ciaran Murphy



Ms Edwina Nyhan
** Appointed in April*



Barry O'Brien
** Appointed in December*



Ms Irene O'Donovan



Ms Ann-Marie O'Sullivan



Mr Joe O'Shea



Mr Michael A O'Sullivan



Dr Sheila Rochford



Mr Jim Woulfe

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.

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 retired from the HSE and UCC in March 2019.

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.

Professor Ciaran Murphy

Ciaran Murphy is a native of Cork city and is Emeritus Professor of Business Information Systems and Emeritus Dean of CUBS, UCC. A graduate of UCC, Lancaster University and the University of Galway. In the early 1990's he set up the Business Information Systems degree at UCC. He founded and was the first Dean of Cork University Business School and developed the plan for the growth and expansion of the School to where it was the largest business school, in terms of student numbers, in the university system in Ireland. He is a member of the Board of Trustees of the Honan Chapel. Ciaran has served as Chairperson of the National Council for Education Awards (NCEA) and of the Higher Education and Training Awards Council (HETAC). He has also served on the Higher Education Authority and on the Governing Body of UCC.

Ms Edwina Nyhan

Edwina Nyhan is the Director of Strategy & Regulation in Gas Networks Ireland the semi-state organisation responsible for operating Ireland's €2.7bn, 14,664km national gas network, and ensuring the safe and reliable delivery of gas to more than 720,000 homes and businesses across the country. She is responsible for defining Gas Networks Ireland's strategy, sustainability focus, regulatory affairs in addition to managing the organisation's stakeholder and policy environment. Edwina has extensive experience in the energy industry, is a Fellow of the Institute of Chartered Accountants Ireland and is the executive sponsor of Gas Networks Ireland's Diversity and Inclusion Programme. Prior to being appointed to her current role, Edwina held a number of senior Finance positions in the Ervia group. She is also a former Executive Director on the Board of Gas Networks Ireland.

DIRECTORS - 2023

Mr Barry O'Brien

Barry joins the Board of Directors as an experienced Human Resources practitioner. Recently retired having spent over 46 years as a career public servant. Barry is a graduate of UCC and is a Fellow of the Chartered Institute of Personnel and Development. FCIPD. He spent 38 years of his career working in the public health system and was the National Director for HR in the HSE. The last 8 years were as Director of HR in UCC. Barry is currently a board member of the Workplace Relations Commission.

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 organisations 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., she 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

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 organisation and on the Medical Council. A graduate of UCC and the Cork GP Training Programme and has a Masters degree and other qualifications in medical education.

Mr Jim Woulfe

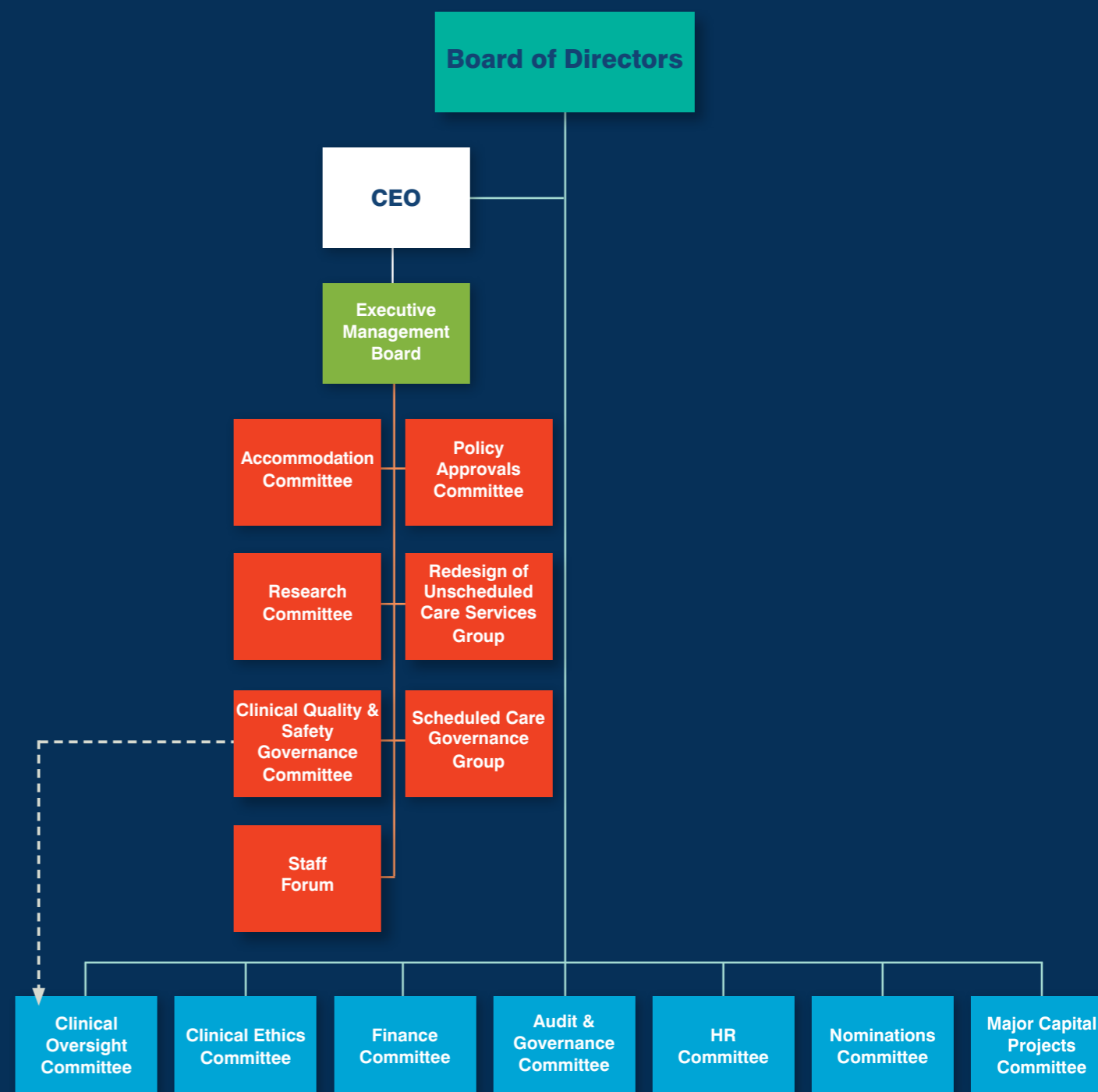
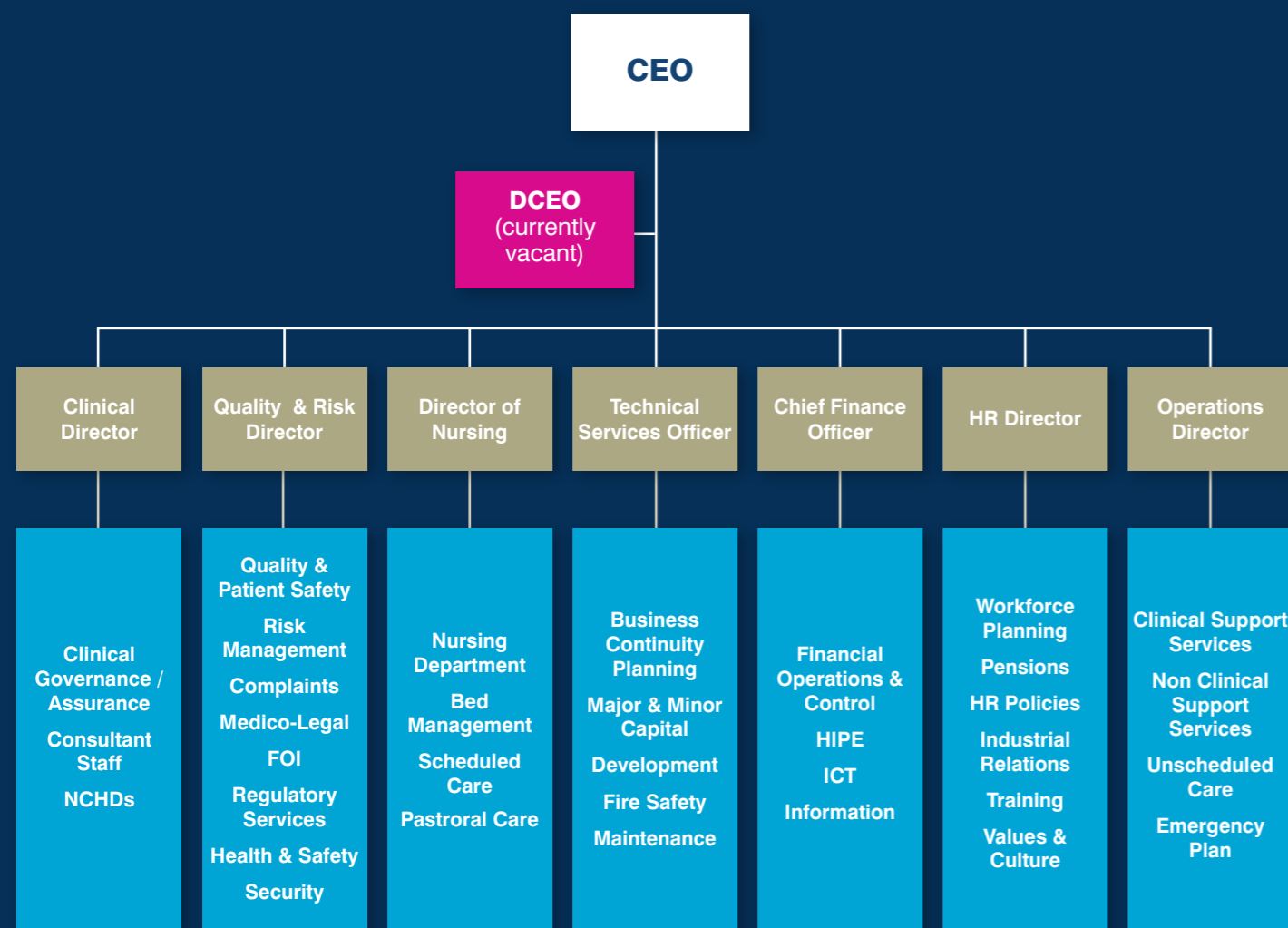
Jim is a native of County Limerick and a UCC Dairy Science graduate. He has worked in the Agri & Dairy Industry throughout his career when upon graduating in 1979 he joined Ballyclough Co-operative in Mallow which subsequently merged with Mitchelstown Creameries to create Dairygold. He has held many 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.

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-2023

Name	No. of Meetings Qualified to Attend in 2022	No. of Meetings Attended in 2022
Mr Neil O'Carroll (Chair)	12	12
Professor Colin Bradley	8	7
Professor Stephen Cusack	12	8
Mr Eoghan Lynch	12	9
Professor Ciaran Murphy	10	9
Ms Edwina Nyhan	8	8
Mr Barry O'Brien	1	1
Ms Irene O'Donovan	12	9
Mr Joe O'Shea	12	10
Ms Ann-Marie O'Sullivan	12	7
Mr Michael O'Sullivan	5	4
Dr Sheila Rochford	7	6
Mr Jim Woulfe	12	10

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



MANAGEMENT STRUCTURE

COMMITTEE STRUCTURE



Ms ANNE COYLE Chief Executive Officer (*commenced in April*)

Prior to joining Mercy University Hospital, Anne worked at South Warwickshire University NHS Foundation Trust (SWFT) as Managing Director. Anne came to SWFT in 2013 from Walsall Healthcare NHS Trust where she had spent eight years, initially as Head of Physiotherapy, then Head of Physiotherapy and Podiatry, then Assistant Director of Provider services. Anne moved to the UK in 1996 following time in the USA working as a Physical Therapist, having received her BSc (Physiotherapy) from Trinity College Dublin. To cement her clinical skills as a Physiotherapist, she undertook a post graduate Diploma at the Queen Margaret College University of London in Sports Physiotherapy which brought her to work in the NHS.

In 1997, Anne moved into her first clinical leadership role as a Senior Physiotherapist, then into a Superintendent role in 1998 and from there into Physiotherapy Manager role. Anne completed the leadership programme delivered by the Kings Fund for Professions Allied to Medicine in 1999/2000 and completed her MSc research paper where she explored patient experiences of their clinical management by Extended Scope Physiotherapists, which has been published in the International Journal of Patient Centred Medicine. Anne has also worked closely with Hospices (Charitable Organisations) and more recently with Thomas Oken and Nicholas Eyffler Charity on enhanced care at home in Warwick.



DR KIERAN O'CONNOR Clinical Director, MB, BCh, BAO, BMedSc, MSc, FRCPI (*rotated post in September*)

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.

EXECUTIVE MANAGEMENT TEAM



PROF DAVID KERINS Clinical Director, M.D., FAHA, FACC, FASE, FESC
(rotated post in September)

David Kerins, received a BSc in Physiology in 1981, and an MB, BAO, BCh from University College Cork in 1984. He completed sequential fellowships in Clinical Pharmacology and in Clinical Cardiology at Vanderbilt University, Nashville TN.

During his Fellowship in Clinical Pharmacology he was awarded a Merck Sharp and Dohme International Fellowship in Clinical Pharmacology. Upon completion of fellowship training he was appointed to the faculty of Vanderbilt University Medical Centre where he was ultimately appointed as an Associate Professor of Medicine and Chief of the Cardiology Section at Nashville VA. He was appointed as Professor of Therapeutics at University College Cork and Consultant Physician at Mercy University Hospital in 2006, and served as Dean of the Medical School, UCC from 2007-2010.

David has research interests in anti-platelet and anti-thrombotic therapy, vascular biology with a particular focus on the renin-angiotensin and fibrinolytic pathways, and non-invasive cardiac imaging. David is a fellow of the American Heart Association, the American College of Cardiology, the European Society of Cardiology and the American Society of Echocardiography.



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.



Introduction

Throughout 2023, 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 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, 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.

Clinical Activity

Clinical activity in Mercy University Hospital (MUH) continued to increase across the Emergency Department (ED), Out-Patients (OPD) and Day Cases numbers compared to 2022. Activity at MUH throughout 2023 included:

ACTIVITY AT MUH THROUGHOUT 2023 INCLUDED:	
• Unscheduled care (Emergency Department & Urgent Care Centre):	50,754
• In-patients:	9,752
• Day-cases:	27,012
• Out-patients:	59,398

Like many hospitals Emergency Department overcrowding was a challenge in the Mercy University Hospital throughout 2023. The opening of 30 new in-patient beds in December 2022 brought much needed respite to help address some of this overcrowding whilst providing excellent modern accommodation for our patients.

NEW PERMANENT CONSULTANT APPOINTMENTS

Mercy University Hospital were delighted to welcome the following appointments:

- **Dr Ciaran MacDonald**, Consultant Gastroenterologist
- **Dr Kanti Dasari**, Consultant in Emergency Medicine
- **Dr PJ Whooley**, Consultant in Emergency Medicine
- **Dr Edel Kelliher**, Consultant Radiologists
- **Dr Claire Crowley**, Consultant Radiologists

NON-CONSULTANT HOSPITAL DOCTORS (NCHDS)

Mercy University Hospital has approximately 158 NCHD posts across all disciplines and has a long and proud tradition of post graduate training of NCHDs across all disciplines. Dr Emily O'Reilly and Dr Lucy Burns were our Lead NCHDs up to July 2023. Following the NCHD change-over in July, the hospital appointed Dr Ashley Lloyd and Dr Ciaran Sheehan as the Lead NCHDs in the Mercy University Hospital for 2023 - 2024.

POST GRADUATE MEDICAL EDUCATION

The Mercy University Hospital has a long and proud tradition of post graduate training of NCHDs and 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 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 Executive 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 eight full meetings throughout 2023. The clinical committees in the hospital report to the Clinical Quality and Safety Governance Committee on a structured basis

In 2023 we continued to develop our new clinical governance structures and the initial creation of a clinical governance model with an Executive Clinical Director, and Clinical Directors for Perioperative and Radiology, and for Medicine and Laboratories. After a very busy and successful six years, Dr Kieran O'Connor completed his term as Clinical Director. The new structures include Professor David Kerins, as Executive Clinical Director, Mr Paul Sweeney for Perioperative and Radiology and Dr Darren McLoughlin for Medicine and laboratories. The team will grow and evolve over 2024 with the introduction of nursing, business management and administrative members of the Clinical Governance Team.

Clinical Audit and Quality Improvement Day



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.



Research Strategy 2023 – 2027

On Thursday September 28th, 2023, the Mercy University Hospital - Research Strategy 2023-2027 was officially launched with a reception in the hospital. Clinical Director, Dr Kieran O'Connor and Research Manager, Dr Evelyn Flanagan presented an outline of the strategy to a gathering of staff, management, academic partners, and guests.

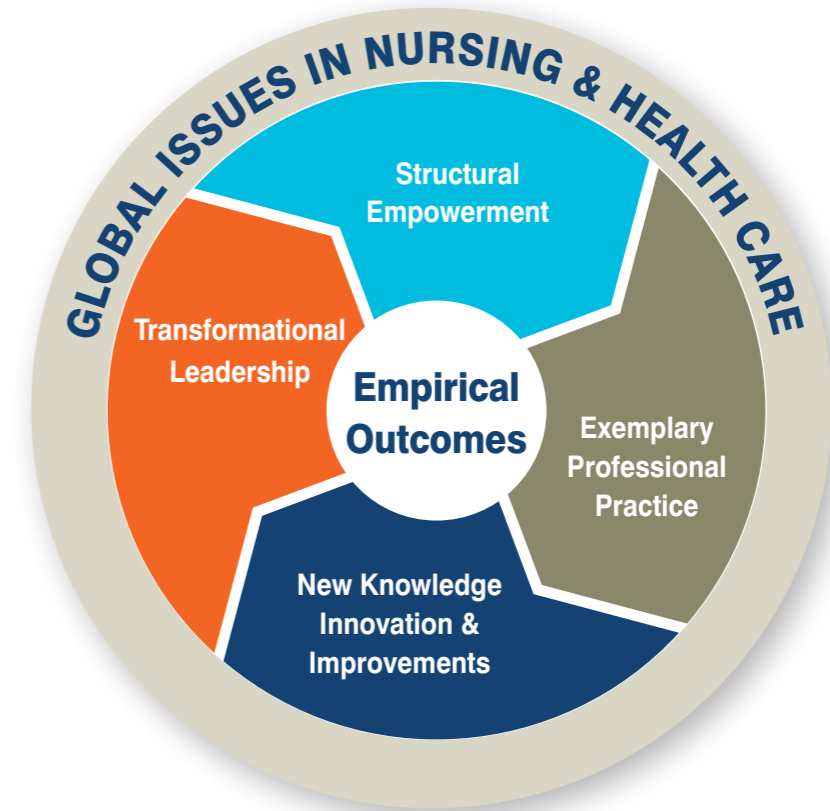
The vision of the strategy is to improve patient health through world class research. There are four main aims in the strategy:

1. Develop a culture that embraces the pursuit of research to improve clinical practice and deliver exceptional care.
2. Empower patients as partners in high quality research.
3. Increase collaborative partnerships.
4. Develop research structures and supports.

This research strategy builds on the proud tradition of research excellence and in pioneering advances in clinical practice at the Mercy University Hospital. The Mercy University Hospital is a teaching & research hospital affiliated with University College Cork and the Health Research Board Clinical Research Facility has its administrative centre and adult research unit located on the Mercy University Hospital site. This research strategy also highlights the on-going collaboration with two of our leading partners in UCC, APC Microbiome Ireland and the Tyndall National Institute, who were represented at the launch.

Prof David Kerins

Executive Clinical Director



Introduction

I am pleased to present the Department of Nursing section of the 2023 annual report. As I reflect on 2023, I acknowledge how our nursing team continually adapted to the ever changing and increasingly complex healthcare landscape. The Department of Nursing continues to foster and develop a culture of nursing excellence in areas such as clinical practice and transformational leadership, while committed to supporting all nursing staff in their professional practice development.

I am privileged to lead this nursing team, implementing continuous improvement and innovation at all levels, empowering the nursing team to deliver evidence based, compassionate and timely care to our patients. Some of the highlights of 2023 include:

MAGNET SITE VISIT AND CONFERENCE OCTOBER 2023

The voice of the nurse is at every level and only nursing or a lack of it impacts directly on patient care.
(Magnet International Forum)

MUH are on the way to Magnet accreditation. How does it work? Magnet4Europe transfers, modifies, scales up and evaluates the evidence-based Magnet model of organisational redesign of clinical healthcare work. Magnet4Europe is coordinated by The School of Nursing and Midwifery, University College Cork and there are a total of 15 hospitals (in 5 cities and 3 large towns) participating including Mercy University Hospital. Global Issues in Nursing & Health Care Twinned As part of the research project, Mercy University Hospital (MUH) was twinned with North-western Medicine Lake Forest Hospital, 30 miles north of Chicago, Illinois.

Structural Alignment

NATIONAL CANCER INFORMATION SYSTEM

On August 14th, 2023, Mercy University Hospital (MUH) went live with the National Cancer Information System (NCIS). The introduction of this new information system is to enhance the care pathway of those it serves and the National rollout of the NCIS project is being led by the National Cancer Control Programme (NCCP) in conjunction with the HSE office of Technology and Transformation who are responsible for the delivery of technology to support and improve healthcare in Ireland. It is a key priority project for the NCCP to facilitate hospitals in implementing quality, efficient SACT in line with the National Cancer Strategy 2012-2026.



NCIS is a single national computerised system for the delivery of Systemic Anti-Cancer Therapy (SACT) in Medical Oncology and Haemato-Oncology care services. NCIS will allow for the e-prescribing, recording of compounding and dispensing of medicines in the pharmacy aseptic unit and for the e-administration of SACT and supportive medicines. It also includes functionality for hosting and recording Multi-Disciplinary Meetings (MDM) and generating reports. MUH was the 12th hospital to go live nationally following on from its South/Southwest

ANNUAL NOVEMBER REMEMBRANCE MASS

The Annual November Remembrance Mass took place at a new location in the city - St Augustine's Church. It was also available online, which meant it was available for relatives abroad and those unable to attend. All relatives of patients who had died in the previous year were provided with the link so that they could join in the mass. Some relatives wrote in messages in memory of their loved one and messages of appreciation to the MUH.



On June 12th and 13th Mercy University Hospital hosted its Magnet Partner Hospital Visit, welcoming Christina Somberg, Regional Nurse Researcher, David Chilicki and Amy Barnard. Throughout their time here, the visiting team focused on Structural Empowerment, Transformational Leadership and Exemplary Professional Practice. This took the form of focus groups with clinical nurse managers and staff nurses as well as benchmarking MUH care metrics, documentation, professional practice development and retention of staff, research and innovation against Magnet standards. Ward and Unit visits were also facilitated.



During the visit, MUH were verbally advised that it is in a position to commence the Magnet accreditation journey now and MUH was particularly commended on the nursing leadership structures, evidence of care delivery underpinned by our values and the commitment to supporting all nursing staff in terms of professional practice development. Congratulations to everyone involved.

REGIONAL SPECIALIST MEMORY CLINIC

The Regional Specialist Memory Clinic (St Brendan's) opened on 4th September 2023. This is a Level 3 outpatient service for the south and south-west region for the assessment of people with suspected cognitive impairment. The RSMC model is outlined in the Dementia Model of Care with the multidisciplinary team providing a diagnostic service, evidence-based brain health advice and contribute to research in the area. Assessment at level 3 is generally for complex, atypical, unclear cases including suspected young-onset dementia.

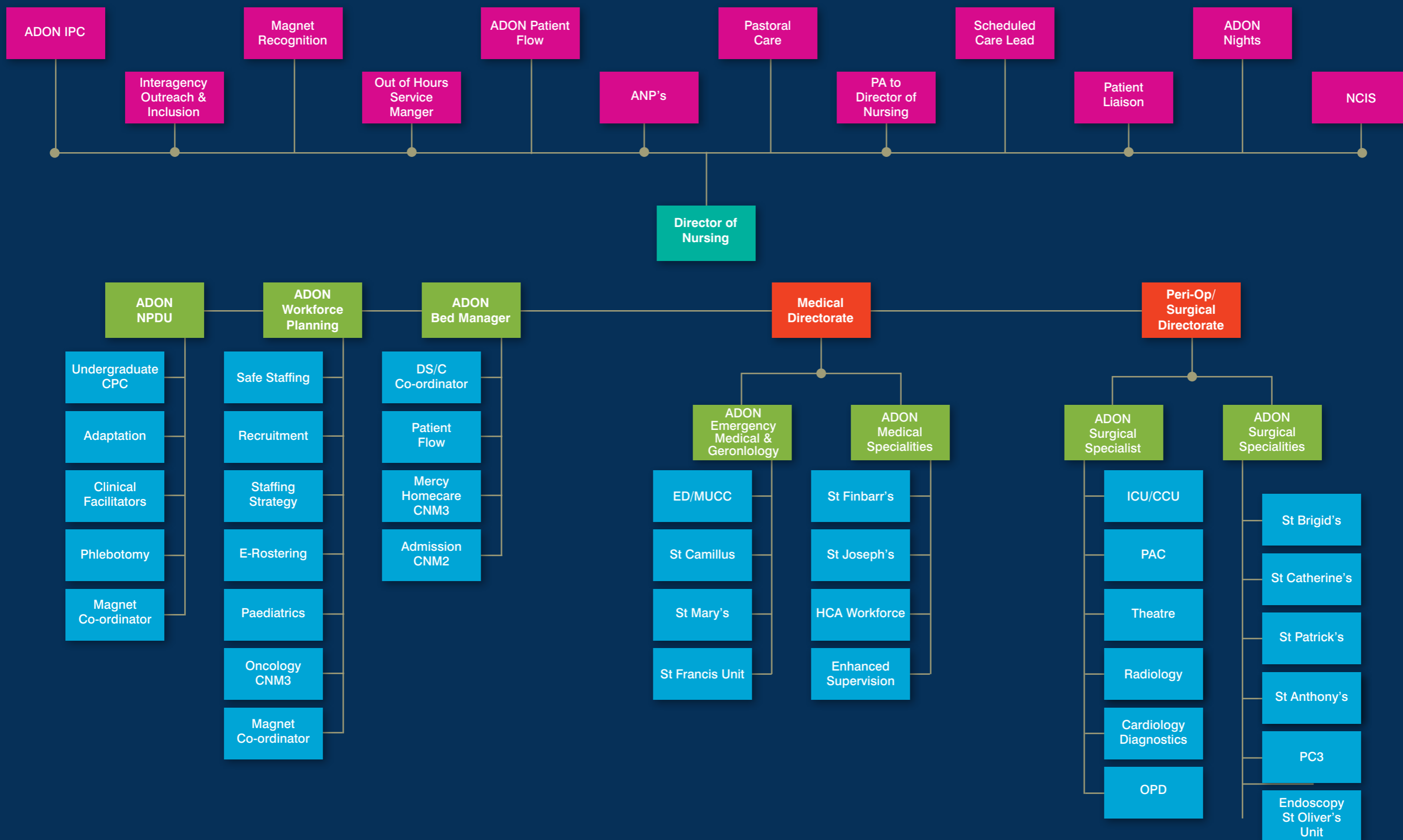
St Brendan's unit welcomed 30 new patients in 2023. St Brendan's Lumbar Puncture clinic was established on 16th November and have facilitated 10 patients in 2023.

The Clinical Nurse Specialist (CNS) Dementia and Occupational Therapy established a memory group "Jogging your Memory" to promote brain health for patients with subjective cognitive impairment, mild cognitive impairment, and mild dementia. The group comprises 9 patients and meet every Tuesday morning for an hour and a half. The programme runs for 6 weeks.

Nursing Celebrations and Acknowledgments



Rebecca O'Donovan
Director of Nursing



DEPARTMENT OF NURSING STRUCTURE

Introduction

Welcome to the HR section of the Annual Report. Throughout 2023, we advanced the implementation of various initiatives guided by our multiyear HR strategic plan. The Human Resources Department has been instrumental in driving key organisational changes and developments. Our HR scope encompasses both strategic and operational areas, including:



Key achievements in 2023 are numerous and I will now share some of these.

TALENT ACQUISITION

At the MUH we have in excess of 1500 staff across 30 Departments (70 areas). Having the right staffing levels in the MUH is critical to the delivery of services and our strategic ambitions. One of the highest-level risks on the Corporate Risk Register is the availability of staffing. Therefore, how we recruit and retain staff needs to be focused, demand driven and planned. This was particularly challenging during 2023 with the introduction of restrictions in hiring certain categories of staff.

We continued to risk access our needs and in 2023 we successfully hired 498 staff, resulting in a net increase of 19% in our overall staffing levels. This increase continued to support the opening of 30 additional beds in the MUH.

A large portion of this recruitment was in relation to NCHD’s (Non Consultant Hospital Doctors), many of whom rotate every few months as part of various training schemes.

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

We continue to get excellent engagement across our recruitment platforms with our engaging job advertisements and 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 the organisational culture and fostering a positive work environment and focusing on diversity, equity, and inclusion. Over 70% of our nursing recruitment in 2023 was International. We also focused on offering flexible employment options including working from home for some suitable roles.

VALUES & CULTURE

2023 saw significant traction in relation to the Values & Culture role in the MUH including the garnering of excellent employee insights from the bi-annual values and culture engagement survey. Please see Page 68.

TRAINING AND DEVELOPMENT

In the past year, our Hospital has made significant strides in fostering a positive work environment through effective communication, conflict resolution, and employee engagement initiatives. We have prioritised continuous learning and development, offering numerous opportunities to enhance employee skills and support career growth.

Our Training and Development programmes are focused on developing our next generation of Line Managers with MUH bespoke offerings including “Induction”, “Managing People Skills”, “Line Manager Fundamentals”, “Performance Achievement Reviewer” and Induction Training on offer.



“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 200 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.

Additionally, we have ensured strict adherence to legal and regulatory requirements through our Line Manager Fundamental Courses.

We actively promote the HSE’s e-learning tool HSEland for ongoing CPD and technical training. We also strongly encourage and support further education with financial support and facilitation of time off to pursue such endeavours.

In 2023 we added a dedicated Training Role within the HR Department and look forward to the evolution of this function including the automation and centralisation of training records which will be progressed as a business case in 2024.



Wellbeing - #Wellbeing – THE MERCY WAY™

We prioritised employee wellbeing through various initiatives including hosting Wellbeing Weeks. In Q2 and Q4 the MUH Employee Wellbeing committee ran a week-long employee wellbeing week. This was a very exciting event and was welcomed by all staff. We had a wide variety of fun and engaging events throughout these weeks such as free treats for all staff members daily, mediation, menopause awareness, relaxation treats, a positivity board, step challenge and health checks e.g. blood pressure clinic.

Other Wellbeing Initiatives throughout the year included:

- January: **RTE's Operation Transformation**
- March: **National Quit Smoking Day**
- May/June: **Cultural Week**
- June: **Sun Smart**
- September: **Focus on Mental Health**
- October/November: **World Menopause Day / Prostate Cancer Awareness**
- November/December: **Financial Stress and Advice**



GENERAL

Several other initiatives took place in 2023, namely:

- Employee Relations: Fostering a positive work environment through effective communication, conflict resolution, and employee engagement initiatives.
- Compliance and Risk Management: Ensuring adherence to legal and regulatory requirements, and managing risks associated with HR practices.
- A Risk Register for HR has been developed and is being actively managed.
- Updated Dignity at Work policy launched.
- Re-vetting compliance project.
- Updated Sick Leave Policy launched.
- New Occupational Health Management Referral automated system implemented.

2023 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 2024 as we continue to implement initiatives driven by the multiyear HR Strategy.



Oonagh van Laren

HR Director

Introduction

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, Enterprise Risk Management policy and procedure, 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 2023 the QRMD supported the development of Risk Strategy and Improvement plan 2023-2026 to improve the organisational knowledge on risk management and its application to practice. The full Corporate Risk Register was aligned to the HSE Enterprise Risk Management policy which was launched in 2023.

The Corporate Risk Register was presented and discussed at the Board of Directors, the Clinical Oversight Committee, EMB and Clinical Quality & Safety Governance Committee throughout 2023. 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 2023, 52 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.

QUALITY & SAFETY WALK-ROUNDS

Quality and Safety walk-rounds provide a structured process to bring Board of Directors, senior managers and front-line staff together to have conversations about quality and safety with the intention to prevent, detect and mitigate patient/staff harm. They provide an opportunity for frontline staff to identify and discuss their safety concerns. They are also a way of demonstrating visible commitment by senior management by listening and supporting staff when issues of safety are raised. From October to December 2023, a total of 6 walk-rounds were carried out in both clinical and non-clinical areas within the Mercy University Hospital. Each walk-round was welcomed and appreciated by all staff who participated in the initiative.

Following every walk-round an action plan was developed to identify areas of good practice as well as issues that needed to be addressed. Some of these issues were addressed immediately following the walk-round with the support from senior management while other issues such as storage, lack of space etc. were identified as long-term goals. A schedule for 2024 has been developed to further promote this initiative.

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.

Feedback to the various committees and relevant sub-working groups in the hospital including:

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

3,016 incidents were reported to the QRMD in 2023. 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 2023 related to Clinical Care with **1,185** incidents. (Examples of Clinical Care incidents are Blood/Blood products, Clinical Procedures, Medical Radiation Procedures, and Medication & Nutrition.) 17 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.

Figure 1 Number of incidents reported per year

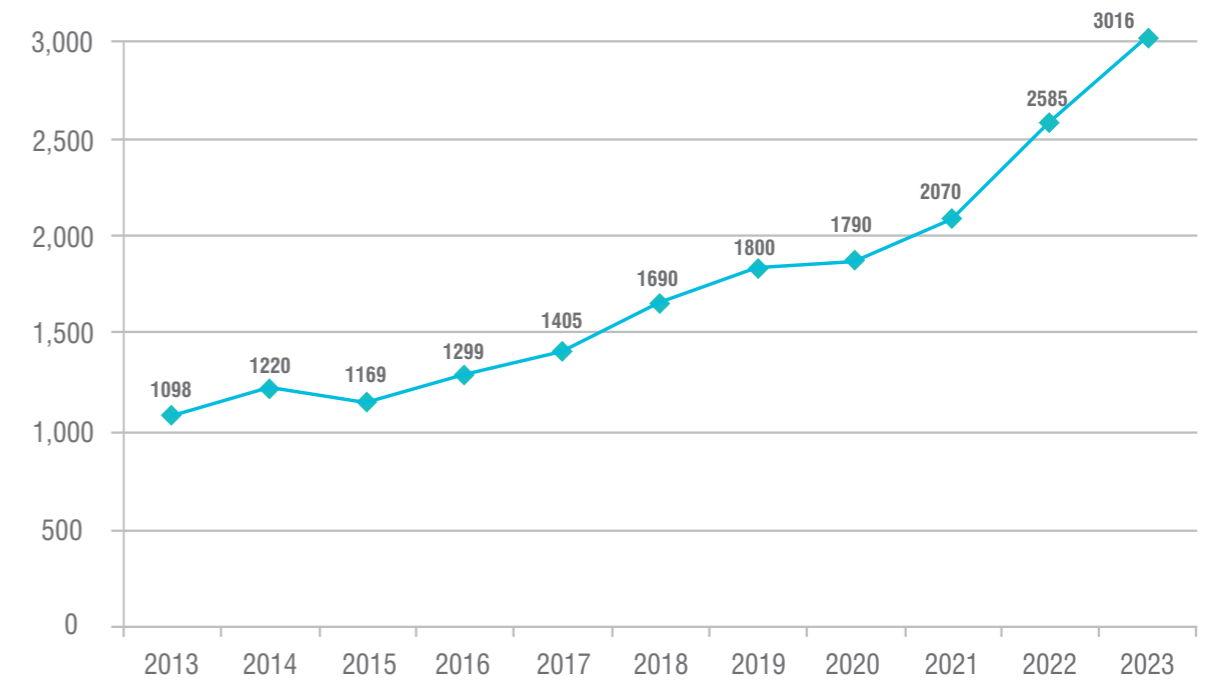


Figure 2 Top 5 incidents reported in 2023

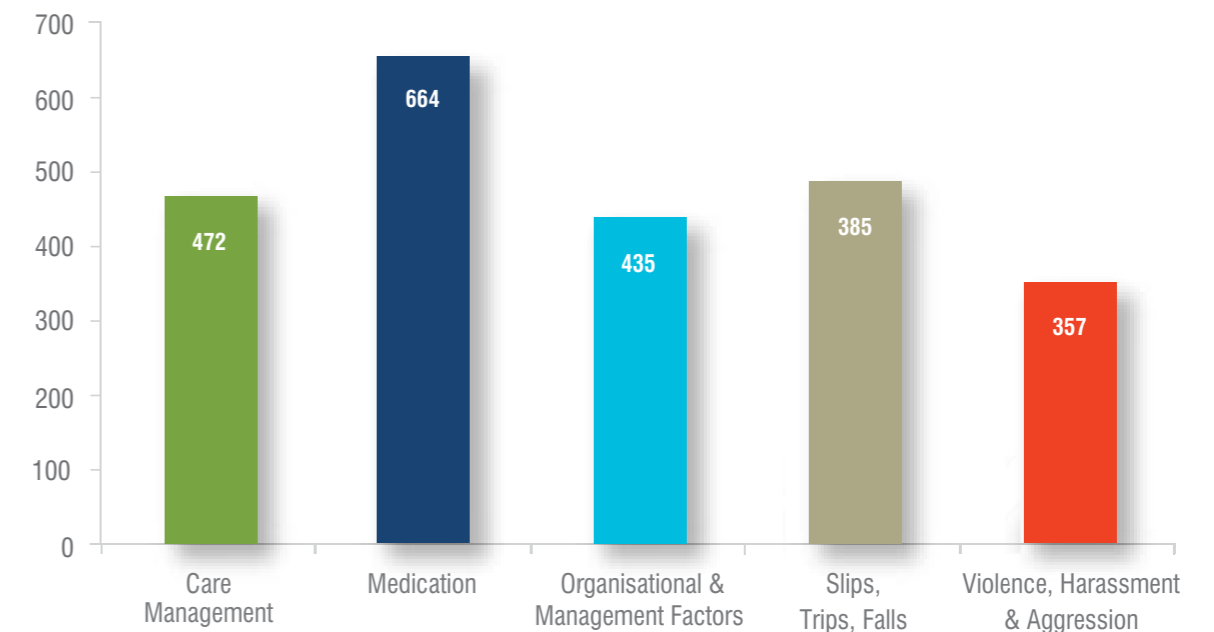
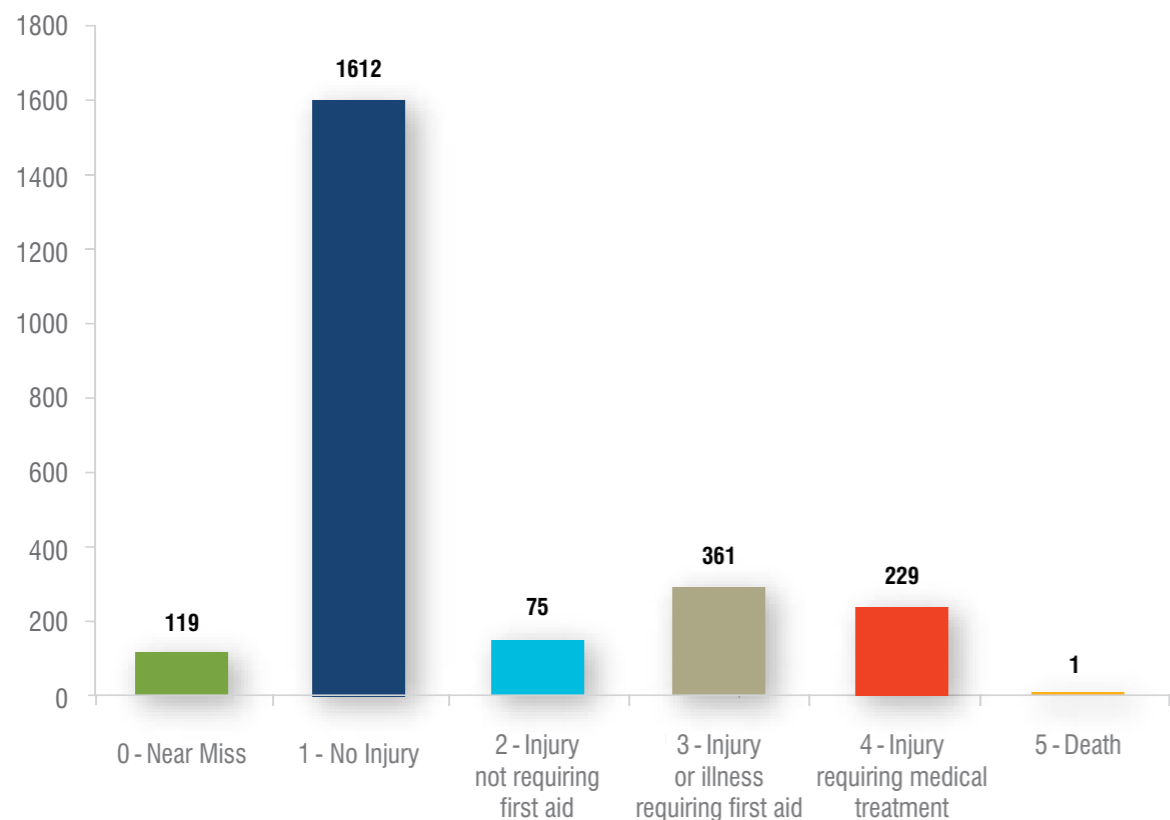


Figure 3 Outcome at the time of reporting

The outcome at the time of reporting is recorded on all incidents where a person was involved/affected (2397).

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 2023 and 14 claims were either closed or discontinued.

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.

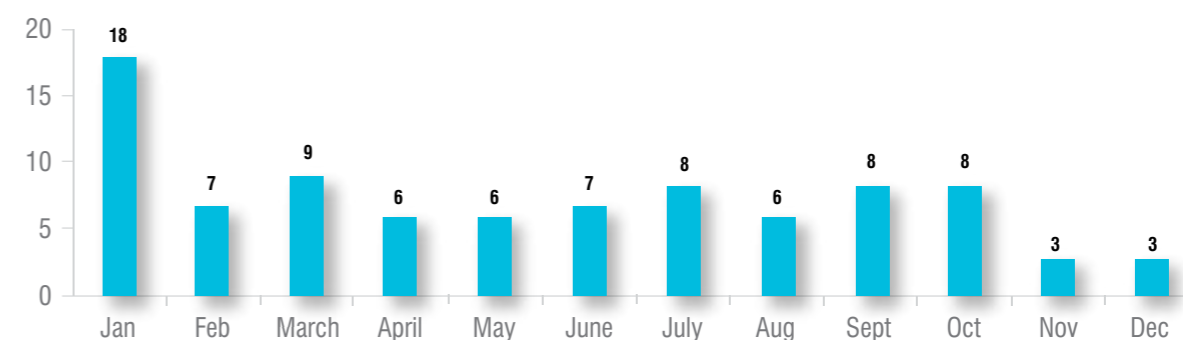
In total, 399 deaths were recorded in Mercy University Hospital (MUH) during 2023. 75 (19%) of these deaths were referred for Coroners Post Mortem Examination at Cork University Hospital Mortuary. The Quality and Risk Management Department (QRMD) received formal notification from the Cork City Coroner's Office that an Inquest Hearing was arranged in 25 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).

Complaints Activity

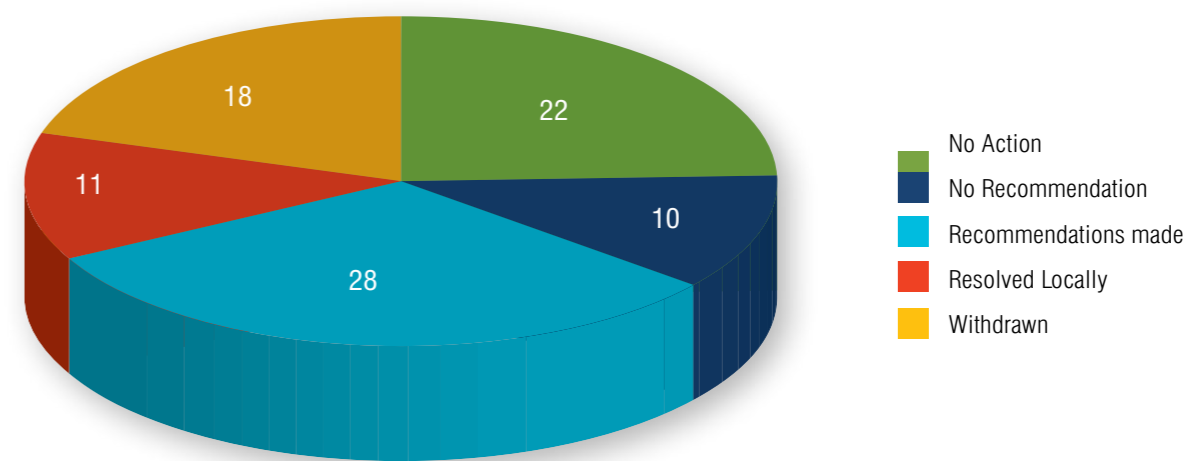
The operational management of the formal complaints process is overseen by the QRMD. The Complaints Officer is part of the hospital team providing a quality service to our patients and their families with an emphasis on improving communications, obtaining patient feedback and implementing initiatives for improvement to our services. This role works closely with all departments within MUH to respond to and learn from all complaints.

Between 1st January and 31st December 2023, 89 formal (stage 2) complaints were received by 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.

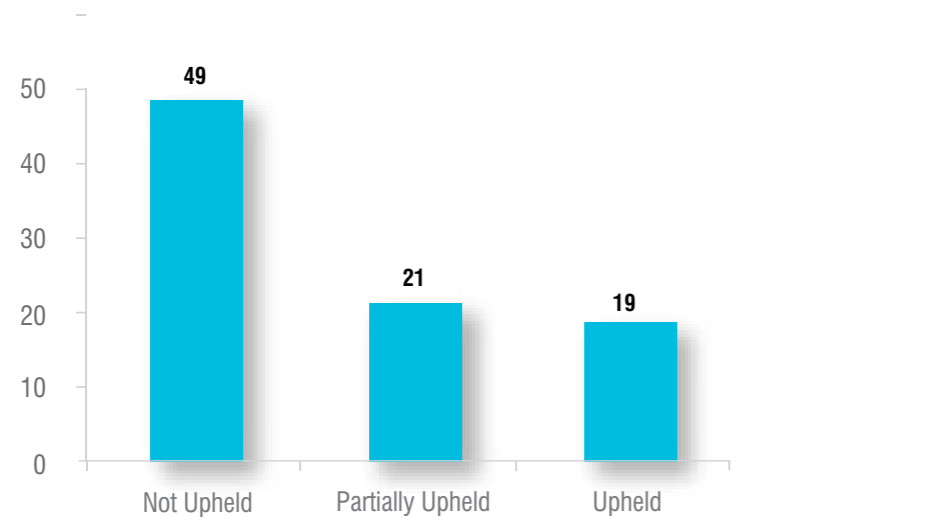
Complaints by Month



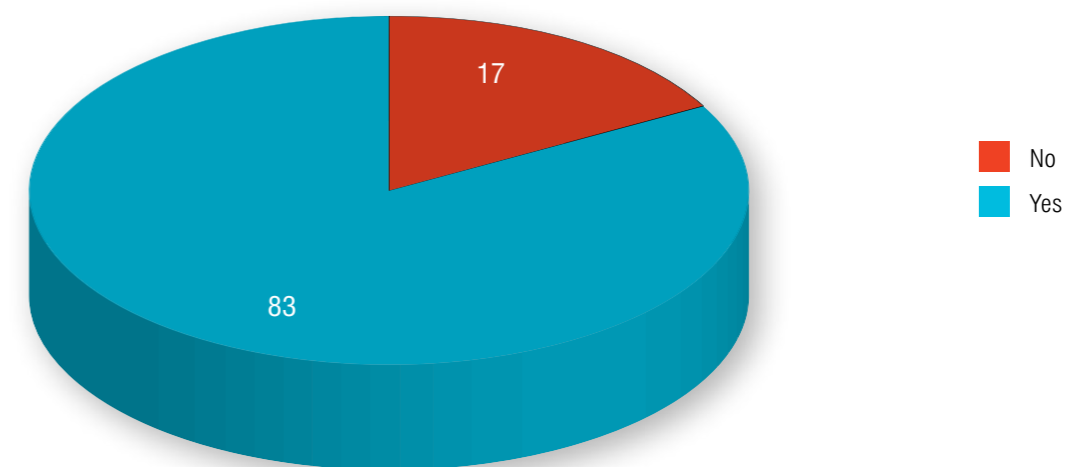
Complaint Resolution



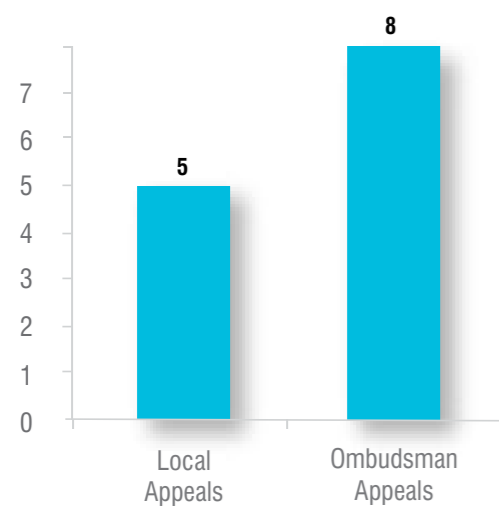
Complaints Outcomes



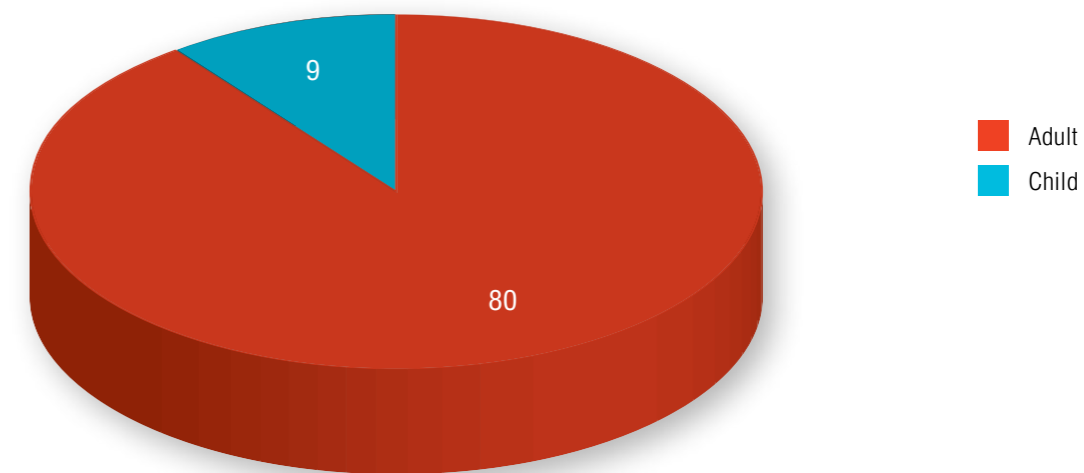
% Complaint Closed within 30 Working Days



Local Reviews/ Ombudsman Reviews 2023



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 89 complaints received, there were **168** incidents. **The incidents are categorised 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.

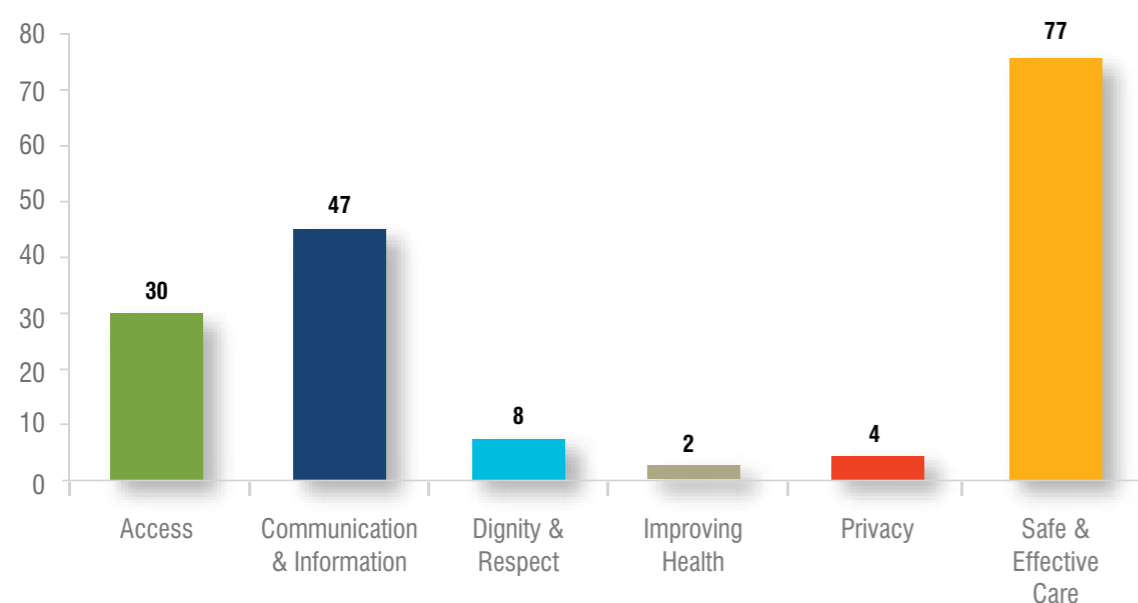
Safe & Effective Care – adequate human resources, diagnosis, test, continuity of care, discharge, H&S issues, healthcare records, hygiene, Infection Control, patient property, medication, treatment & care

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 168



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 2023 there were **920** requests for health care records. **38** of the requests were deemed not valid.

Overall FOI/SAR/PAC Requests 2023

Request Type	Requests Number	Invalid Requests	Total Requests
FOI	125	7	132
SAR	579	31	610
Total	704	38	742
PAC*	178	0	178
Overall Total	882	38	920

Records request FOI/Subject Access Requests SAR/Picture Archiving Communication System (PACS)

** Requests processed by Radiology Department*

Policy Approvals Committee (PAC)

The PAC, which has multi-disciplinary membership, is chaired by Ms. Margaret McKiernan, Director of Nursing. The committee met 4 times in 2023 and approved 16 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.



Maria Connolly,
Quality & Risk Manage



Introduction

2023 has been a busy year for the Technical Services Department (TSD). 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 few 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.



OFFICIAL OPENING OF THE ROCHE BUILDING by Minister Michael McGrath with Lord Mayor of Cork Cllr Kieran McCarthy, MUH CEO Anne Coyle and Chairman of the MUH Board of Directors, Neil O’Carroll.

The Technical Services Department (TSD) provides a range of services for the hospital including:

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

Major Capital Projects

• ROCHE BLOCK DEVELOPMENT

St. Camillus’ and St. Anthony’s wards in the new Roche Block Development went into full operational use throughout 2023. The new 4th floor theatre expansion floor which includes – 2 new state of the art Operating Theatres were put into operation in Q3 2023. The final floor of this new development was commissioned in 2023, which will be of huge benefit to our patients and staff.

One of the new Operating Theatres with fixed imaging capabilities at MUH:



One of the new Operating Theatres with fixed imaging capabilities at MUH:



• ENDOSCOPY EXPANSION PROJECT:

Design Team tender procurement process via E-Tenders commenced in Q4 2023 and it is anticipated that the design team will be appointed in early 2024 to progress the project design stages for the expansion of Endoscopy services at MUH.

• MANSION HOUSE FAÇADE – RESTORATION PROJECT:

Restoration works to the historical Mansion House Building commenced in September 2023 and are progressing well.

• REFURBISHMENT WORKS TO ST. MICHAEL'S UNIT:

Design Team tender procurement process via E-Tenders was completed in 2023 and design team appointed. Design has been progressed to Stage 1 (Preliminary Design).

• ELECTRICAL INFRASTRUCTURE UPGRADE – PHASE 2:

As part of a multi-annual project Phase 2 works were to improve electrical safety and compliance by improving the electrical distribution system by replacing a number of local Distribution boards throughout the hospital was completed in 2023.

Infrastructural Risk and Minor Capital Works

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.

These are works that address infrastructural risks including:

- Fire Improvement Works including Fire Door Replacement project.
- Verification and updating (as required) of fire alarm panel text, door signs, room numbers and associated drawings.
- Sheares Street Block Hot Water Upgrade.
- Mains Water supply pipework upgrade – design stages.
- Replacement of nurse call system to 3rd floor ward areas.

Energy and Sustainability

MUH update and publish their Climate Action Roadmap annually in line with the governments Climate action Mandate requirements. MUH are committed to achieving the targets as set out in the Climate action mandate and MUH are developing strategies in the Climate Action roadmap that will enable the reduction of greenhouse gasses and allow MUH meet its 2030 targets as outlined below. MUH are broadly in line with actions outlined in the climate action roadmap in relation to the 2030 carbon emission reductions.

- 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 2023 we were up 6.2% more than 2022 in terms of energy performance. We were 45% better than our energy efficiency baseline from 2009. A further 12% improvement is required to meet our 2030 energy efficiency targets.*
 - *In 2023 MUH primary energy consumption was 13.8GWh. A small increase of 4.2% in consumption compared to 2022, was to be expected as the hospital expanded with the new radiology building and 30 additional beds and new operating theatres in the Roche block. We would expect this to improve again in 2024 when these building services are fully integrated with the main site services. Our energy related CO2 emissions for 2023 was 2,238 tonnes of CO2 which was 2.7% less than 2022. A further 39% reduction of CO2 emissions is required to reach the 2030 targets.*

- In 2023 energy projects completed and funded by **HSE Energy Bureau** were the changing out of end-of life equipment for newer more energy efficient plant and equipment with improvement upgrades. These projects include the upgrading of the Building Management System (BMS) in the Lee View Block and Mansion house block, installation of internal wireless temperature sensors and installation of LED lights to some ward areas. We expect to reduce heating requirements through these new BMS system initiatives. The HSE Energy bureau assisted the project both in terms of funding and technical expertise.
- MUH are part of the **HSE Waste Reduction and Recycling Programme** which looks at all the waste streams produced in the hospital and how these can be reduced.
- 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 replaced high flow taps with low flow saving hot and cold water in many locations throughout the hospital. This work will continue into 2024.

Fire Safety

FIRE ALARM ACTIVITY

- Fire Alarm Activations - 67 (24% reduction in 2023 against 88 alarm activations in 2022)
- Highest Activation Cause - Smoking (28 activations)¹
- Fire Service Callouts - 39 (8% increase on 2022)
- External Building Alarm Activations – 15 (All false alarm).

Note: This is a significant reduction of 42% compared to 2022 where it was recorded that a total of 48 activations were a direct result of smoking.

FIRE TRAINING STATISTICS

A total of 1149 staff members participated in the MUH fire safety training programme in 2023.

FIRE EMERGENCY RESPONSE TEAM (FERT)

The FERT team attended all 67 alarm activations. FERT members attended offsite training at a fire safety training centre in January 2023 and for three further sessions in November 2023.

The FERT team undertook a number of in-house training sessions in 2023.

Maintenance Department

The Maintenance Department had another busy year in 2023, with a lot of additional properties added to the Mercy portfolio, managing an increasing number of requirements with Planned Preventative Maintenance (PPM) schedules increasing along with much increased activities in relation to specialist contractors and minor projects being approved and authorised.

Managing the built environment during major weather events is now becoming a more frequent requirement due to global warming and is a process we manage within the department - protecting the property, staff and patients during such events.

Our annual maintenance of high voltage electrical switchgear took place in September and requires major collaboration and management from all departments within the hospital to ensure a safe service is maintained while using the back-up generators.

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.



Shane O'Donnell,
Technical Services Officer

PROFIT AND LOSS ACCOUNT FOR THE FINANCIAL YEAR ENDED 31st DECEMBER 2023

	2023 €	2022 €
Turnover – continuing operations	170,956,914	154,588,330
Costs		
Payroll and related costs	(118,759,313)	(105,318,333)
Non payroll costs	(54,569,509)	(49,234,256)
Depreciation	(4,666,606)	(4,479,532)
Grant amortisation	3,356,115	3,210,249
Total operating costs	(174,639,313)	(155,821,872)
Operating deficit – continuing operations	(3,682,399)	(1,233,542)
Finance costs (net)	(24,410)	(69,728)
DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION	(3,706,809)	(1,303,270)
Tax on deficit on ordinary activities	-	-
DEFICIT ON ORDINARY ACTIVITIES AFTER TAXATION	(3,706,809)	(1,303,270)

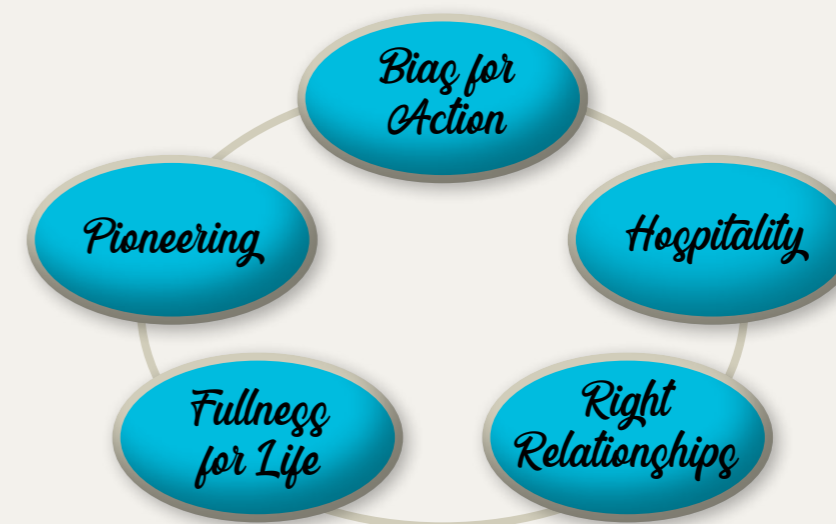
BALANCE SHEET AS AT 31st DECEMBER 2023

	2023 €	2022 €
TANGIBLE ASSETS	76,890,622	75,294,576
CURRENT ASSETS		
Stocks	3,356,925	2,718,422
Debtors	14,337,343	21,344,599
Cash	6,923,507	5,701,445
	24,617,775	29,764,466
CREDITORS - Amounts falling due within one year	(27,602,810)	(25,412,995)
NET CURRENT (LIABILITIES) ASSETS	(2,985,035)	(4,351,471)
TOTAL ASSETS LESS CURRENT LIABILITIES	73,905,587	79,646,047
CAPITAL GRANTS	(69,615,232)	(71,835,128)
NET ASSETS	4,290,355	7,810,919
CAPITAL AND RESERVES		
Profit and loss account	(4,524,054)	(2,190,223)
Revaluation reserve	5,363,755	6,031,487
Donated assets reserve	3,450,654	3,969,655
SHAREHOLDERS' FUNDS	4,290,355	7,810,919

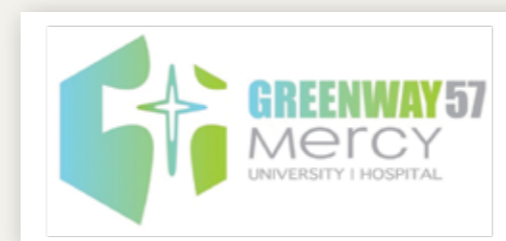
Introduction

Mercy University Hospital is guided 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.

PHILOSOPHY OF VALUES & CULTURE LEAD – THE MERCY WAY



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. Throughout 2023 Greenway57 worked collaboratively with MUH Technical Services Department, HSE Regional Environment and Sustainability Officer and the Clean Technology Centre MTU securing funding and support for projects and initiatives and leading out training programmes.

Social Justice

The Sanctuary Hospital Working Group, chaired by the MUH Director of Nursing, which was reconstituted in 2023 with revised Terms of Reference, is representative of key disciplines and departments throughout the hospital, and includes independent public interest representation as well as representation from key interagency groups. The vision of the Group is underpinned by the Mission and Values of MUH and Mercy Foundress Catherine McAuley.

SOCIAL INCLUSION/INCLUSION HEALTH

Led out by the MUH ED Inclusion Health Focus Group, a dedicated Domestic Violence Day (as part of the 16 Days of Activism against Gender Based Violence) was facilitated at Mercy University Hospital in December 2023. This provided the opportunity to welcome our community partners on site to inform, educate and support staff in ensuring the needs of our community are served. NB: Development of Inclusion Health Services and Resources to MUH was progressed as a priority by the Hospital's Executive Management Board in 2023.



Mission Integration

INDUCTION/ORIENTATION

All new staff, Non-Consultant Hospital Doctors (NCHDs), Student Nurses and Overseas Nurses are educated in the Mercy Way/Mercy Story 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 (6 programmes per year), NCHD Induction (3 programmes per year) Student and Overseas Nurses (5 programmes per year).

“Very important to learn about the Values and to see them then being demonstrated by all speakers” (participant feedback – Global Induction Programme)

The Global Induction Programme is continually evaluated to ensure the charism of Mercy is central to its premise and bespoke Induction/Orientation programmes are also facilitated for external contractors and staff of Grade VI upwards.

TRAINING/EDUCATION

Incarnation of the vision, mission and values of MUH are now innate to a number of training programmes facilitated across the hospital, 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, embedded and have input from the Values & Culture Lead. In 2023, the following programmes (led out through HR and the Department of Nursing) incorporated a dedicated Values module as part of their delivery:

- Managing People Skills Course
- Communication Skills Training
- Line Manager Fundamentals

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.

Values & Culture Evaluation – The Mercy Values at 10: The Values & Culture Evaluation (undertaken every two years) issued in October 2023. To mark the 10th anniversary of the articulation of the MUH Core Values, staff were asked: **Why do Values Matter?** The key themes that emerged related to four main areas:

- **Patient Experience:** *“Our Core Values lead us to do better every day and remind us to see past the job or patient and see the person.”*
- **Behaviour:** *“They mean everything – without these we would lack the core scope of why we do what we do.”*
- **Equality:** *“Creates a sense of belonging”*
- **Organisation:** *“They remind us of what we are about, guide our work and keep a focus on what we are trying to achieve”*

WELLBEING STRATEGY

Our staff is our hospital's most valuable resource and play a pivotal role in the delivery of health and social care services to the population we serve. They have a direct impact on the clinical outcomes and experiences of service users and there is strong evidence that when staff feel well and satisfied with their work, the experience of service users improves (Boorman Review 2009, NHS Health and Wellbeing). In November 2023, the MUH Executive Management Board approved the proposal of the Values & Culture Lead to initiate a Wellbeing Strategy (and to reform the multidisciplinary Wellbeing Working Group that convened during Covid).

Staff Recognition



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

Catherine McAuley

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. In 2023, a total of **3** Awards) were made with **37** Commendations presented to staff.



LIFETIME ACHIEVEMENT AWARD

The MUH Lifetime Achievement Award 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 **Information and Communications Technology Manager, Peter O’Callaghan**. The Award was presented at the Mercy Stars Event on September 29th.



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 to **Elizabeth (Liz) Deasy** to honour this milestone. A total of **9** staff were acknowledged for 30-year service whilst **36** members of staff received Long Service Pins for 20-year service, with **18** members of staff receiving Pins for 10-year service.



Spaces, Places and Experiences

BUILDING BRAND POSITIVE - SPACES, PLACES AND EXPERIENCES GROUP

In March 2023, the Values and Culture Lead established a dedicated Spaces, Places & Experiences Group which was established to ensure and oversee the integration and correct use of the “Brand Elements” of Mercy across the spaces and places and experiences where patients encounter Mercy, and which hold the expectations for how the hospital demonstrates its Mercy identity, values and culture. This multidisciplinary group ensure oversight on the delivery of brand elements for MUH, monitor adherence to same and provide assurance to the MUH Board of Directors in this regard. The Group also ensures that the Hospital’s written, publicity, public relations and promotional materials and activities are in accordance with the Communications policy and serve to always promote the Mission and Values of MUH

MERCY GLOBAL

Mercy University Hospital welcomed a visiting delegation from the University of Detroit Mercy (the McAuley School of Nursing) on May 29th. The hospital was part of their Mercy Heritage Site Visit with a particular focus on nursing practices in Ireland. The group were welcomed with the traditional Mercy good cup of tea, followed by a presentation by the Values &



Culture Lead on the history of Mercy in Cork and the history, legacy and ongoing work of the hospital. Director of nursing, Margaret McKiernan together with Assistant Director of Nursing (NPDU), Martina Hughes provided not only a comprehensive overview of the Department of Nursing and all the nurse led initiatives in train but facilitated a Q&A session for our visitors and invited current Nursing Students at MUH to participate.

MERCY TIMES

Three Editions of Mercy Times (MUH Newsletter) were published in 2023.

Siobhán Kenny,
Mission & Values Lead

HIGHLIGHTS



Mercy
UNIVERSITY HOSPITAL
Compassion Excellence Justice Respect Team Spirit



About the Mercy University Hospital Foundation

Since 2007, the Mercy University Hospital Foundation (MUHF) has served as the official fundraising body for MUH. In this time, the Foundation has allocated almost €15 million of donor funds towards projects that help to advance patient care. These funds have been used to purchase life-saving equipment, refurbish areas of the hospital, create patient support groups, fund patient information booklets, support research, provide assistance to patients who may find themselves in short-term financial difficulty due to illness, and much more.

Through campaigns like the annual Mercy Heroes campaign, events like the 96FM Giving for Living Radiothon, generous support from regular and major donors, community events, and corporate partnerships, the Foundation is able to continue supporting the patients and staff of MUH each year.

Thanks to our incredible donors and supporters, in 2023, MUHF marked its 16th year of raising funds for MUH by allocating €732,619, to support patients, staff, research, and various projects and initiatives to ensure that patients can receive the best possible care at 'The Mercy'.

These funds were spread across a range of areas from our Mercy Cancer CARE Centre and psycho-oncology services, to advancements in hospital technology. Construction continued on the Mercy Cancer CARE Centre at 9 Dyke Parade at a cost of €2,800,000.

This report highlights just some of the ways that the Foundation was able to support MUH in 2023, and shows just how much of a difference that support can really make for patients, their families and hospital staff.

BOARD MEMBERS 2023

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 (Chairperson)

Sr Coirle McCarthy

Mr Will Roche

Mr Michael O'Brien

Mr Brian Dunphy

Mr Diarmuid Nolan

Mr Fergal Lennon

Dr. John Cahill (*Retired 29th May, 2023*)

Dr. Chris Luke (*Retired 29th May, 2023*)

Ms Yvonne Barry (*Retired 29th May, 2023*)

Here's how just some of the funds raised were spent in 2023...



MERCY CANCER CARE CENTRE - €1,589,235

Construction continued on MUHF's flagship project which will improve the wellbeing of cancer patients at Mercy University Hospital. The 5,000 sq ft building at 9 Dyke Parade will provide patients and their loved ones with space to gather their thoughts and take in this life altering news in a comforting, non-clinical environment.



PSYCHO-ONCOLOGY - €127,179

The Foundation provides a specialised psycho-oncology service to help patients navigate the emotional and psychological aspect of a cancer diagnosis. More than 470 clinical psycho-oncology appointments were facilitated in 2023.



IBD SCANNER - €93,032

The new IBD Scanner allows staff to carry out bedside Ultrasounds for patients with IBD (Crohn's disease and Colitis). It reduces the need for CT and MRI scans, as well as colonoscopy tests.



ICU - COMBILIZER - €17,220

The Combilizer is a versatile aid that enables out of bed mobilisation for critically ill patients in ICU at 'The Mercy'. It allows patients to be positioned into lying, sitting and standing positions – all of them achievable without having to perform transfers in between.



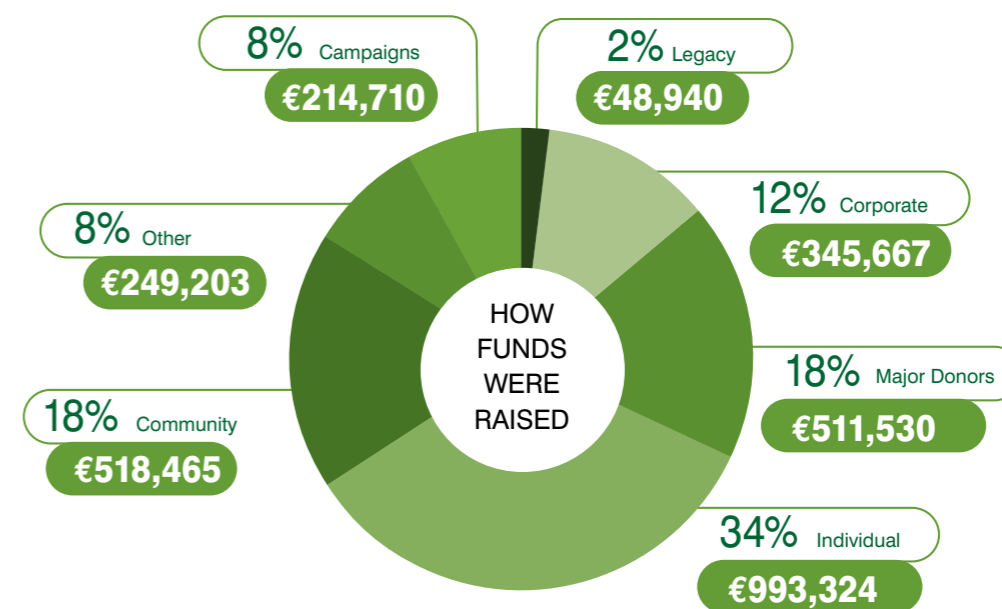
CHAIRS FOR ST MARY'S WARD - €6,435

Two new high support comfort chairs were purchased for geriatric patients in St Mary's Ward. Thanks to the incredible staff in the Hospital who, by participating in The Echo Women's Mini Marathon and organising a coffee morning, raised part of the funds used to purchase these chairs.



ONCOLOGY BOOKLETS - €1,586

The Foundation designed and printed thousands of information booklets to help cancer patients understand the side effects associated with chemotherapy and how to manage them. These are given to patients on their first day of treatment at either St. Therese's or St. Bernadette's.



A tremendous €2,881,839 was raised in 2023, and we are all incredibly grateful for your support. Without you, our incredible supporters, we wouldn't be able to complete the work we do at the Mercy University Hospital Foundation.

