

ANNUAL REPORT

2017



Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit

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VISION, MISSION AND VALUES

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Vision, Mission and Values

VISION

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

Our Vision:

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

MISSION STATEMENT

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

Our Mission Explained

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

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

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

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

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

TEAM SPIRIT – working together to achieve our common purpose

ABOUT THE HOSPITAL

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About the Hospital

The Mercy University Hospital was founded in 1857 by the Sisters of Mercy and has expanded substantially since its opening. Mercy University Hospital is a public voluntary hospital and became a company limited by guarantee in 2003. The affairs of the company are managed by a Board of Directors who are responsible to a Trustee Company – Mercy Care South which was established in 2016. The hospital is a registered charity and operates as a not for profit entity. Mercy University Hospital employs approximately 1,200 staff and has an annual operating budget of circa €100m. MUH is a member of the South/South West Hospital Group along with eight other hospitals in the region and is committed to ensuring that patients across the South/South West Hospital Group receive the highest standard of care.

The Mercy University Hospital offers the following services:

MEDICAL

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

SURGERY

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

ALLIED HEALTH SERVICES

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

Consultant Medical Staff

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Dr	Ray	Barry	Paediatrics and Child Health
Dr	Adrian	Brady	Radiology
Mr	Ciaran	Brady	Urology
Dr	Gemma	Browne	Medicine/Nephrology
Dr	Martin	Buckley	Gastroenterology
Dr	Siun	Burke	Anaesthesia
Dr	David	Curran	Respiratory Medicine
Dr	Cathy	Dewhurst	Radiology
Dr	John	Dowling	Anaesthesia
Dr	Frances	Enright	Paediatrics and Child Health
Dr	Anne	Fanning	Anaesthesia
Dr	Sinead	Fenton	Ophthalmology
Dr	Anita	Griffith	Anaesthesia
Dr	Donal	Harney	Anaesthesia & Pain Medicine
Dr	Colm	Henry	Geriatric Medicine
Dr	Arthur	Jackson	Infectious Diseases
Dr	Clodagh	Keohane	Haematology
Professor	David	Kerins	Cardiology
Dr	Chris	Luke	Emergency Medicine
Dr	John	Mac Farlane	Rehabilitation Medicine
Dr	Peter	MacEaney	Radiology
Professor	Michael	Maher	Radiology
Mr	Brian	Manning	Vascular Surgery
Dr	Jane	McCarthy	Gastroenterology
Mr	Gerald	McGreal	Vascular Surgery
Dr	Brian	McNamara	Neurophysiology
Dr	Sean	Minogue	Anaesthesia
Professor	William	Molloy	Geriatric Medicine
Dr	Adrian	Murphy	Emergency Medicine
Dr	Matthew	Murphy	Endocrinology

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

Legal and Banking Information

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COMPANY SECRETARY	L & P Financial Trustees Limited c/o Mercy Provincial Offices Bishop Street Cork
REGISTERED OFFICE	Mercy Provincial Offices Bishop Street Cork
REGISTERED NUMBER	353064
AUDITORS	Deloitte Chartered Accountants and Statutory Audit Firm No. 6 Lapp's Quay Cork
BANKERS	Bank of Ireland 32 South Mall Cork
SOLICITORS	Doyle Solicitors 31 South Bank Crosses Green Cork

CHAIRMAN'S REPORT

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Chairman's Report



It gives me great pleasure to introduce the hospital's Annual Report for 2017. In keeping with previous years, 2017 presented the hospital with a number of challenges however, I can say with pride in our staff, that the hospital continues to put the patient first and deliver the best quality patient services.

2017 was a very special year as a number of milestone birthday celebrations took place. It marked the 160th Anniversary of the founding of the hospital and the 10th birthday of the Mercy University Hospital Foundation. A number of commemorative events took place during the year culminating in a successful and well supported joint Anniversary Ball in November. The hospital and Foundation were delighted to welcome the Minister for Health, Mr Simon Harris and the Minister for Foreign Affairs, Mr Simon Coveney along with other members of the Oireachtas, and distinguished guests from across the civic, business and healthcare sectors to this momentous occasion.

We also celebrated the 5th birthday of the opening of the Urgent Care Centre on St Marys Health Campus. This unit was designed to treat approximately 10,000 patients when it opened in 2012 and in 2017 treated over 18,000 patients.

The year began with a special visit to the hospital by the Minister for Health, Mr Simon Harris in early January and we were delighted to welcome him on site to show him at first hand the good work the hospital is doing and the particular challenges we are facing. The Board used the Minister's visit and the anniversary ball to highlight deficiencies in infrastructure in the hospital and the urgent need for capital investment. While some important approvals were given for capital investment in 2017, we are hopeful that 2018 will bring further tangible support by way of capital investment in healthcare in our hospital and in Cork.

Important National Initiatives

The hospital welcomed the publication of the Sláintecare Report in May with its proposals for a ten year strategy for health care and health policy in Ireland. While disappointed at the lack of progress in publishing a detailed implementation plan and associated structures, we look forward to progress being made in 2018 in developing a clear roadmap for a radical health reform programme, which will aim to deliver a universal health system where everyone experiences high quality, integrated healthcare. We believe that there is a duty on all healthcare leaders to be open to and lead the required change and we in Mercy University Hospital stand ready to play our part.

As a voluntary hospital, MUH was encouraged by the Minister's announcement in July relating to the establishment of an independent review group to examine the role of voluntary organisations in the operation of health and personal social services in Ireland which is being chaired by Dr Catherine Day. We believe this review is timely and commend Minister Harris for setting it up. Our hope is that going forward there will be a central role for voluntary hospitals working in tandem with statutory hospitals in a hospital group structure and that the diversity which is evident in other countries will be also be facilitated in Irish healthcare.

Mercy University Hospital also looks forward to the planned publication of the new National Development Plan in 2018 which we hope will contain commitments to urgently required healthcare investment in Cork.

Focus for 2018

The focus for the hospital in 2018 will again be on providing the best patient focussed care within the resources available, addressing our infrastructural challenges and the completion of our detailed Mercy Campus Study. I wish to take this opportunity to thank Mr Mark Kane, Technical Services Officer for leading out on this very important piece of work in conjunction with the Chair of the Finance & Infrastructure Committee, Mr Neil O'Carroll. I wish to take this opportunity to thank Mr Mark Kane, Technical Services Officer for leading out on this very important piece of work in conjunction with the Chair of the Finance & Infrastructure Committee, Mr Neil O'Carroll.

Board and Management

There were a number of changes to the membership of the Board of Directors during 2017. Dr Michele Dillon retired from the Board during the year and I would like to thank her for all her work and dedication during her term of office. Professor Colin Bradley and Ms Margaret Lane stepped down from the Board on a temporary basis due to work commitments. Dr Bradley was awarded the Fulbright HRB Health Impact Award and moved to the USA for a period of one year to conduct research on strategies to improve opiod prescribing by primary care physicians in collaboration with colleagues from the University of Oklahoma. I would like to wish him well in his endeavours. I would like to extend a warm 'Mercy' welcome to two new directors who were appointed during 2017 – Professor Paula O'Leary, Professor in Medicine at UCC and Consultant Physician in Cork University Hospital and Dr Sheila Rochford, a Cork GP.

I would also like to congratulate our fellow Board member, Professor Mary Horgan who became the 142nd President of Royal College of Physicians of Ireland (RCPI) at its Annual Stated Meeting in October 2017 and will serve a three-year term. Professor Horgan is the first female to be appointed to the post of President in the 360 year history of the RCPI and is also the first from outside of the Dublin region.

Thanks

I would like to thank all my Board colleagues for their commitment, insights and work at both Board and committee level, in guiding and governing Mercy during this period of considerable change, all of which is done on a voluntary basis.

On behalf of the Board, I would particularly like to express our sincere gratitude to Ms Sandra Daly, CEO, her management team and all the staff of the hospital for the sterling work they do on a daily basis delivering quality care to our patients. Like the Board, there were a number of changes to the executive team during 2017. After five years of dedicated service in the role of Clinical Director, Professor David Kerins' tenure came to an end in October 2017 and Dr Kieran O'Connor, Consultant Physician in Geriatric Medicine has now assumed the role. The Deputy CEO, Mr Jim Corbett retired from the hospital in December after 15 years in post and Mr Maurice Spillane will assume this responsibility in January 2018. Mr Mark Kane joined us during the year and is leading out the newly formed Technical Services Department.

I would like to thank the staff of HSE and in particular the Chair and CEO of the South /South West Hospital Group for their continued support in entrusting significant areas of service provision to MUH in 2017. On a personal note, I was honoured to be appointed to the membership of the South/South-West Hospital Group Board by Minister Harris on 30th November and I look forward to working closely with our colleagues there in identifying the strategic priorities for the delivery of quality healthcare services to patients of the South/South West Hospital Group for the coming years. I must say it is encouraging to see the regard within which our hospital is held by the SSWHG and this is a tribute to the dedication of all our staff to patient care and welfare.

I would like to publicly place on record our appreciation for the valuable work and financial assistance in supporting the hospital by all those in the Mercy UniversityHospital Foundation and to their Chairman, Mr Jerry Flynn and CEO, Mr Mícheál Sheridan and all of their staff and volunteers.

Finally, I would like to thank Mercy Care South, its Chairman, Mr Tim McCarthy and his fellow trustees for their support and enthusiasm during their first year in office.

Mr Michael A O'Sullivan
Chairman

BOARD OF DIRECTORS

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Board of Directors

ROLE AND STRUCTURE

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

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

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

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

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

Directors - 2017



Mr Michael O'Sullivan



Prof Colin Bradley
* Stepped down in June



Mr Mortimer Kelleher



Ms Margaret Lane



Ms Irene O'Donovan



Dr Michelle Dillon



Mr Neil O'Carroll



Mr John Buttimer



Mr Joe O'Shea



Professor Mary Horgan



Mr Maurice O'Connor



Professor Paula O'Leary
*Appointed in September



Dr Sheila Rochford
*Appointed in September

Mr. Michael O’Sullivan – Chairman

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.

Prof. 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 parttime as a GP in the medical practice of Dr Paul McDonald in Cobh. He was formerly a senior lecturer in general practice in the University of Birmingham and a lecturer in general practice in the University of Manchester. His doctoral research thesis was on decision making of GPs about prescribing medicines and this has remained a major theme in his research. His department also has a major research interest in the primary care aspects of chronic diseases particularly diabetes mellitus. Colin is Chair of the Clinical Oversight Committee.

Mr. Mortimer Kelleher

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

Ms. Margaret Lane

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

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.

Dr. Michelle Dillon

Michelle is a UCC graduate, who qualified from medicine in 1994 and followed a career in General Practice. She has been working as a GP in Bishopstown since 1999.

Mr. Neil O’Carroll

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. Neil chairs the Finance Committee.

Cllr. John Buttimer

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

Mr. Joe O'Shea

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

Prof. Mary Horgan

Mary is the Dean of the School of Medicine at University College Cork. A specialist in infectious diseases, she is a graduate of University College Dublin (UCD) and undertook her specialist training at Washington University School of Medicine in St Louis, US. She assumes her three-year role as Dean having been overseeing the Graduate Entry Programme, which saw its first graduates in 2012.

Mr Maurice O'Connor

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

Professor Paula O'Leary

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

Dr Sheila Rochford

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

Attendance at Board Meetings - 2017

Name	No. of Meetings Qualified	No. of Meetings
	to Attend in 2016	Attended in 2016
Michael A O’Sullivan (Chair)	11	10
Professor Colin Bradley	6	5
Mr John Buttimer	11	7
Dr Michele Dillon	6	3
Professor Mary Horgan	11	6
Mr Mortimer Kelleher	11	9
Ms Margaret Lane	4	2
Mr Neil O’Carroll	11	10
Mr Maurice O’Connor	11	11
Ms Irene O’Donovan	11	8
Professor Paula O’Leary	4	3
Mr Joe O’Shea	11	11
Dr Sheila Rochford	4	4



REPORTS OF THE BOARD COMMITTEES

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AUDIT & GOVERNANCE

PURPOSE

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

The Committee discharges its responsibilities through:

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

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

MEMBERSHIP

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

MEETINGS

The Committee met formally on four occasions during 2017. The following were the main issues addressed:

- Consideration of significant accounting estimates and judgements affecting the annual financial statements.
- Consideration of external audit plans.
- Discussions with the external auditors concerning matters identified by the external audit process including financial statement disclosures.
- Developed recommendations for the Board in connection with the approval of the annual financial statements.
- Findings from internal audit activities.
- Participated in discussions concerning IT systems and related security matters including plans relating to compliance with forthcoming GDPR legislation.
- Completed reviews of the effectiveness of financial controls, governance arrangements and risk management.
- Completed reviews required to facilitate the completion of the Directors’ compliance statement to be included in the 2017 financial statements.
- Review of Annual Compliance Statement for submission to HSE.

Joe O’Shea, Chairman

CLINICAL ETHICS

PURPOSE

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

MEMBERSHIP

The Committee consists of at least three members, two of which must be members of the board of directors. The board representatives during the year included **Prof Colin Bradley** (part), **Dr Sheila Rochford** (part), **Mr John Buttimer** and **Ms Irene O'Donovan**.

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

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

MEETINGS

The Clinical Ethics Committee had two full meetings during 2017 with a number of interim subsidiary meetings to progress development of certain policies.

The issues addressed during the year included:

- Continued education and awareness, this is an ongoing programme conducted through the Clinical Ethics Working Group
- Dr Louise Campbell was formally appointed as Clinical Ethicist to the Hospital
- The review of the hospital's current clinical ethics policies with a view to ensuring such policies reflect the ethos of the hospital and are in line with clinical practice consistent with such ethos.
- Substantial work has been devoted towards the development of an appropriate clinical ethics service within and for the benefit of the hospital.

Irene O'Donovan
Chair

CLINICAL OVERSIGHT

PURPOSE

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

MEMBERSHIP

Professor Colin Bradley (Chair), Professor Mary Horgan, Dr Michelle Dillon, Mr John Buttimer

MEETINGS

The committee on three occasions in 2017. Matters considered by the committee included:

- Oversight of HIQA recommendations subsequent to inspections
- Emergency Department Escalation – Winter Plan
- Clinical Governance of the Emergency Department including the Liaison Psychiatry Service
- Cross city services e.g. neurology, general surgery
- Strategic development of clinical services e.g. vascular surgery, prostate, endoscopy
- NCCP Policy
- Policy development including Open Disclosure and Protected Disclosure
- End of Life Care
- MUH Pilot Site Submission on Framework for Improving Quality in our Health services (HSE Quality Improvement Division)

Colin P Bradley
Chairman



FINANCE

PURPOSE

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

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

MEMBERSHIP

Neil O’Carroll (Chair) Joe O’Shea, Michael O’Sullivan, Maurice O’Connor

MEETINGS

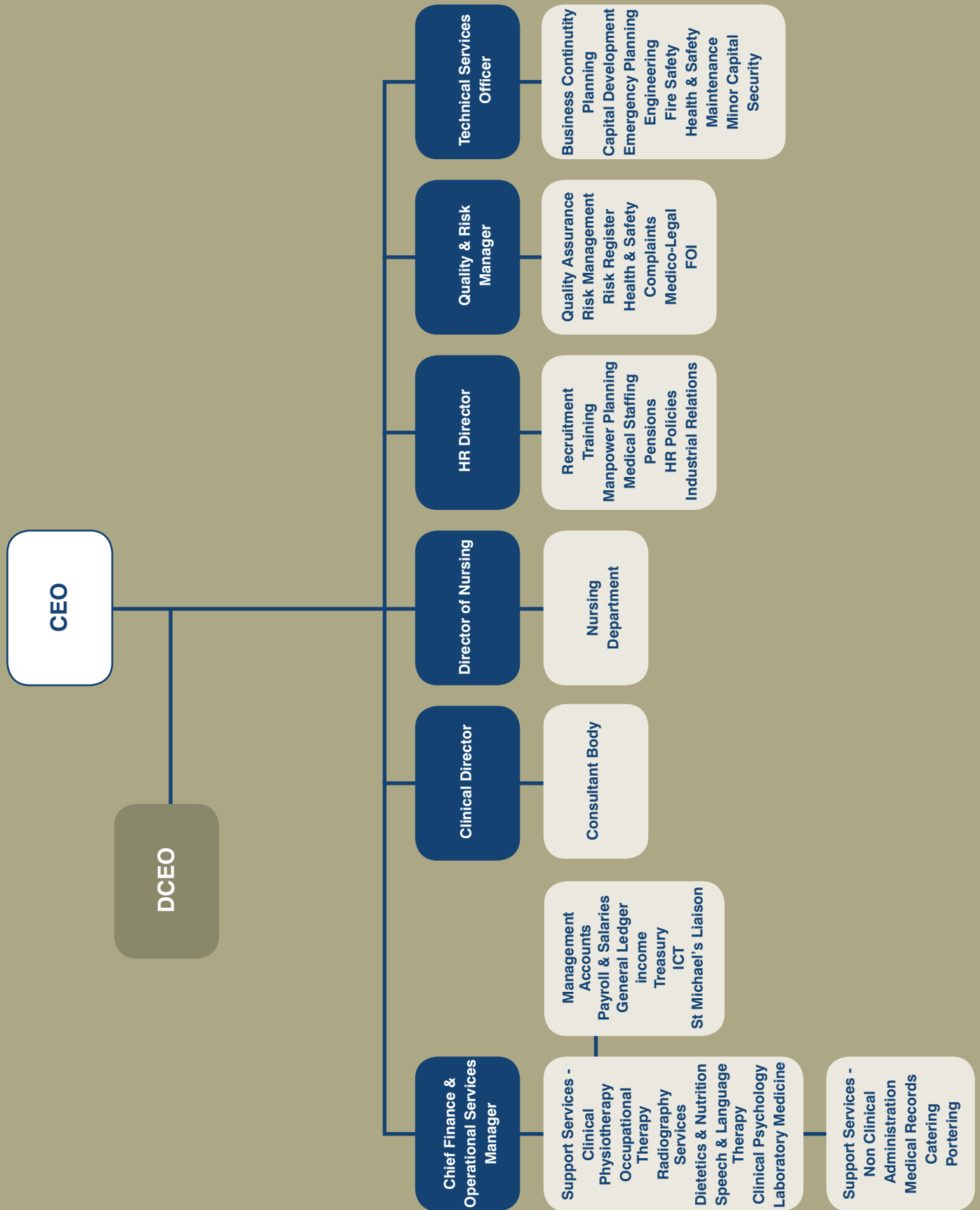
The Committee held five meetings in the course of 2017.

Agenda items addressed by the Committee included the following:

- Financial performance analysis and review of projected outturn for 2017, with a focus on the key issues impacting on the hospital’s performance in 2017
- Activity based funding updates and reviews
- Periodic reviews of Capital Projects in line with Campus Study
- Review of Committee Risk Registrar
- Review of credit card policy in the hospital and related compliance issues
- Discussion on plan to develop a CSSD unit adjacent to the hospital
- Paybill Management review

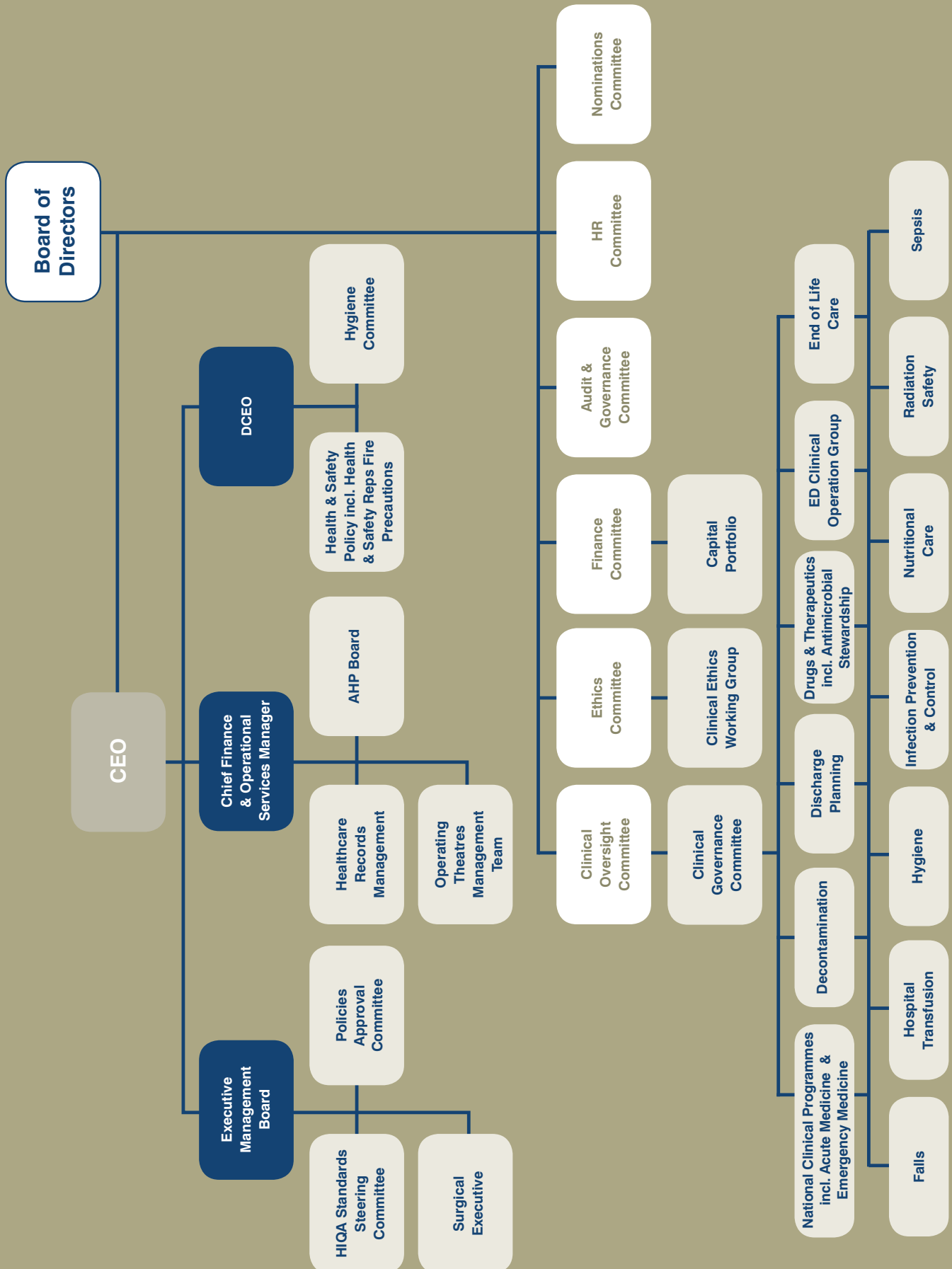
Neil O’Carroll
Chairman

MANAGEMENT STRUCTURE



COMMITTEE STRUCTURE

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PROFILE OF EXECUTIVE MANAGEMENT TEAM

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Profile of Executive Management Team

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MS SANDRA DALY – CHIEF EXECUTIVE OFFICER

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

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



MR JIM CORBETT – DEPUTY CHIEF EXECUTIVE OFFICER

Jim Corbett, Deputy Chief Executive Officer and is the de facto Chief Operating Officer for Mercy University Hospital and deputises for the CEO in her absence. He came to Mercy University Hospital in 2002 after a successful career in the NHS and private sector in the UK. Jim is the senior operational manager of the hospital concentrating upon the development and monitoring of the hospital's strategy and operational performance and in particular upon preparedness and resilience responses together with household, maintenance, security, hygiene and fire prevention functions.



MR MAURICE SPILLANE – CHIEF FINANCE AND OPERATIONAL SERVICES MANAGER

Mr Maurice Spillane joined Mercy University Hospital as Chief Finance Officer, taking on a new role which included managing the Finance, Procurement and ICT departments in August 2011. This role was expanded in 2014 to encompass responsibility for a number of operational services within the hospital. Prior to this, Maurice spent 23 years working for Logitech. Logitech, which is a publicly quoted company, has 7,000 employees worldwide and is a leader in the design, manufacture and marketing of computer accessories and video conferencing solutions. Maurice joined Logitech as Financial Controller of its Irish operation in 1988. He spent a number of years in Switzerland as European Controller. He assumed the role of General Manager of Logitech's Irish subsidiary in 1996 and held that position until joining Mercy University Hospital.



PROFESSOR DAVID KERINS, M.D., FAHA, FACC, FASE, FESC
CLINICAL DIRECTOR

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. He was appointed as Clinical Director at Mercy University Hospital in 2012. He was awarded a Diploma in Leadership in Quality and Healthcare in 2013.

He 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. He has completed advanced training in non-invasive cardiac imaging, with a particular focus on Echocardiography, Cardiac MRI and Cardiac CT Imaging. Professor Kerins is a fellow of the American Heart Association, the American College of Cardiology, the European Society of Cardiology and the American Society of Echocardiography.

David's tenure as Clinical Director ended in October and he was replaced by Dr Kieran O'Connor.

Profile of Executive Management Team

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

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

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

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



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

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

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



MS MARY DEASY – QUALITY & RISK MANAGER

Mary Deasy is the Quality & Risk Manager at the MUH, with over 15 years experience in the area of Quality and Risk Management. She is a qualified RGN with post registration qualifications in Emergency Nursing and Trauma Care. Since qualifying in nursing she has attained additional qualifications in Quality & Risk Management from University College Dublin and Health & Safety & Welfare at Work HDip from University College Cork as well as an MSc in Healthcare Leadership in Quality & Patient Safety. Operationally, Mary leads the healthcare governance and risk, quality and patient safety agenda across the organisation and manages its implementation.



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.



MR MARK KANE – TECHNICAL SERVICES OFFICER

Mark Kane joined MUH in the role of Technical Services Officer in April 2017. Mark has over 20 years post graduate Engineering experience, 17 of which have been spent working in a technical capacity in a Health Care setting. Most recently Mark has held the post of Estates Manager for the HSE Southern Area with a responsibility for maintaining and developing the HSE's built assets across Cork and Kerry in both Acute and non Acute settings. This would have included the delivery of a €50M capital investment programme over a five year period.

Prior to his tenure at HSE Estates, Mark worked as the Engineering Officer in MUH in the early 2000's and was delighted to return to the Mercy in April to head up the newly created Technical Services Department.

As head of Technical Services, Mark has responsibility for capital development of the MUH, managing fire safety and infrastructural safety, maintenance and upkeep of existing facilities and their business critical engineering systems, property management and energy management. He is committed to providing technical leadership to ensure the MUH is developed and maintained in line with its clinical requirements. A key objective for the Technical Services Department is to continuously seek to deliver an improved built environment that enables its staff deliver optimum patient services, ever mindful of the mission, ethos and values of MUH.

REPORT FROM CHIEF EXECUTIVE OFFICER

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It is my great pleasure to welcome you to Mercy University Hospital's 2017 Annual Report on the 160th Anniversary of the hospital's foundation.

2017 was a positive and eventful year for Mercy University Hospital Cork as we made notable progress in a number of key strategic and operational areas. This year's Annual Report reflects the incredible work undertaken by the staff of this hospital in delivering our strategic objectives in line with our mission and values. Our collective efforts have further strengthened this hospital's ability to maintain its vision and I am truly heartened by the invaluable contribution all our staff made to the lives of over 130,000 patients that came into contact with Mercy during the year.

When I look back at the year I am pleased to recall that despite the many challenges faced, we have continued to provide high quality services to the people of Cork and beyond. In terms of the hospital's overall performance, MUH delivered high results. It is, however, acknowledged that significant demographic and healthcare challenges impacted on the hospital's ability to meet national health service targets due to the increasing demand for emergency services largely outside the hospital's control. MUH remains committed achieving high levels of compliance which are evidenced throughout this report. This work is essential to meet the future direction of the healthcare sector.

Our primary focus is on delivering better patient outcomes. We continued to make excellent progress in Corporate and Clinical Governance, Quality and Patient Safety, Infrastructural Planning, Education and Research and continued to build on a culture of learning and the application of those learnings in our day to day operations. MUH had two visits from HIQA during the year. The first took place on 25th January when the hospital received an unannounced monitoring assessment of the hospital's compliance with the National Standards for Safer Better Healthcare in relation to nutrition and hydration care for patients admitted to the hospital. HIQA also visited the hospital on September 5th for an announced inspection as part of their Monitoring Programme for Medication Safety. The reports received after both visits acknowledged the work done by the hospital, areas of good practice and highlighting opportunities for improvement which were actioned through the hospital's Quality Improvement Plans.

The MUH Laboratories received a Surveillance and 'Extension to Scope' audit visit from the Irish National Accreditation Board (INAB) on 23rd May 2017 and I am pleased to report that the hospital was successful in maintaining INAB accreditation.

The first ever National Patient Experience Survey took place in May 2017 and the hospital was delighted to engage with Health Information and Quality Authority (HIQA), the Health Service Executive (HSE) and the Department of Health in this welcome initiative. 394 participants from Mercy University Hospital took part in the survey which was a 54% response rate for the hospital and was in excess the national response rate of 51%. Overall, patients' ratings of their experiences at Mercy University Hospital were above the national average. 89% of patients at Mercy University Hospital said they had a 'very good' or 'good' experience, compared with 84% nationally. This reveals that MUH patients have confidence and trust in the hospital staff and they were treated with respect and dignity during their time in the hospital. A number of areas for improvement in MUH were identified in the survey, notably, waiting times in the emergency department and communication with the patient during the discharge process.

Improving the patients experience is a priority at the MUH, recognising that the patient experience has an inherent value to patients and their families. The valuable information gleaned from the survey was analysed to help identify key quality improvement initiatives throughout the services at the MUH and provide the hospital with an important context to improvement work at the hospital going forward. It will also guide the hospital's Strategy for Quality as well as translating into useful actions to guide the frontline multidisciplinary teams. Another first for 2017 was the site inspection of MUH as a training site on November 21st by the Irish Medical Council. The hospital has 122 Non

Consultant Hospital Doctors (NCHD) in both dedicated training and service posts. The Irish Medical Council (MC) quality assures medical education and training in Ireland in accordance with Part 10 of the Medical Practitioners Act 2007. Clinical training sites where intern and specialist training is delivered are required to meet standards set by the Medical Council, to ensure they are suitable for training. The final report (received in March 2018) recommended that MUH should continue to be approved to provide medical education and training to Interns and should also continue to be approved to provide specialist medical education and training to NCHDs. These recommendations were made on the basis that MUH is adhering to the majority of the rules, criteria, guidelines and Standards approved by the Medical Council. This approval should be for an initial period of five years from the date of approval by Council. A number of recommendations were made in the Report for MUH and within the commendations listed for MUH, the team of inspectors commended MUH for *“establishing a lead NCHD role, which is now in its fourth appointment. The Team was also impressed that there is an NCHD Committee in place which meets regularly with HR” and its “Surgery and Anaesthesia Departments, where good examples of supervisory arrangements were reported”*.

I would like to formally congratulate our two new Clinical Professors who were designated on the merit of their applications as part of the competition run by the College of Medicine & Health, University College Cork - Mr Micheal O’Riordain, Consultant Gastrointestinal & General Surgeon and Dr Terry O’Connor, Consultant Respiratory Physician.

Mercy University Hospital were the delighted recipients of Joint 1st in Ireland for the Best Sepsis Quality Improvement Programme at the 4th National Sepsis Summit at Dublin Castle. This is testament to the wider multidisciplinary team led by Ms. Teresa Marshall, CNM2, Sepsis and Dr. Deirdre O’Brien, Consultant Microbiologist.

I am pleased to report that MUH was in the top 10 hospitals in the country in respect of the percentage uptake of the seasonal flu vaccine by HCWs with a total of 43.3% as outlined in the Final Report on Influenza Vaccine Uptake in Hospitals and LTCFs during 2016-2017 published by the Health Service Executive-Health Protection Surveillance Centre in late September. MUH was the third most successful acute hospital in the uptake of the vaccine. I would like to commend the Occupational Health department for the various initiatives undertaken to achieve such a good uptake. The success of the 2016/2017 campaign has given impetus to the 2017/2018 campaign.

As part of the hospital’s ongoing commitment to investing in its greatest asset – its staff, a leadership skills programme was designed and tailored for middle management staff at MUH. The aim of the programme was to give managers/supervisors or those moving into management roles the fundamental skills of effective management. The 4 module programme was delivered at MUH over four days and due to the enormous interest, was run twice in 2017 with over 20 participants in each group. The feedback from the groups was very positive and enabling.

The hospital continued to extend the ‘Circle of Mercy’ during the year and welcomed Mercy colleagues from the Institute of Sisters of Mercy of Australia and Papua New Guinea and a large group from Mercy Health System, St. Louis, Missouri. We were delighted to share Mercy experiences with our visitors and foster greater relations with the wider international Mercy Family, particularly as 2017 also marked 190 years of service by the Congregation of the Sisters of Mercy.

Finally, I would like to place on record my sincere thanks for the unstinting support of the Board of Directors and its Chairman, Mr Michael A O’Sullivan. I would also like to acknowledge the work of the Executive Management Board for their stellar commitment to the hospital and our patients. I am incredibly proud of this hospital and all those who work in the Mercy that dedicate themselves to patient care and live the Mercy Values day after day. I

would like to commend Mr Peter O’Callaghan, ICT Manager and his team for all the work they did during the world-wide cyber-attack which occurred in May. Their sterling work minimised the potential threat and any disruption to MUH and I am pleased to report that there was not any major disruption to patient services during the situation.

Looking ahead to 2018, there is no doubt that we will face further challenges in the delivery of our clinical services yet remain committed to the implementation of national health policy. We will meet these challenges, with confidence and optimism, as we have for the last 160 years, in partnership with our colleagues in the South/South West Hospital Group. I look forward to sharing updates on our progress and achievements for 2018 with you all! Personally, I continue to be inspired and encouraged by the patients I meet on a daily basis and their journeys through the hospital.

Mercy University Hospital is an outstanding organisation with an extraordinary heritage and a promising future.

Ms Sandra Daly
Chief Executive Officer

REPORT FROM CLINICAL DIRECTOR

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Throughout 2017, the clinical staff of Mercy University Hospital continued to deliver care that is at the highest possible level and in keeping with best international practice. Clinical activities at MUH continue to increase each year and our ability to respond to these demands is a reflection of the commitments of the medical and surgical services, nursing, laboratory diagnostic, administration, portering, housekeeping and all ancillary services within Mercy University Hospital.

From an infrastructural perspective, an upgrading of our surgical theatre complex has been initiated within the past year and we look forward to further upgrading our facilities in radiology and gastroenterology in the near future.

St. Francis Unit, sited on St. Mary's Health Campus, celebrated its first anniversary and has already made a significant impact on the large cohort of patients who received care in that unit. This is a reflection of the calibre of the staff of St. Francis Unit and of our close working relationship with our community colleagues.

The NCHD structures within the Emergency Department have been reorganised by Drs. Adrian Murphy and Chris Luke thus facilitating a reduction in the patient experience time despite an increase in the number of patient presentations.

The introduction of early diagnostic testing of suspected flu patients by Dr. Deirdre O'Brien and the microbiology laboratory has enabled the earlier detection of patients who are flu positive and this has allowed the isolation of such patients and the minimization of the effects of flu on the Hospital.

During 2017, Mercy University Hospital developed a Research Committee under the chairmanship of Dr. Derek Power. This Committee will facilitate the ongoing research within the hospital and enable the development of novel therapeutic approaches that will be of benefit to our patients and to society.

Brief summary of 2017 Clinical Director activities

- Weekly meetings with the Lead NCHD and the Medical Manpower Manager
- Regular meetings between the clinical director and the director of nursing
- Chairmanship of the clinical governance committee
- Membership of the executive management board
- Membership of the hospital drugs and therapeutics committee
- Membership of the surgical executive
- Hospital wide walk-through along with the CEO and the director of nursing

My term as Clinical Director ended in September, I am delighted to welcome Dr Kieran O'Connor as successor, and we in turn have followed in the footsteps of the inaugural Clinical Director, Dr Colm Henry.

Professor David Kerins
Clinical Director

DEPARTMENT OF HUMAN RESOURCES

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Department of Human Resources

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Welcome to the Human Resources (HR) section of the 2017 Annual Report.

During 2017, the Department continued the implementation of a number of initiatives driven by the multiyear HR strategic review and subsequent plan. The scope of this HR plan is both strategic and operational covering the following areas:



Key achievements in 2017 are numerous and I will now share some of these.

TALENT ACQUISITION

A total of 398 people joined MUH in 2017. A large portion (200+) of these were NCHDs (Non Consultant Hospital Doctors), many of whom rotate every few months as part of various training schemes.

As a direct result of our very successful international and domestic recruitment campaigns, 88 Nurses were recruited by MUH.

Over 110 internal job opportunities were created resulting in career development and promotional prospects for many colleagues in MUH.

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

Department of Human Resources

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This branding underpins all of our recruitment campaigns, material and adverts making the MUH instantly recognisable. Many employees got involved in the photo shoot with some fantastic photos taken for current use and posterity.



Care to join us?

Build a career you can be proud of
at the Mercy University Hospital.

We put the **care** in careers.

COMMUNICATIONS

MUH was chosen as a pilot site for an initiative with NCHD's called "Valuing Voices". This was a joint collaboration with HR and the NCHD Lead resulting in an Award from the HSE (see Highlights).

A number of focus groups and employee consultation groups were set up to brainstorm and consult on initiatives including shift patterns, ICT and communications forums.

NATIONAL AGREEMENTS/SCHEMES

MUH continues to implement all national reward decisions in a timely manner. 2017 saw the implementation of measures in accordance with the Financial Emergency measures in the Public Interest Act 2015 and the Public Service Stability Agreement 2013-2018 LRA.

The job evaluation scheme opened nationally for a number of grades and MUH is actively managing all applications coming through this process.

LEADERSHIP, TRAINING & DEVELOPMENT

The training need identified for people managers in 2016 received continued investment in 2017. A modular programme called “Managing People Skills” which aims to develop leadership competence was developed in early 2017. Over 70 managers have been put through this developmental programme. Embedding the Mercy values of Excellence, Compassion, Team Spirit, Justice and Respect is a key message delivered in this programme and a requirement for how we act as leaders. Other Leadership, Training & Development initiatives rolled out and supported in 2017 include:

- Project Management
- Values in Action workshops
- Facilitation skills
- Interviewer & Interviewee skill training
- Employment Law
- External sponsorship including MSc
- Induction
- Excel skills
- CPD

COMPLIANCE

A number of compliance related activities were supported in 2017. The Irish Medical Council chose the MUH as an audit site for its training schemes at both Intern and NCHD level. The audit was comprehensive and engaging. The MUH had a successful outcome with accreditation granted for the next five years. Many commendations were made by the auditing team in relation to communication with the NCHD’s, library and study facilities and NCHD wellbeing.

The National Vetting Bureau (Children & Vulnerable Persons) Acts 2012-2016 came into operation in April 2016. There is a specific requirement under these acts to ensure that all persons employed before 29/04/2016 are vetted retrospectively. The MUH successfully met this requirement. NCHD EWTD (European Working Time Directive) compliance remains excellent with 100% compliance for not breaching 24 hour shifts and 98% compliance for maintaining a 48 hour working week average.

WELLBEING & EMPLOYEE ENGAGEMENT

Following the successful pilot of a Wellbeing Week in November 2016 two more Wellbeing Weeks were run in 2017, one in April and one in October. The Wellbeing brand “**#Wellbeing - The Mercy Way**” is instantly recognisable around the Hospital. During the weeks in question we ran over 50 different initiatives, this offered lots of choice and something for everything. Popular events included free healthy breakfasts, cooking demonstrations, exercise classes, taster facials, taster massage, gait analysis, cancer awareness talks and screening clinics for diabetes & blood pressure. The feedback continues to be excellent and a formal Wellbeing Policy has been adopted.

OTHER

A number of other initiatives took place in 2017, namely:

- A Risk Register for HR has been developed and is being actively managed
- Occupational Health continue to manage all work related sick leave issues with over 2,240 visits supported in 2017. They also supported the roll out of the flu vaccine to almost 50% of employees, this was an excellent result.

2017 has been an exciting and busy year for the HR and Occupational Health Departments; I would like to thank my colleagues for delivering on many initiatives for employees that support the delivery of patient services in MUH. We have equally ambitious plans for 2018 as we continue to implement initiatives driven by the multiyear HR Strategic Review & Plan.

Ms Oonagh van Laren
HR Director

TECHNICAL SERVICES DEPARTMENT

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Technical Services Department

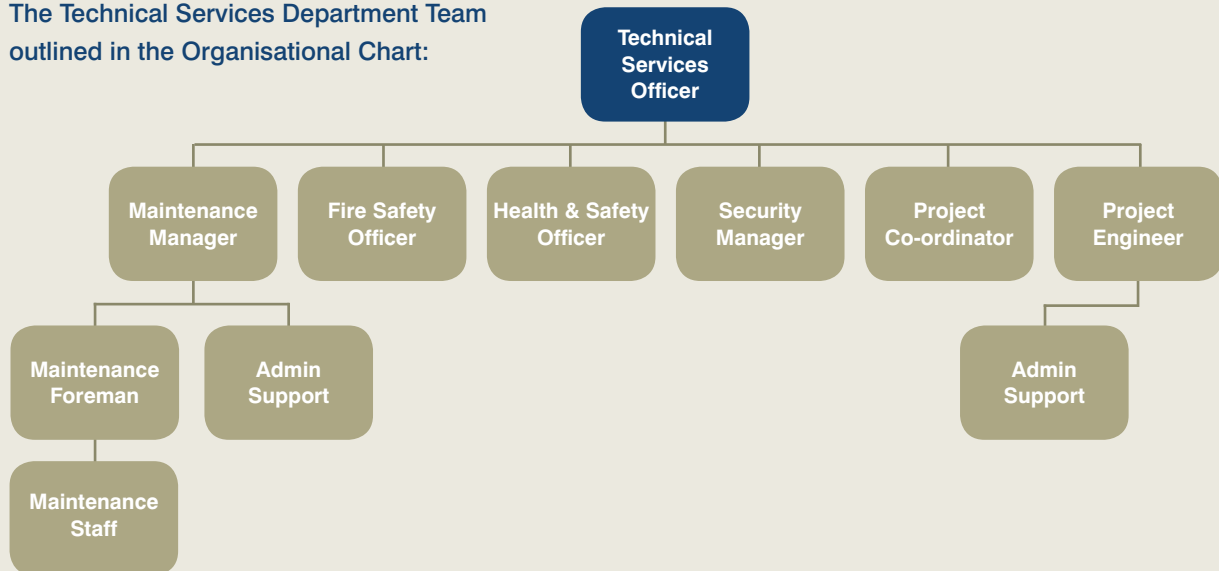
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The newly created Technical Services Department (TSD) was integrated in April 2017. The main objective for the formation of this Department was to bring the existing hospital Technical Departments under the one umbrella and working together i.e. Department of Development, Maintenance, Fire Safety, Security and Health and Safety

TSD Mission Statement:

"Our team will continuously seek to excel in the provision of an appropriate environment enabling our staff to deliver optimum patient care".

The Technical Services Department Team outlined in the Organisational Chart:



The scope of the Technical Services Department demonstrated:



In 2017, one of the key objectives delivered by TSD was the development and implementation of an MUH Infrastructural Risk Register. The intention here is to ensure that limited resources, such as capital, are invested in a way that reflects the greatest need. With regards to Infrastructural Risk minor capital funding, the Infrastructural risk register provides the road map as to where the greatest risks are and allows evidence based decisions be made on how such funding should be prioritised.

Obviously, once a risk register is created, it is vital that it be kept current. To this end, the Technical Services Department commissioned a working committee titled: MUH TSD Safety Statement / Risk Register Improvement Team. The committee team meet on a monthly basis in line with the terms of reference to review the risk register and any other risks and update the risk register as required.

The Committee membership includes Engineering Officer, Health and Safety Officer, Project Co-ordinator, Maintenance Manager, Fire Safety Officer & Maintenance Foreman.

In response to the high risk priority items as identified in the Infrastructural Risk Register, TSD actioned the following capital projects as part of Minor Capital allocation for 2017.

Replacement of Cold Water Storage Tank on Roof Level of Catherine McAuley Block

Risk Improvement Items

Risk items that were highlighted in a report compiled by MUH insurers were auctioned and completed in 2017. These included the installation of leak detection system in 2no plant rooms, installation of flood protection barriers and some structural improvement works in various plant rooms around campus.

Replacement of Falls Arrest Systems

The Replacement of roof fall arrest systems on the Thomas Moore Block, Catherine McAuley Block, Prospect Row Block and a number of low level roofs within the Main Service Yard were carried out in 2017. The installation of these systems will provide safe access to these roofs as required for essential maintenance works.

Lee View Block Cleaning

A chemical clean of the Lee View Block was commissioned in October 2017.

Replacement of the Uninterruptable Power Supplies (UPSs)

The UPSs serving our Emergency Department and Operating Theatre's 4 & 5 and Recovery Room was completed. Technical Services Department will continue to address priority items as per the Infrastructural Risk Register in 2018.

Technical Services Department

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MAINTENANCE DEPARTMENT:

The Maintenance Department commenced the alignment of planned maintenance activities in line with current legislative requirements this year. A planned maintenance program has been drawn up in accordance with the requirements, as laid out by the State Claims Agency legislative documentation, and further enhanced by recognised best practice recommendations from sources such as the Health Technical Memorandums (HTMs) and the Health Building Notes (HBNs).

Initial Conclusions:

- MUH TSD have commenced with our compliance requirements regarding fire control systems
- The State Claims Agency (SCA) identifies 13 Fire Prevention/Protection Systems and the frequency which they should be tested and inspected
- Of those 13 systems, 12 are installed in MUH (Sprinkler systems being the only exception)

Progress to Date:

- TSD Maintenance have developed a series of planned maintenance routines in-line with SCA recommendations
- Daily/weekly/monthly planned maintenance inspections and tests
- Implementation is underway via in-house maintenance staff & external specialist contractors
- Compliance levels have risen considerably as a result of this programme being introduced
- Minor capital investment in some systems (e.g. Dry risers, fire hose reels etc) is anticipated in 2018 in order to bring compliance levels towards 100%

Fire Safety:

In 2017 a multi-disciplinary Fire Safety Advisory Group (consisting of representatives from Technical Services, Portering, Reception, Human Resources and from the Allied Health Care Professionals group) was commissioned by TSD to ensure the ongoing safe operations and maintenance of systems. The aim of the group was to identify areas of concern in relation to the building fabric, the systems in operation throughout the hospital, the operating procedures in relation to these systems, levels of training and staff awareness. Further to this, the group acted to address these fire safety concerns where possible and have developed short, medium and long term strategic plans to further enhance compliance and increase safety throughout the site.

CAPITAL PROJECTS:

In 2017, TSD prepared capital submissions with subsequent capital funding approval from HSE for the following capital projects:

Operating Theatre 1 & 2 Refurbishment Radiology Upgrade and Expansion

TSD commissioned internal hospital User Groups and Project Teams in the second half on this year. The main objectives of these teams is to oversee the planning, design, construction, commissioning, equipping and delivery for both projects from the commencement of the project right through to handover and completion.



The initial phase of the Radiology Upgrade project (i.e. – replacement of General X-Ray machine in Room 2) was completed and the room was re-opened again for patient imaging services in December. TSD carried out procurement processes for Design Team Consultants for both projects and have appointed the successful tenderers and technical meetings with the Design Teams have commenced.

Capital Equipment Replacement 2017:

Equipment items that were replaced as part of Capital Equipment Replacement Programme 2017 are listed as follows:

1. Masterscreen CPX for Cardiopulmonary testing	7. Eshmann Operating Tables x 2
2. 2.RSL Picker imaging X-Ray System	8. CV-180 Processor s/n 7782468
3. CUSA Excel	9. CV-180 Processor s/n 7782931
4. ERBE Diathermy Generator ICC350, s/n F-1161	10. EUB-6500XP Hitachi Ultrasound Equipment
5. ERBE Diathermy Generator ICC350, s/n F-1104	11. Berchtold lights x 2
6. Lux Tec head lights & light source	
TSD have developed the 2018 capital equipment replacement requirements and will submit to HSE Estates for their review, in early 2018 to cater for these requirements.	

CORK CITY MOVEMENT STRATEGY IMPROVEMENT WORKS:

TSD engaged and worked closely with Cork City Council on these improvement works in the environs of MUH buildings. It is anticipated that these works will be fully completed by May 2018.

The main benefits of these works are:

- Improved emergency services access to the hospital
- Appropriate ambulance parking facilities adjacent to Emergency Department (ED)
- Increased numbers of disabled parking spaces serving the hospital
- Dedicated “set-down” area proximal to main entrance, Lee View Block and ED
- New shared pedestrian and cycling facilities
- No net loss of official public on-street car parking spaces in the hospitals environs
- Dedicated taxi rank proximal to hospital entrances
- New footpaths, dished and tactile paving, new pedestrian crossings all leading to safer access and egress to from hospital for patients, visitors and staff
- Enhanced public street lighting in the environs of the hospital
- Considerable visual enhancement to the hospital quarter – new trees, shrubs, public lighting, seating and bench areas etc.

Technical Services Department

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ENERGY & SUSTAINABILITY:

MUH have participated in the Public Sector Energy Efficiency programme since 2009. The target for all public sector organisations is to achieve 33% improvement in energy efficiency by 2020. MUH are currently on track to achieve these savings with 27% savings achieved by 2016.

To date MUH have made significant reductions in energy use which is detailed below. This has been mainly due to new boiler installations and the installation of LED lighting along with closer monitoring and management of the systems. From analysis of the energy bills and data collected from MUH sub meters it has been possible to provide the following breakdown of the gas and electricity usage.

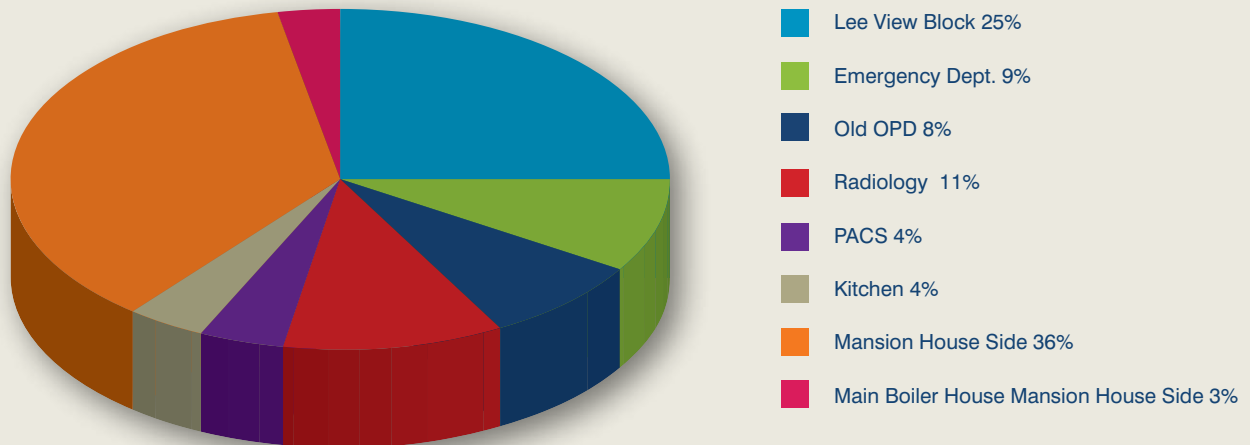
Gas: In 2017 MUH gas consumed on all MUH accounts cost €301,000. See chart below for breakdown of usage. The mansion house and Lee View block account for 87% of gas usage. This provides the heating and hot water. Over the last 3 years significant savings have been made in the 2 main accounts with savings in gas cost of €109,000 in 2017 over 2015 and reduction in use of 30% between Mansion house and Lee View block heating and hot water systems. See table below:

	2015	2016	2017
Mansion house Boiler house	€265,000 (6,070,018kWh)	€214,000 (5,363,530kWh)	€171,000 (3,858,425kWh)
Lee View Block	€106,000 (2,413,200kWh)	€100,000 (2,369,167kWh)	€91,000 (2,038,009)

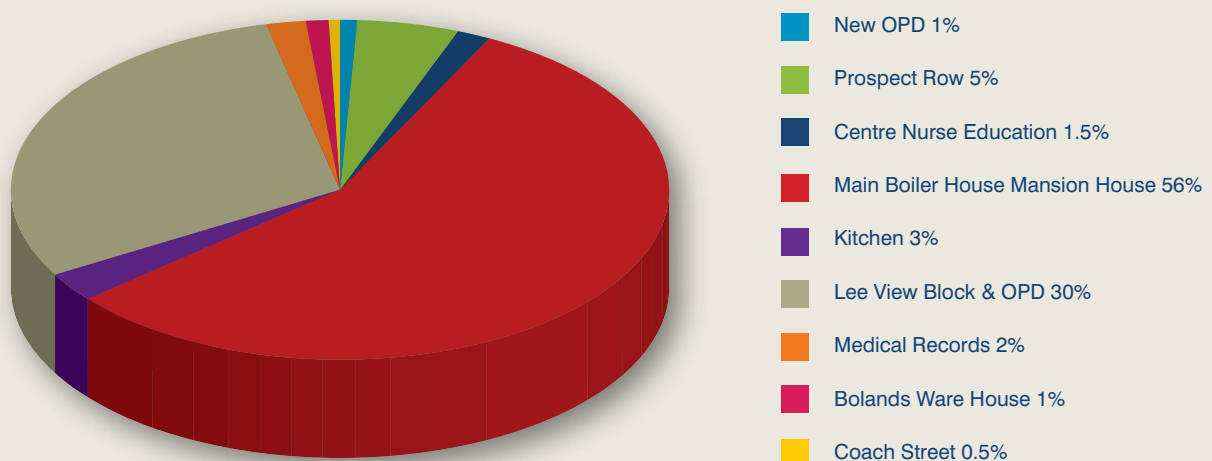
Electricity: The main campus buildings of the Lee View Block and Mansion house account for 90% of all electricity use, with 38% of electricity used by Lee View Block including Emergency Department and Out-patients Department and 52% of electricity used on Mansion house side. The remaining 10% is used by all other buildings. See chart below for breakdown of electricity use. Over the last 3 years electricity bill cost for the main campus has reduced by nearly 13% or €55,000 per year with a reduction in kWh of over 12%.

	2015	2016	2017
Main campus electricity	€435,000 (3,598,809)	€398,000 (3,391,601kWh)	€380,000 (3,162,895kWh)

Electricity Usage Main Campus 2017 (% By Building)



MUH Gas Consumption 2017 (% By Building)



Technical Services Department endeavours to meet our objectives for the coming year while embracing the core values of the Mercy Ethos and play our role in making MUH a better place for patients, visitors and staff. We look forward to many new challenges in 2018.

Mr Mark Kane
Technical Services Officer

DEPARTMENT OF NURSING

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Department of Nursing

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I am delighted to present the annual Department of Nursing report for 2017 and to share the achievements of nursing during this time. This report has been compiled from the submissions of nursing and support staff. It clearly reflects the core focus of nursing which is the provision of safe high quality care which underpins our approach to service delivery.

I have the privilege of leading an enthusiastic, committed and hard working team. The contributions they make every day, often in challenging circumstances, cannot be underestimated.

SERVICE DELIVERY

The delivery of nursing services is underpinned by our Professional Code of Conduct and Ethics. The purpose of the Code is to guide nurses in their day to day practice and help them to understand their professional responsibilities in caring for patients in a safe, ethical and effective way. The Code of Professional Conduct and Ethics is based on five principles.

NMBI Standards of Conduct



Department of Nursing

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The strategic priorities for nursing in 2017 were:

1. Patient Safety and Quality
2. Exemplary Professional Practice
3. Professional learning and development
4. Resource Management

PATIENT SAFETY AND QUALITY

We deliver nursing care which is free from avoidable harm and is underpinned by evidence. Nurses collaborate across disciplines and promote a culture of safety and improved outcomes.

This is achieved by:

- The use of multidisciplinary huddles
- Safety Pauses
- Senior Nurse Clinical Rounds
- Nursing Metrics
- Care Bundles
- Learning from incidents and near misses

Quality collaborative projects in 2017 included:

- Pressure Ulcer to Zero (PUTZ)
- National Patient Experience Survey
- Hospice Friendly Hospitals
- Genio Dementia Project
- Nursing Documentation
- Optimising Nutrition
- Health Action Zone Community Projects

EXEMPLARY PROFESSIONAL PRACTICE

Nursing practice illustrates the mission and values of the Mercy University Hospital. Care delivered is person centred and nurses are accountable for clinical decision making and outcomes. We have a comprehensive induction and work orientation programme to support new nursing staff in the organisation. We work with our academic partner University College Cork in supporting nursing students on the general and paediatric undergraduate programmes.

PROFESSIONAL LEARNING AND DEVELOPMENT

The contribution of nurses is maximised to deliver and generate best practice based on evidence and research. Continuing professional and personal development is required to maintain and enhance professional standards. Mandatory training is provided and post graduate education is supported.

RESOURCE MANAGEMENT

We aim to recruit and retain excellent nurses in clinical practice recognising and investing in their potential. In line with national policy and healthcare needs of the population we serve, advanced nurse practice roles are development and supported. However, recruitment and retention of nurses remained challenging in 2016. While WTE (Whole Time Equivalent) numbers have stabilised, skill mix and requirements for support and supervision remain high. The Department of Nursing and Human Resources partnered to streamline local recruitment processes.

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2017 IN NUMBERS



Welcome to MUH

New Recruits – 88
International recruits – 43
New Graduates – 20



Staff In House Training Programs

Basic Life Support – 25
Medications – 9
Patient Handling – 19
Final Journeys – 8
Early Warning Score – 6
Delivering Bad News – 1
Debriefing Training – 1



Unscheduled Care

ED MUH Attendances – 33,174
M-UCC Attendances – 18,118
Emergency Admissions – 7,839



Scheduled Care

Elective Admissions – 2,493
Day Case Admissions – 23,428
Out Patient Attendances – 43,948



Post Graduate Training

HDip ICU/Theatre/ED/
Oncology – 4
MSc Programs – 2
Advanced Nursing Skills – 6
LEAN Training - 2



Staffing Overview

General Wards – 110
Specialist Areas – 166
Healthcare Assistants – 93
Clinical Nurse Specialists – 32
Advanced Nurse Practitioners – 4
Candidate Nurse Practitioners – 4
BSc Student Nurses - 89
Nursing turnover rate - 15.7%
Sick Leave - 3.75%



Collaboratives

Pressure Ulcers to zero (PUTZ)
Nursing Documentation
Optimising Nutrition
National Patient Experience
Survey
“Hello my name is...”
Hospice Friendly Hospitals
Genio Dementia Project
Health Action Zone Community
Projects

Margaret McKiernan

Director of Nursing

DEPARTMENT OF QUALITY AND RISK MANAGEMENT

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Department of Quality and Risk Management

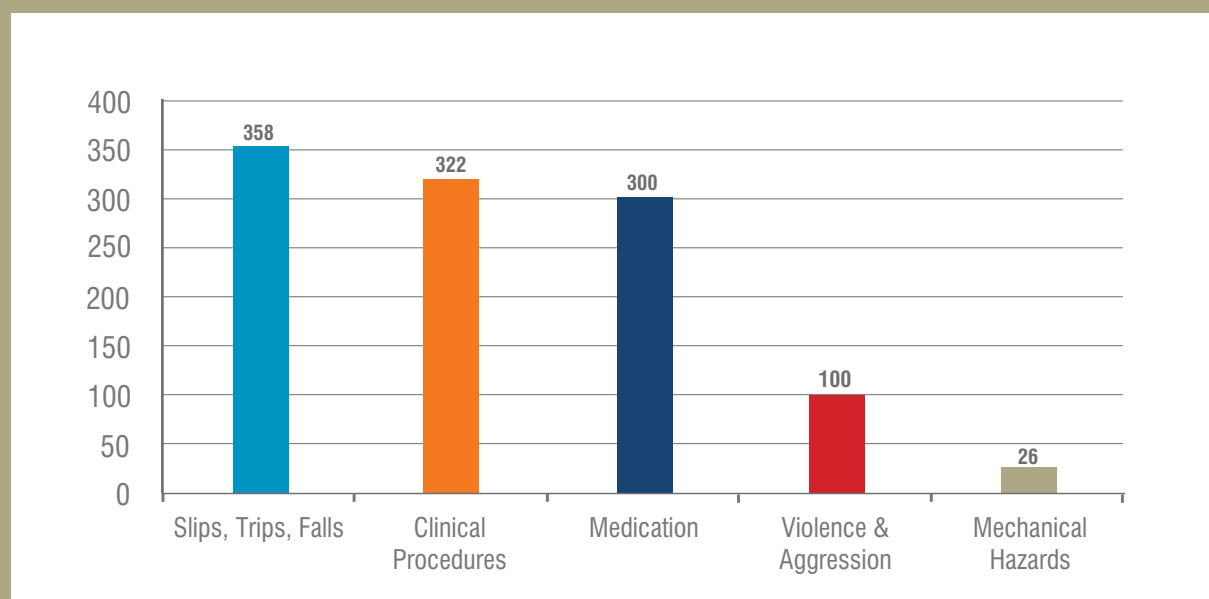
The Quality & Risk Management Department (QRMD) is a core element within the Mercy University Hospital (MUH). Its role is to ensure that the hospital implements the highest standards in quality and patient care, is up to date with National and International standards including best practice, adheres to health and safety legislation, continually monitors risks to patients, staff and visitors to minimise same, and has in place the structures, systems and processes to properly manage adverse events, in line with the hospital's strategic objectives.

RISK MANAGEMENT

It is the policy of MUH to operate an integrated process for the management of risk and the maintenance of a Corporate Risk Register is a core element of this process. The risk register assists the MUH to establish a prioritised agenda for managing its risks. It provides the Management Team, Executive Management Board (EMB) and Board of Directors with a high level overview of the organisation's risk status at a particular point in time and becomes a dynamic tool for the monitoring of actions to be taken to mitigate risk.

The MUH has a robust incident reporting system in place and all disciplines are actively involved in reporting incidents and near misses. There were 1,405 incidents reported in total in 2017. Serious Reportable Events (SRE) are escalated and investigated in accordance with national policy. There were a total of 4 SRE's reported at the MUH in 2017.

Top Five Incidents Reported in 2017



Department of Quality and Risk Management

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HIQA

The QRMD completed a self assessment against all relevant recommendations outlined in reports produced by HIQA through 2017 and earlier. This builds on previous assessments and on the ongoing work in assessing against the Safer Better

HEALTHCARE STANDARDS

HIQA carried out an unannounced inspection on 25th January 2017 of *Nutrition & Hydration* at the MUH. The Nutritional Care Committee has been in place for a number of years at MUH to ensure the implementation of systems to ensure that all patients admitted to the hospital receive high quality nutrition and hydration care. While much work has already been done at MUH to improve patient hydration and nutritional needs we will continue to audit compliance with all aspects of patients' nutritional care. The hospital remains fully committed to addressing all areas for improvement outlined in the HIQA report.

HIQA carried out an announced inspection of Medication Safety at the MUH on 5th September 2017. During this inspection HIQA identified areas of good practice in relation to medication safety and areas that require improvement to ensure medication safety systems were effective in protecting patients in the hospital. A quality improvement plan was developed and is being progressed through the hospital's Medication Safety and Drugs and Therapeutics Committees.

COMPLAINTS MANAGEMENT

The Risk Manager is the Complaints Officer for the MUH and complaints are managed in accordance with the Complaints Regulations 2006 (Health Act 2004) by the QRMD. A total of 83 complaints (verbal and written). There were 6 appeals to complaints received in total during 2017. 4 of these to the Appeals Officer at MUH and 2 directly to the Ombudsman. The 4 appeals to MUH were reviewed and investigated by the Appeals Officer and not upheld. One of the appeals was investigated by the Ombudsman was not upheld and the other is pending decision. The national key performance indicator for complaints management is based on the percentage of complaints investigated (>75%) within the legislative timeframe of 30 working days. The MUH achieved a compliance rate of 80%.

PATIENT FEEDBACK

Utilising **patient feedback** to improve our services is an ongoing activity at the MUH. MUH most recently actively participated in HIQA's National Patient Experience Survey, achieving a 54% response rate from our patient cohort. This valuable insight from patients will be used in the short and longer term to inform service delivery in all aspects of clinical care as well as strategically informing the planning, design and delivery of services through identified patient needs and preferences (HIQA 2012).

Patient surveys are completed on a scheduled basis at the MUH both by the Patient Liaison Officer and the Department of Nursing. The feedback is presented to Executive Management Board members on a quarterly basis and informs quality improvement on various aspects of care, throughout the patient journey. Other disciplines in the hospital also complete patient surveys in their local areas as part of quality improvement. MUH also facilitates patient feedback through comment cards and comment boxes located throughout the campus.



Patients are encouraged to participate as an advisor in their own care and they are supported to do so in various ways. The MUH supports the National Healthcare Charter which is designed to inform and empower people to actively look after their own health and to influence the quality of healthcare in Ireland. Information is given to patients at the appropriate time in their care journey to assist them in making informed decisions on their care. A patient information booklet is readily accessible at locations throughout the hospital. This provides practical information on hospital facilities and gives advice on resources available to patients while in hospital. Information is also available for patients on the hospital's website.

SAGE Support & Advocacy

SAGE trained volunteer advocates have been an active component of patient advocacy services in the MUH throughout 2017. Numerous referrals from hospital staff have been made over this period where patients and families have been supported and assisted in accessing services. In a number of cases SAGE Advocates continue to visit some of these patients and their families, post-discharge thus ensuring continued support.

Freedom of Information Act (FOI) 2014 and Data Protection Acts (1988 & 2003)

The QRMD administered the functions required to comply with all provisions of the FOI Act 2014 and Data Protection Act 1988 & 2003. A total of 706 requests were processed under the FOI and DP Acts as well as under the Administrative Access Policy (Breakdown Table 1).

Overview of Requests 2017			
REQUEST TYPE	REQUEST NUMBER	INVALID REQUEST	TOTAL REQUESTS
DP	25	1	26
ADMIN	569	33	602
FOI	67	11	78
TOTAL	661	45	706

HEALTH, SAFETY & WELFARE AT WORK

Safety, health and welfare is a key function of the QRMD in 2017 and is focused on providing for patient, staff and visitor safety. Throughout 2017 health & safety support for multidisciplinary colleagues was provided through the delivery of training, incident review/analysis, policy development and risk assessment of both work processes and the physical environment. The hospital health & safety agenda was actively pursued organisation wide by using the existing clinical governance structures in place and through representation on a wide range of committees.

ACCREDITATION

The MUH has achieved accreditation awards in the following areas;

- Hazard analysis and critical control points (HACCP) certification
- INAB accreditation

Department of Quality and Risk Management

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Self Assessments against the Safer Better Healthcare Standards (SBHS)

Self assessments against the SBHS are completed in specific areas such as hydration and nutrition medication safety and prevention of healthcare associated infection, which builds on self assessment work completed in previous years and on the ongoing work in self assessing against the SBHS. The MUH actively engages in National Clinical Programmes, and particularly National Programmes for Safety (through HSE Quality Improvement Division), including;

- Healthcare Associated Infection and Antimicrobial Resistance Clinical Programme;
- Medication Safety including 'Safer Meds' Programme;
- Improving VTE in hospitals collaborative;
- Medication Reconciliation;
- Pressure Ulcers to Zero collaborative;
- Decontamination of Reusable Medical Devices Programme;
- National Programme for Developing Cultures of Person Centeredness;
- National Cancer Control Programme Oncology Medication Safety Review;
- National Sepsis Programme.

The MUH also has a programme of hospital-wide, multidisciplinary quality improvement initiatives, some examples include:

- Falls Prevention – Fall Safe Programme/ 'Red Socks' Emergency Department
- National Early Warning Score (EWS) /Maternity EWS/Paediatric EWS
- Comfort Rounds
- Medication Safety Initiatives
- Delirium/dementia assessment & care
- Care Bundles – PVC/CVC/UC/VAP
- Haemovigilance
- Hygiene Improvement Initiatives
- Prevention of HCAI initiatives
- Local Sepsis Prevention initiatives
- Nutrition & Hydration quality improvements
- Incorporating person centred care approaches

Clinical Effectiveness

Clinical effectiveness is a key component of patient safety. The integration of best evidence in service provision, through clinical effectiveness processes, promotes healthcare that is up to date, effective and consistent. MUH is actively participating in a number of national quality improvement programmes emanating from the work of the National Clinical Effectiveness Committee including:

- National Early Warning Score (NEWS)
- Irish Maternity Early Warning Score (iMEWS)
- Paediatric Early Warning Score (PEWS)
- Prevention and Control of MRSA
- Prevention and Control of Clostridium Difficile
- € • Sepsis Management

The MUH is also actively participating in a number of the 30 national clinical programmes, which were developed to improve the quality and safety of healthcare across the entire Health System in Ireland. Each Clinical Programme has three main objectives, to improve the quality of care, improve access and improve value.

National Safety Programmes (collaborative)

The MUH has progressed National Safety Programmes in the organisation including:

- HCAI/Anti-microbial Resistance
- Medication Safety Improvement (including the National VTE collaborative)
- Pressure Ulcers to Zero

MUH Quality Conference 2017

We were delighted to welcome Ms Rachel Flynn, Director of Information and Standards at HIQA and Ms Catherine Hogan, National Facilitator on the HSE Pressure Ulcers To Zero (PUTZ) Collaborative as Guest Speakers at the MUH Quality Conference held at the hospital on 30th November 2017. Various quality improvement initiatives were presented on the day by staff including local PUTZ initiative, valuing voices programme, COPD Outreach, IBD service, medication safety initiatives, falls prevention programme in the emergency department and improvements in nutritional care. Quality improvement projects were also presented on a large number of posters submitted by staff, which were all displayed on the day.

Quality Improvement Lunch & Learn

A quality improvement learning and sharing workshop entitled QI Lunch and Learn was established by the QRMD in 2017. Open to all staff, this interactive and collaborative session provides a forum for multi disciplinary colleagues to engage, discuss and share how improvement initiatives in place throughout the hospital are making a sustainable difference to the quality of patient care everyday. This initiative is also focused on equipping colleagues with the skills to enable them to work together on identifying and implementing defined quality improvement projects. Lunch and Learn endeavours to be a vehicle which helps the drive to embed a culture of quality and safety as a core element of how we work in the MUH.

Department of Quality and Risk Management

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Harvard MOOC Course

To help build the capacity for quality improvement in the MUH, over the past number of months, a group of multidisciplinary staff undertook seven quality improvement learning modules facilitated by the Institute for Healthcare Improvement (IHI). This course provides a background and context to healthcare quality improvement as well as teaching the practical tools and techniques used to improve processes and to measure for improvement. Mentorship and support in the practical application of this learning was facilitated by the Lunch and Learn sessions which encouraged participants on their journey toward the successful implementation of their chosen projects.

National Patient Experience Survey



The MUH welcomes the publication of the results of the first National Patient Experience Survey by HIQA in partnership with the HSE and the Department of Health in 2017. This provided a great opportunity for patients to tell us about their hospital experience and the information gathered provides a comprehensive picture of the quality of healthcare delivered in Ireland's Acute Hospitals, from the patients' perspective. A total of 13,706 patients across Ireland responded to this survey. We are encouraged by the number of patients who responded to the survey at MUH, receiving a 54% response rate which surpassed the national rate of 51%. We are encouraged that the findings show that our patients feel they are treated with respect and dignity at the MUH and that they have confidence and trust in our health professionals caring for them, which reflects the Mercy Values of Respect, Compassion and Excellence in every sense.

The survey identified many areas of good practice at MUH. Overall, 89% of patients at MUH said they had a 'good' or 'very good' experience compared to 84% nationally. The survey revealed that MUH patients have confidence and trust in the hospital staff and that they were treated with respect and dignity during their stay in the hospital. Patients reported a very good standard of cleanliness in wards and in bathrooms at the MUH. In general patients acknowledged that they were given sufficient privacy when being examined or treated on the ward. We will continue to build on this good practice and we will also work to improve the experience of our patients through enhancing the safety and quality of care we provide and by encouraging and supporting patients to participate in decisions around their own care.

We acknowledge the comments from our patients who suggested areas for improvement and the MUH is committed to making improvements in those areas, throughout the patients journey of care at the hospital. The survey data has been analysed and a number of quality improvement projects are in place, in response to the findings. These include improvements to discharge planning and co-ordination ensuring there is an individualised plan of care for all patients at all stages of their care journey. Information on discharge is continually improved and enhanced to ensure patients and their carers are sufficiently informed to ensure their safe transition to home or to ongoing care. The crucial role of the patient's perspectives in establishing a safety culture at MUH is recognised and our patients and their carers at MUH will continue to be encouraged and supported to take an active role in the design and implementation of services and initiatives, reflecting patient's needs and preferences.

We would extend our sincere gratitude to our patients for providing us with their valuable feedback. The information received from all patients through the National Patient Experience Survey will provide us with an important context to improvement work at the hospital going forward and will guide our Strategy at the MUH, to continue to provide the high quality health care our community deserves.

COMPLAINTS RECEIVED IN 2017

2017	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Access	3	1	5	0	0	3	1	0	0	2	0	2
Dignity & Respect	6	5	3	2	5	1	2	3	4	1	1	0
Safe & Effective Care	5	5	3	2	5	3	2	3	5	6	3	1
Communication & Information	1	4	3	0	2	3	4	2	1	1	2	2
Participation	1	0	1	0	0	0	0	0	0	0	0	0
Privacy	1	2	2	0	0	0	1	1	0	0	0	0
Improving Health	0	0	0	0	0	0	0	1	0	0	0	0
Accountability	0	0	0	0	0	1	0	0	0	0	0	0
No. of Appeals received during Month	1	0	1*	0	0	0	2	1*	1	0	0	0

*Appeals sent to the Ombudsman

Ms Mary Deasy
Quality & Risk Manager

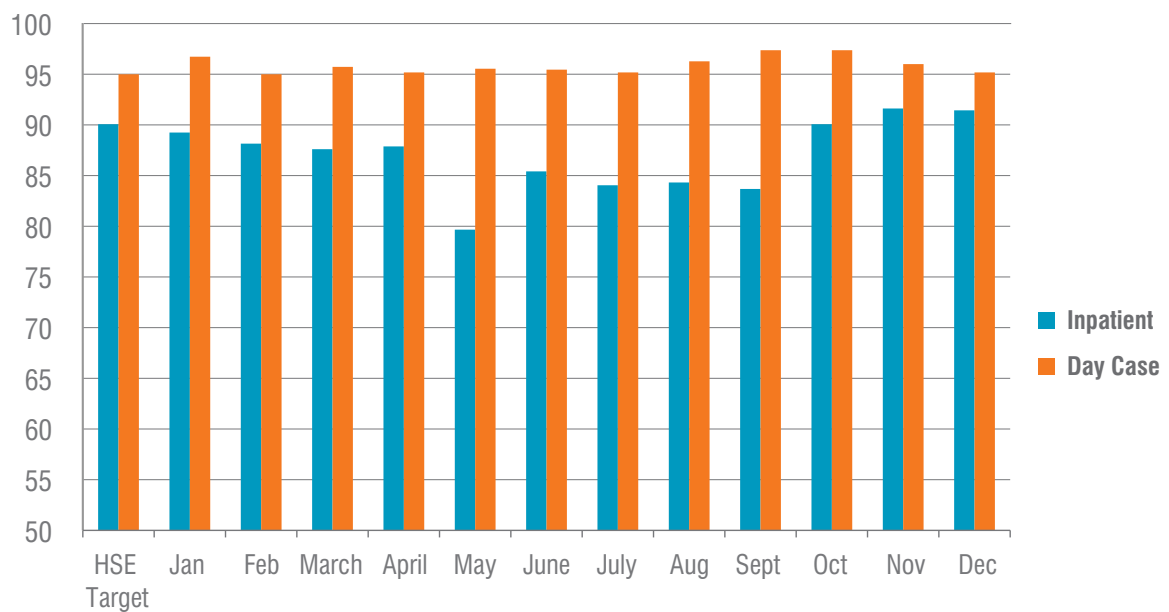


PATIENT ACCESS & ACTIVITY STATISTICS

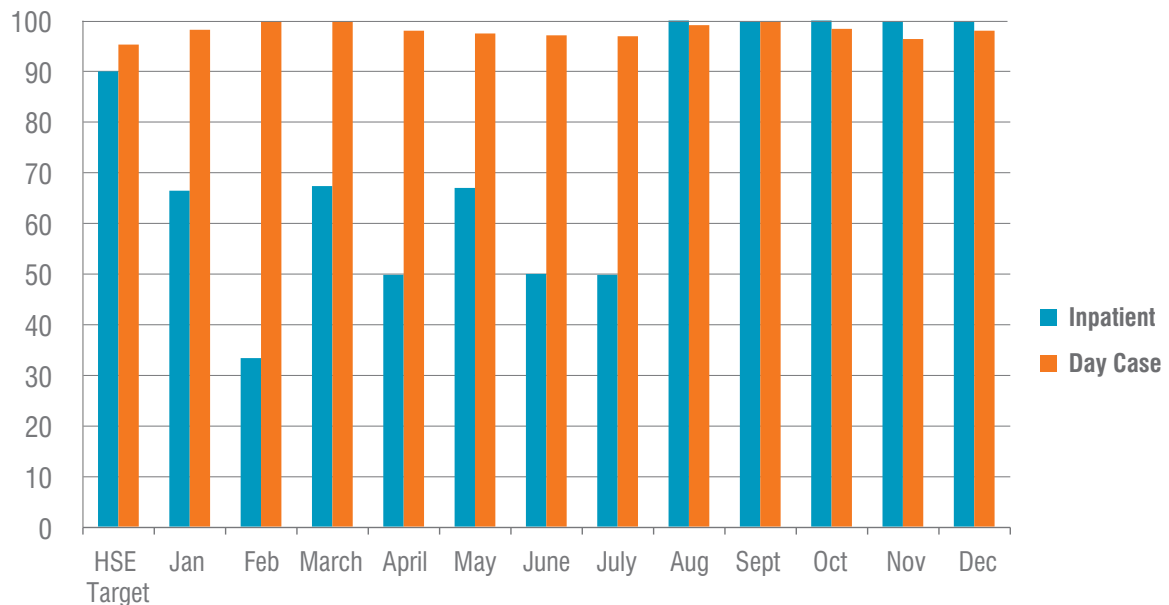
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PATIENT ACCESS

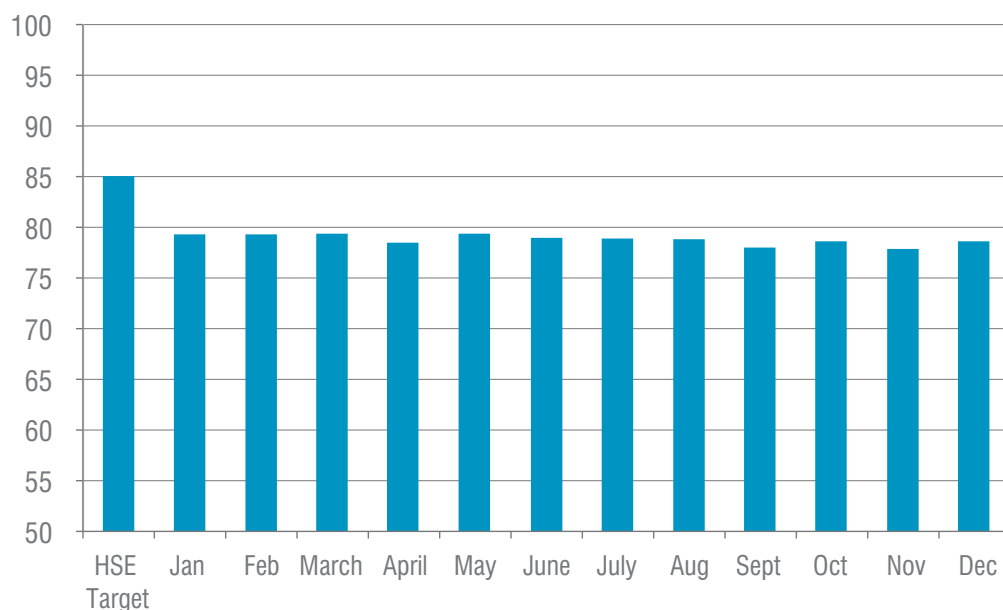
Waiting Times - % of adults waiting <15 months for an elective Inpatient or Daycase procedure



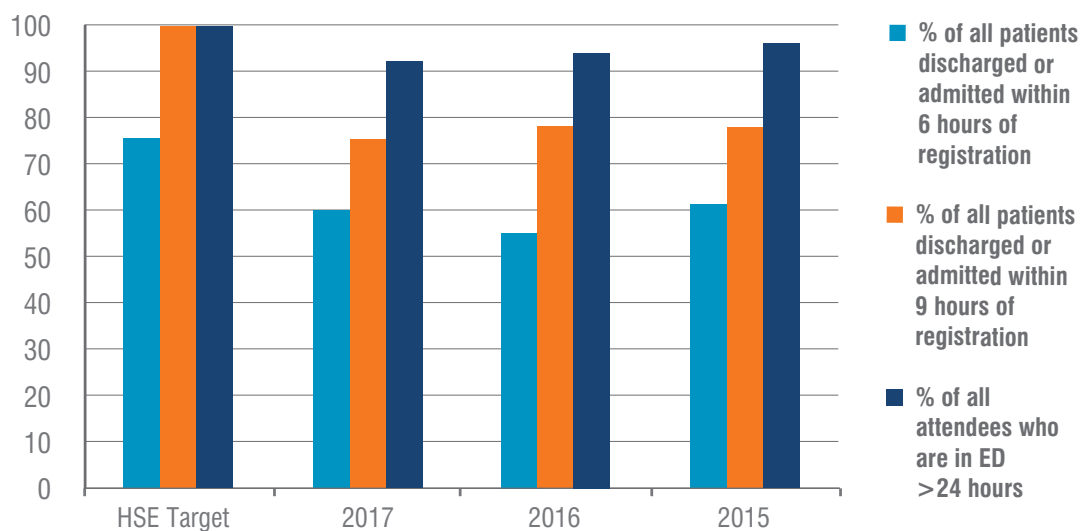
Waiting Times - % of children waiting <15 months for an elective Inpatient or Daycase procedure



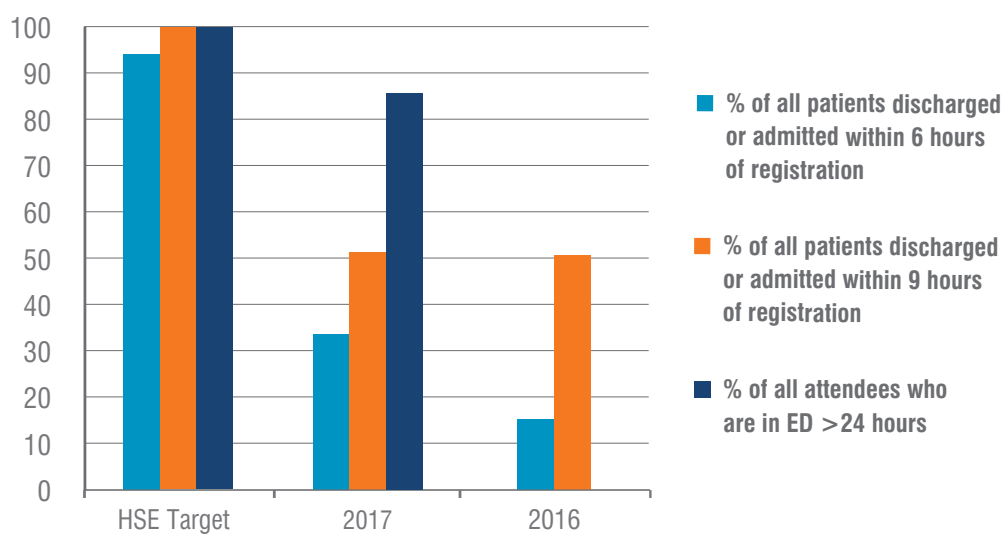
Waiting Times - % of people waiting <52 weeks for first access to OPD Services



Patient Experience Times (PET) – Emergency Department All Patients

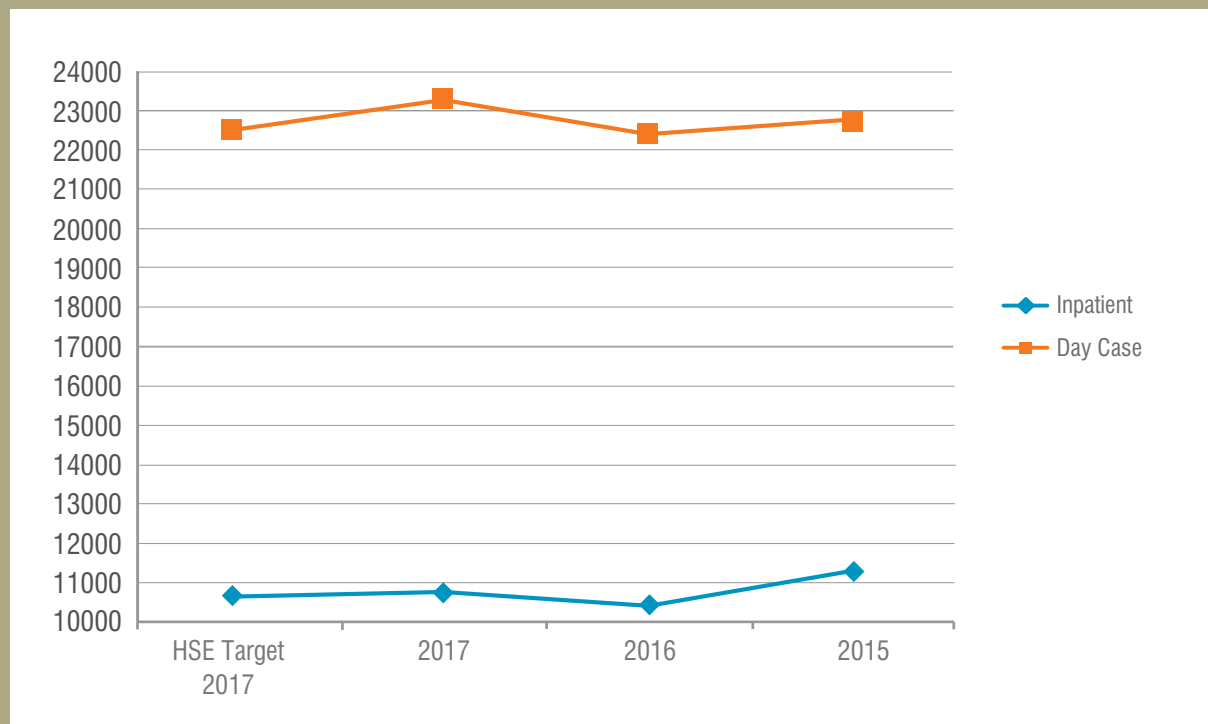


75 years +

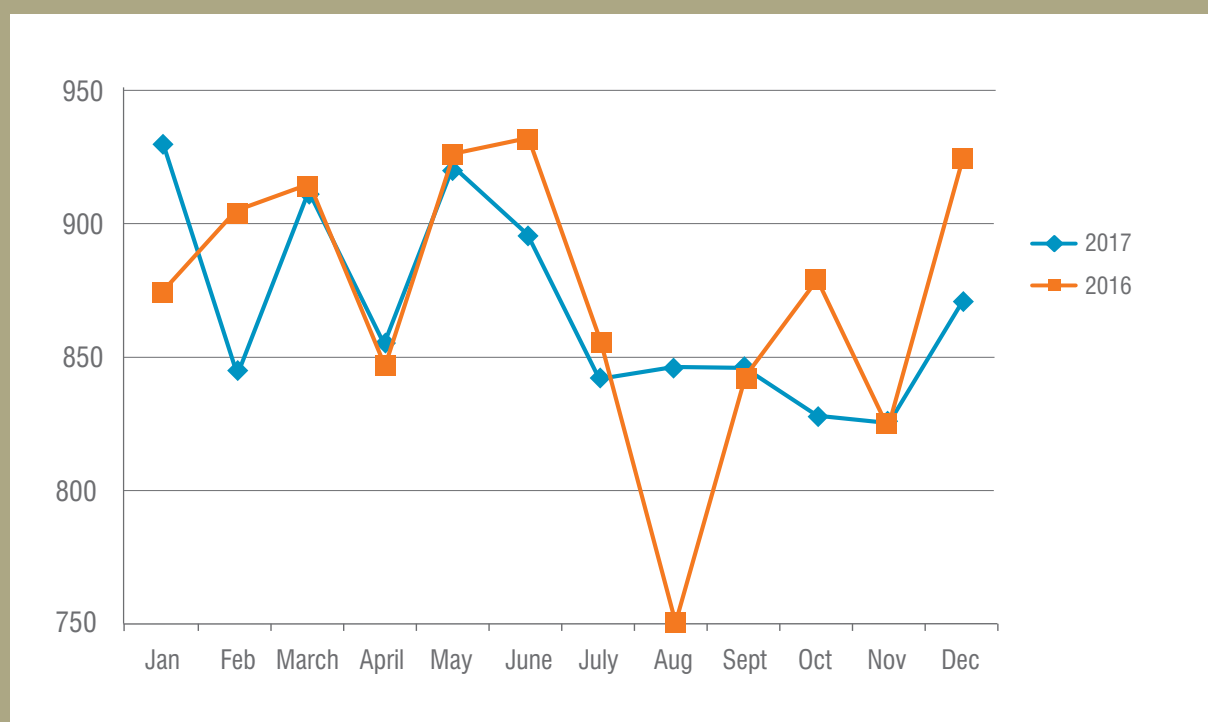


PATIENT ACTIVITY

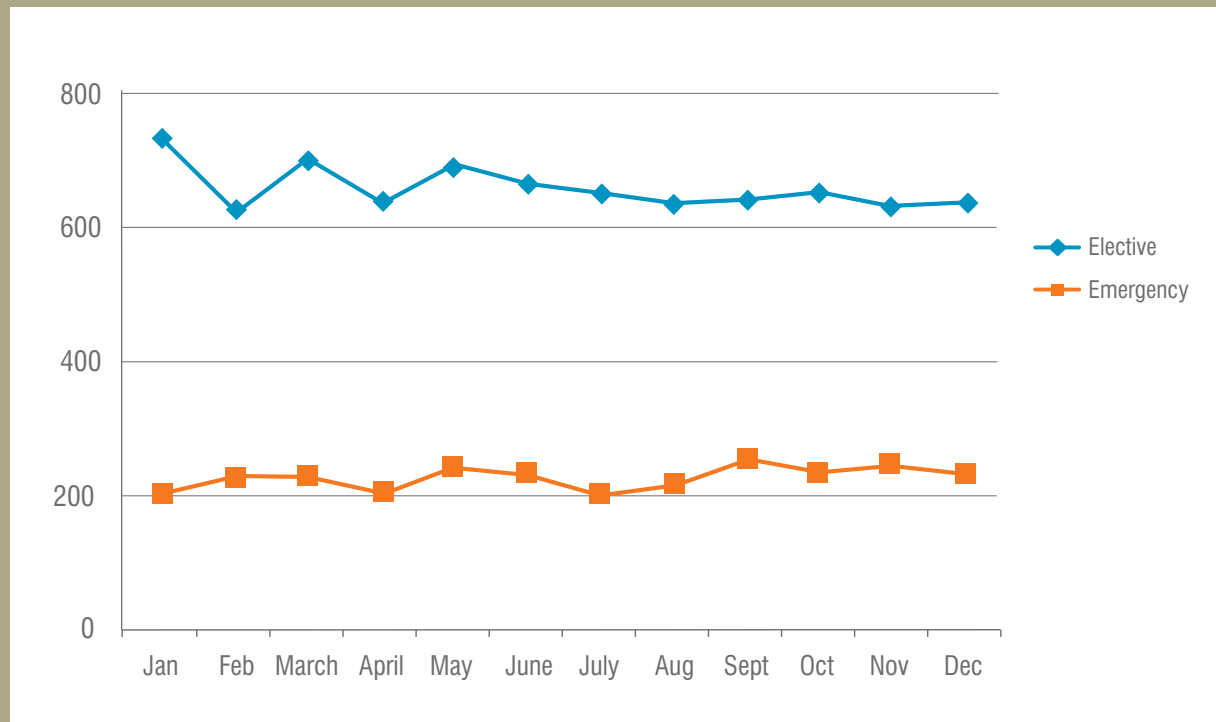
Inpatients & Daycases



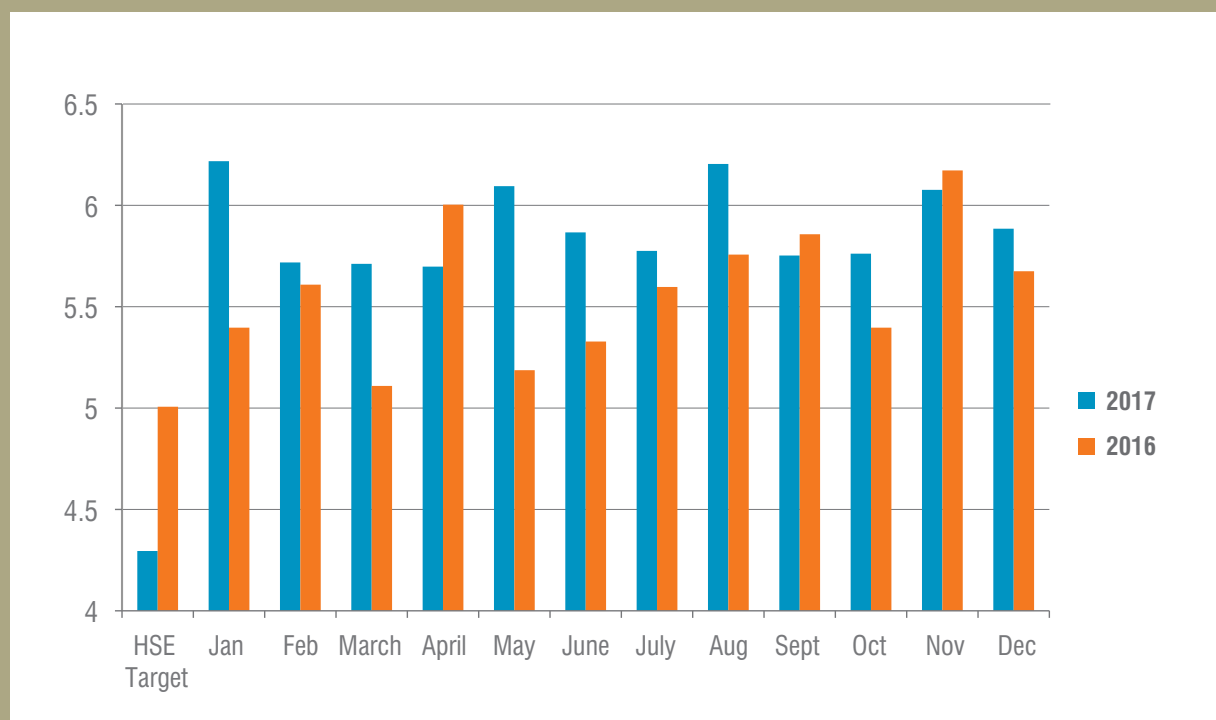
Inpatient Discharges



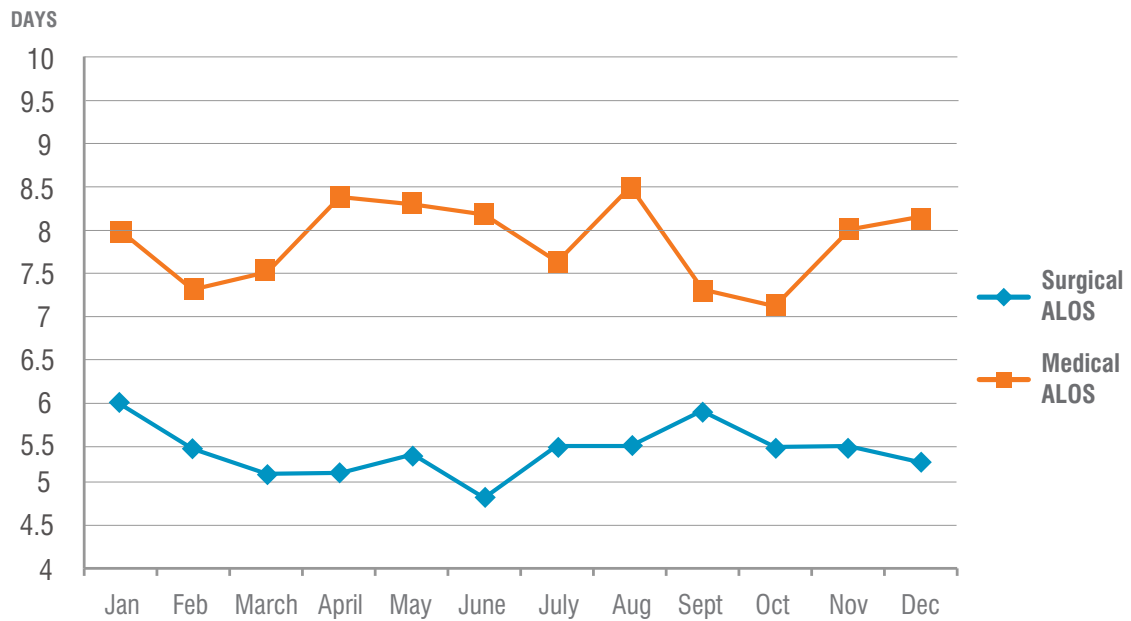
Breakdown of Admissions



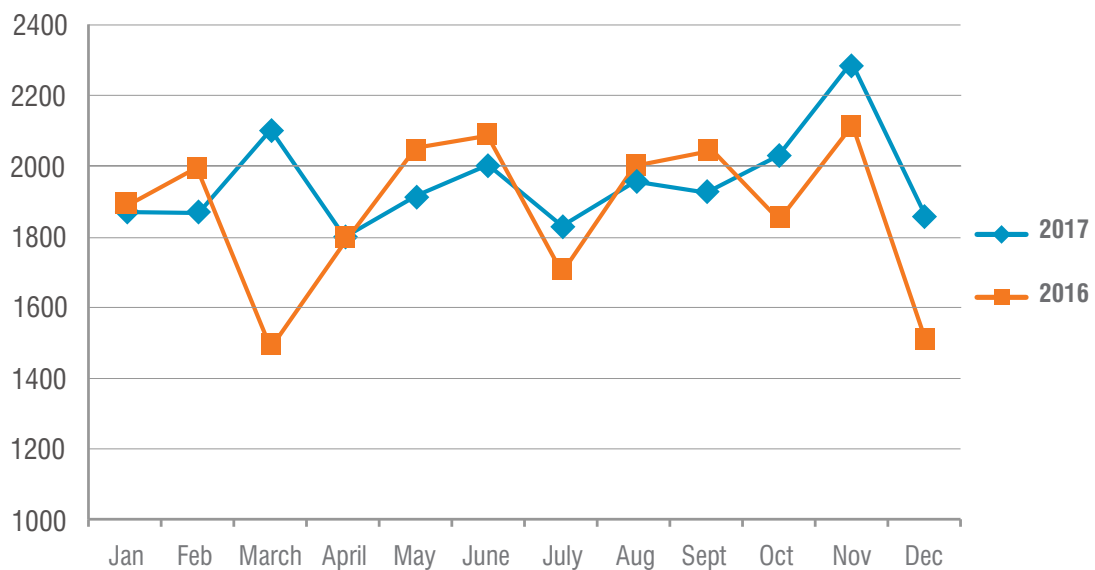
ALOS for all inpatient discharges excluding LOS over 30 days



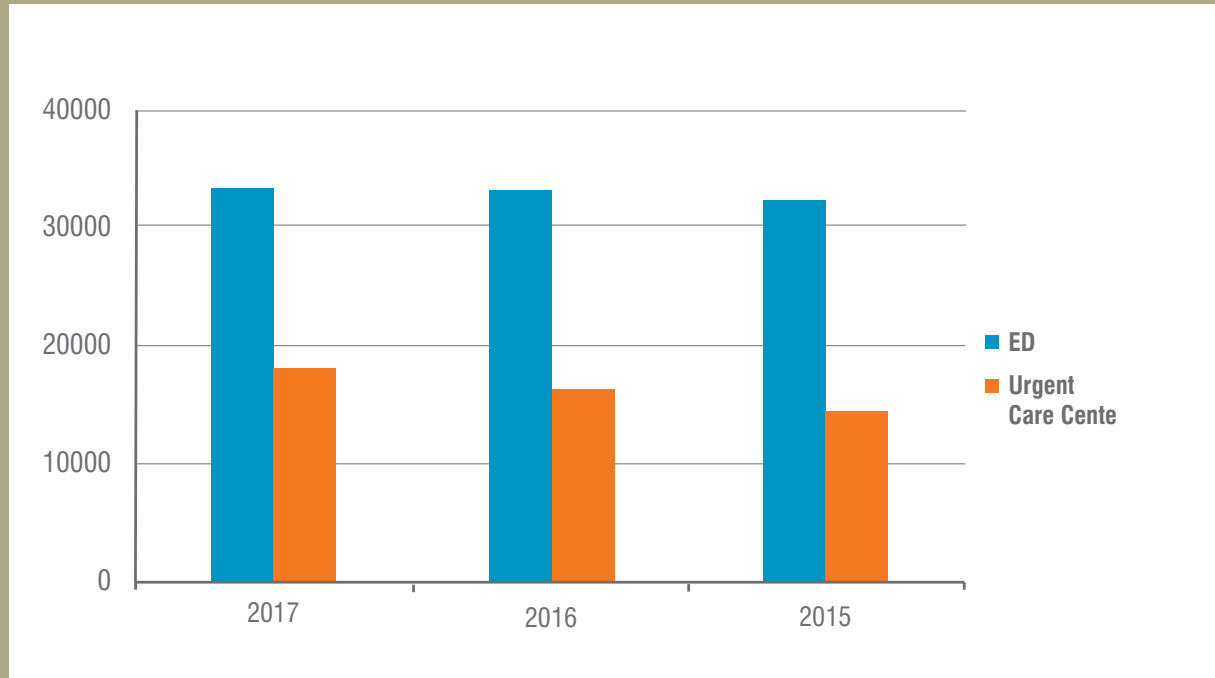
Breakdown of Average Length of Stay



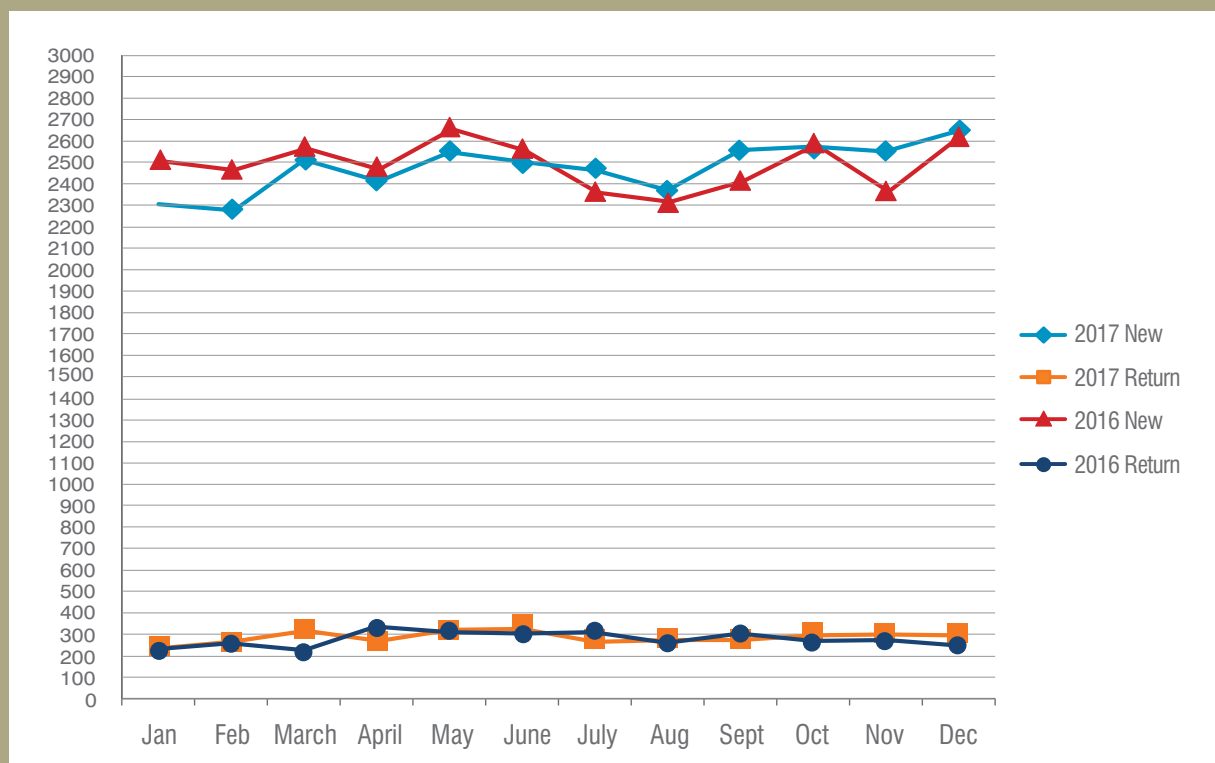
Daycases 2



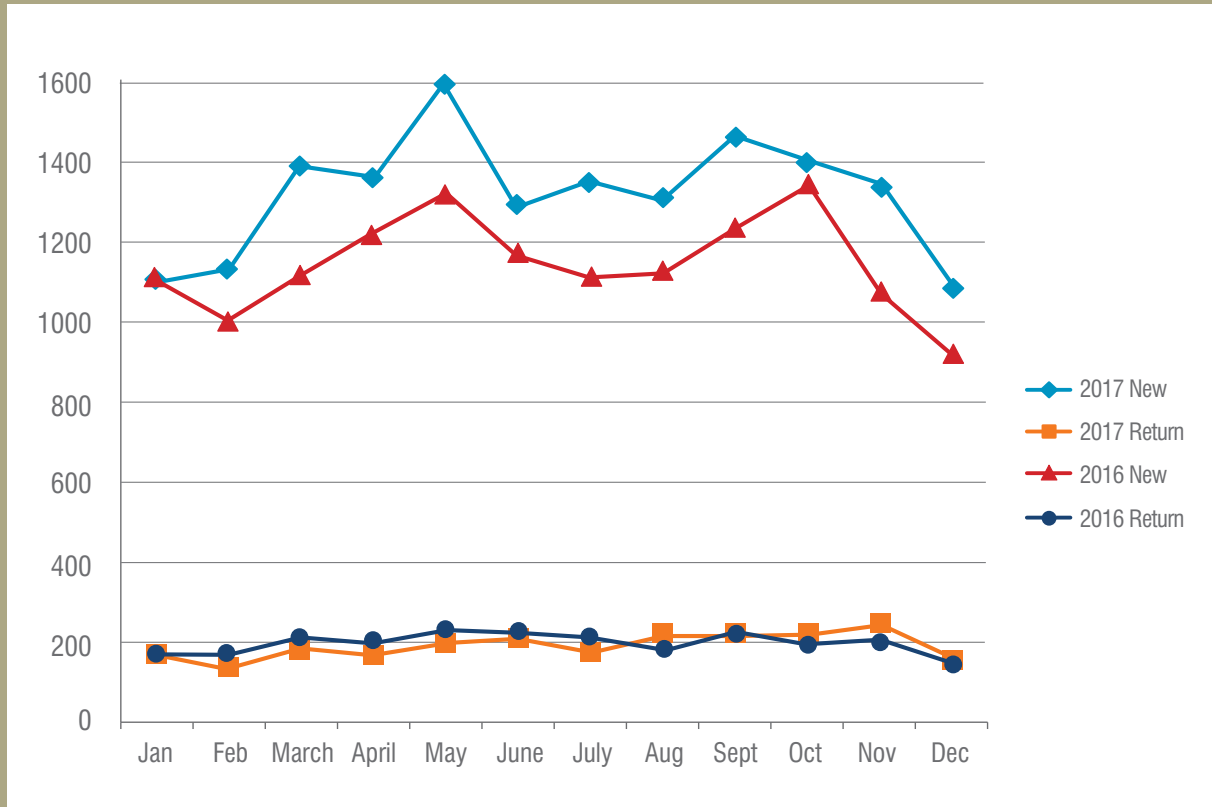
Emergency Department Attendances



Breakdown of ED Attendances



Breakdown of Urgent Care Centre Attendances



Extracts from Financial Statements 2017

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SUMMARY OF FINANCIAL ACTIVITIES

	2017 €000	2016 €000
INCOME		
Patient Income	19293	18592
HSE Funding	78750	72970
Other Income	2429	2600
	100472	94162
EXPENDITURE		
Payroll and Related Costs	69511	65933
Non Payroll Costs	33257	30032
	102768	95965
OPERATING (DEFICIT) / SURPLUS	(2296)	(1803)
Donated Assets	277	222
NET (DEFICIT) FOR YEAR	(2019)	(1581)

BALANCE SHEET AT 31 DECEMBER 2017

	2017 €000	2016 €000
TANGIBLE ASSETS	51696	51934
CURRENT ASSETS		
Stocks	2275	2268
Debtors	12233	11406
Cash	7	13
	14515	13687
CREDITORS	(19707)	(16952)
NET CURRENT LIABILITIES	(5192)	(3265)
TOTAL ASSETS LESS CURRENT LIABILITIES	46504	48669
CAPTITAL GRANTS	(39867)	(40012)
SHAREHOLDER'S FUNDS	6637	8657

MISSION & VALUES PROGRAMME

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Compassion Excellence Justice Respect Team Spirit

“The Spirit of Union is the greatest blessing on a community”

Catherine McAuley

Throughout 2017, the enduring charism of Mercy, the Mercy Spirit, remained vibrant within the hospital and this was evident in the various values linked projects and initiatives undertaken during the year which were only possible by the engagement of the hospital’s dedicated staff.

MISSION

Evidence of living our Mission everyday through our Values was continuously validated in 2017 by the generosity of staff responding to the primary and ancillary needs of our patients and their families, multidisciplinary teamwork in ensuring the best outcomes for our patients, actively maintaining our community and charitable partnerships, supporting the MUH Foundation with its fundraising endeavours and engaging with national person centred initiatives which aligned with our ethos.



Mission & Values Programme

THE MERCY STORY

Educating staff on the Mercy story is integral to the Mission and Values Programme and during 2017, through Induction Programmes (across all grades/disciplines) and Management training programmes, staff were engaged in gaining a greater insight and understanding of the foundress of the Mercy Order, Catherine McAuley and the relevance of the story of Mercy to the work being undertaken by staff across all Mercy organisations throughout the world - today as it was 190 years ago.

LEGACY

“Walking in the Footsteps of Giants”

A key vision of the Mission and Values Programme is to continue sharing and telling the Mercy Story and not just the Mercy Story but our own Mercy Story. Deputy CEO, Jim Corbett, prior to his retirement, graciously honoured that vision by producing a film memoir on the evolution of Mercy University Hospital from its beginnings in 1857.

Contributors to the film included former CEO, John Murphy and former Matron, Sr. Laurentia. The film was launched on December 12th, the Foundation Day of the Mercy Order.



PLACES, SPACES AND EXPERIENCES

Mercy University Hospital continues to visually embed its Values throughout the building reassuring patients that they are cared for “in Mercy”. Early in 2017, there was an identified need to standardise the Hospital’s recruitment branding and update the Internet/Intranet signage. Together with the Human Resources Department, a photo shoot was organised to capture real life images of Mercy staff to use on banners for recruitment fairs, internet and throughout the hospital. It was agreed that the best people to represent Mercy are Mercy people themselves. The response was phenomenal and the results were as follows:



Lift Signage



These banners are across the link

Staff across the hospital embraced the opportunity to show the best of Mercy and had the opportunity to enjoy themselves along the way.



Mission & Values Programme

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VALUES IN ACTION

Pilot Workshops

Understanding and living our Values is crucial to ensuring better patient outcomes and creating an environment of Cultural excellence within our hospital. Therefore, in 2017, MUH initiated a conversation with staff on their understanding of the Values and how they relate to their day to day roles, ever mindful of the increasing demands on healthcare. Two pilot workshops were facilitated and staff feedback indicated delight with the engagement and the need for the “Values in Action” programme to be tweaked and rolled out across the hospital.



Staff and Facilitators at the Pilot Workshop in May 2017

Mercy Times

The Mercy Times Committee produced two editions of Mercy Times during 2017. Mercy Times is created and produced in house and chronicles the achievements of and initiatives being undertaken by staff across all disciplines in keeping with the ethos of Mercy University Hospital.

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



CELEBRATING MERCY

Mercy Week provides an opportunity for all staff of Mercy University Hospital to pause and reflect on the hospital's mission, ethos and values and what it means to be "Mercy". Mercy Week reminds us of the precious legacy that is bestowed on us by the Congregation of the Sisters of Mercy and how we continue to fulfil their vision and that of Catherine McAuley. Mercy Day Mass is always the centre piece of Mercy Week and staff participation always adds to the dignity of the occasion. A number of events and initiatives are hosted and launched during Mercy Week that endure and become part of a new tradition. This year, the theme for Mercy Week was **Celebration – Reflection – Remembrance**.

Remembrance Board

A special feature of this year's Mercy Week was the dedication of a space in the Chapel for a Remembrance Board where staff could visit and pause to remember colleagues (confidantes and friends) who have passed. All staff valued this opportunity to pay tribute to their colleagues and the Remembrance Board was presented at the Offertory Procession during Mercy Day Mass.



Additional Mercy Caregivers

At MUH, it is our patients who are at the very core of everything we do and so it is with Mercy Week also. This year we had the privilege of teaming up with Irish Therapy Dogs to bring some of their dogs on site for the benefit of our patients.

Therapy Dog Hugo is pictured on St. Mary's Ward with L-R Dr. Orna O'Toole, Consultant Neurologist, Nuala Coughlan, Clinical Nurse Manager II, Mercy Urgent Care Centre and Sharon Maher, St. Mary's Ward.



Mission & Values Programme

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STAFF RECOGNITION

Honouring Staff is integral to Mercy Week events as it allows dedicated time and space to acknowledge the service and commitment of staff to Mercy.

Long Service Pins

The annual reception held to honour staff for their long service to MUH took place during Mercy Week with the presentation of the Long Service Pins for service of 20 and 30 year duration (pictured). Staff also received 10 year Pins directly from their line managers.



Mercy Stars

As always, Mercy Week culminates with the Mercy Stars awards ceremony hosted by the MUH Foundation. In tandem with honouring individuals and groups who give of their time and energy to raise much valued funds for the various services at MUH, it is also an occasion in which MUH acknowledges its own staff for those who go above and beyond. The Hospital Winners were:

Clinical Team of the Year: Mercy Urgent Care Centre (pictured)

Ward Team of the Year: St. Anne's Paediatric Ward

Support Services Team of the Year: Technical Services
Maintenance Team

Hospital Services Team of the Year: Medical Secretaries



Lifetime Achievement

The Lifetime Achievement Award is the only award to be decided directly by the Executive Management Board of Mercy University Hospital.

This year, the Lifetime Achievement honour was bestowed upon Paul Ahern. Paul is the Clinical Nurse Specialist in St. John's Men's Health Unit.



Forty Years of Service to Mercy

This year two staff members reached a milestone of 40 years of service to MUH. Both Mary Harris (Catering) and Mary Twohig (Administration) were celebrated and presented with their MUH Long Service Pins at the MUH Foundation Mercy Stars event.



CEO Sandra Daly congratulating Mary Twohig



CEO Sandra Daly congratulating Mary Harris

Circle of Mercy

MUH was delighted to extend warm welcomes to our Mercy colleagues from both sides of the world during 2017 forging greater links with its wider Mercy family and fostering important relationships.

In May 2017, Carmel Crawford, visited from the Institute of Sisters of Mercy of Australia and Papua New Guinea. Carmel is a member of the Mission and Ministry Team and the first lay person to lead out the Mercy Ethos Office there.



In early September 2017, MUH was delighted to welcome Sr. Claudia Ward and sixteen of her co-workers from the Sisters of Mercy Health Care System, St. Louis, Missouri. Sr. Claudia, who is a specialist in Education and Organisational Development, and her co-workers were particularly delighted to be visiting the first dedicated Mercy Hospital.



Siobhán Kenny
Mission & Values Co-ordinator

HIGHLIGHTS OF 2017

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Compassion Excellence Justice Respect Team Spirit

A YEAR OF CELEBRATIONS

Mercy University Hospital (MUH) had lots to celebrate in 2017. The hospital reached the grand age of 160 in March 2017 whilst its sister company, the MUH Foundation blew out the candles to mark their 10th birthday. The Mercy Urgent Care Centre celebrated their 5 year anniversary whilst St. Francis Unit marked their 1st year of service.

MUH honoured its 160 years of service to the people of Cork and beyond with two key events. During the celebrations of Mercy Week in September, the Lord Mayor, Cllr Tony Fitzgerald and Lady Mayoress Georgina Fitzgerald, took “Afternoon Tea” with the Sisters and staff of the hospital. The Mercy has a strong connection with the city Mayoralty as the hospital is housed in the original Lord Mayor’s residence (the Mansion House).



Evening Echo – 26.09.17

Anniversary Ball

On November 17th, MUH and the MUH Foundation hosted a spectacular Anniversary Ball in the Clayton Silverspring to mark their two important birthday milestones. MUH and MUHF were delighted to welcome Minister for Health Simon Harris and Tanaiste and Minister for Foreign Affairs Simon Coveney together with Oireachtas members, Deputy Billy Kelleher, Deputy Michael McGrath, Senator Colm Burke, Senator Jerry Buttimer and distinguished guests from across the civic, business and healthcare sectors to this momentous occasion.



L-R Deputy Michael McGrath, Deputy Billy Kelleher, CEO MUH Sandra Daly, Minister for Health, Simon Harris, Tanaiste and Minister for Foreign Affairs, Simon Coveney, MUH Board Chairman, Michael O’Sullivan, MUHF Board Chairman, Jerry O’Flynn and CEO MUHF, Micheál Sheridan



L-R CEO MUH, Sandra Daly, Sr. Miriam Kerrisk, Sr. Coirle McCarthy and CEO MUHF Micheál Sheridan

MUH Foundation



Early in 2017, Mercy University Hospital was delighted to join in the celebrations to mark the 10th anniversary of the MUH Foundation.

It was the perfect opportunity to thank, recognise and acknowledge the many people who have helped the charity to support advancements in research, diagnosis and the treatment and care of patients at “the Mercy” over the last 10 years.

Mercy Urgent Care Centre/ St. Francis Unit

In March 2017, the Mercy Urgent Care Centre (M-UCC) celebrated 5 years of service. When it opened its doors in 2012, it was anticipated that the unit would manage an estimated patient presentation of 9,000 per annum. In 2016, the unit managed and treated 16,133 patients.

On September 21st, 2017 the Staff of St. Francis Unit celebrated its first birthday with special celebrations for patients and staff and the formal blessing of the Unit.



Valuing Voices

In 2017, in partnership with the Quality Improvement Division (QID) of the HSE, the Human Resources Department at Mercy University Hospital commenced a programme to test the Valuing Voices Programme as a staff engagement methodology designed to build leadership capacity by training and mentoring four local facilitators to engage NCHD's and enhance teamwork using a combination of staff listening, action planning and Front Line Ownership techniques.

The QID Lead for Staff Engagement trained four facilitators – (Dr Mortimer O'Connor, Dr Megan Alcock, Fiona Lynch and Victoria Collins HR Department – pictured above) in the methodology and provided mentoring throughout the process to co-design interventions based on local need. The Medical Manpower Manager (Fiona Lynch) in consultation with the Lead NCHD (Dr. Mortimer O'Connor) led the project on site. The local implementation was delivered in four stages and total of 20 NCHDs participated staff listening sessions with the goal of improving NCHD wellbeing whilst 12 NCHDs participated in an action planning session Dr Mortimer O'Connor, NCHD Lead July 16/July 17 submitted a poster based on the project to the National Lead NCHD Awards that took place on 1st September 2017. The project was awarded 1st prize at the Lead NCHD Awards 2017.



Research Grant Awarded

Mr Tom Murphy, Consultant General and Oesophago-Gastric Surgeon who, in conjunction with Professor Paul O'Toole, Microbial Genomics School of Microbiology & APC Microbiome Institute, UCC, made application to the HRB Investigator Led Projects (ILP) 2017 for funding for a research project titled 'The microbiome as a risk factor and biomarker of oesophageal cancer'.

Research in this area is in the early stages and if biomarkers were established from this study, the impact for surveillance and possibly for treatment.



Highlights of 2017

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Data Quality Award

MUH were the proud recipients of a Quality award at the National Treatment Purchase Fund Symposium held on January 19th 2017.

MUH was one of only seven hospitals who received the Quality Award for both Inpatient/Daycase and Outpatient waiting lists data.

Both Bed Management and the Outpatients Department were delighted with this achievement and gratefully acknowledged the continuous support of Gavin Keogh, ICT Department and Cara Hegarty, Data Quality Officer, in supporting them on an ongoing basis.



National Sepsis Summit 2017

Congratulations were extended to CNM2 Teresa Marshall, Dr. Deirdre O'Brien, Consultant Microbiologist and all the MUH Sepsis Team as MUH received joint first Award at the 4th National Sepsis Summit at Dublin Castle. The Award acknowledged MUH for the Best Sepsis Quality Improvement Programme. Sepsis awareness was to the fore in MUH throughout 2017 with various initiatives to promote education and learning.



GP Study Day

MUH was delighted to host a Study Day for our GP community on September 7th, 2017. The Study Day was graciously organised and facilitated by Mr. Paul Sweeney, Consultant Urologist. A wide spectrum of topics were presented on by MUH Consultants ranging across all hospital specialties including Oncology, Urology, Vascular, Pain, Respiratory, Paediatrics, Upper GI, Hepatobiliary, Cardiology, Nephrology and Care of the Older Person.



CONFERENCES

MUH Quality Conference

The MUH Quality & Risk Management Department were delighted to welcome Ms Rachel Flynn, Director of Information and Standards at HIQA and Ms Catherine Hogan, National Facilitator on the HSE Pressure Ulcers To Zero (PUTZ) Collaborative as Guest Speakers at the MUH Quality Conference held at the hospital on 30th November 2017.



Paediatric Continence

The MUH Centre of Nurse Education hosted a Paediatric Continence Conference on November 8th which was organised by Ann Cummins, Director of Centre of Nurse Education and Edel O'Neil, CNM2, St. Anne's Paediatric Ward, MUH.

MUH Assistant Director of Nursing, Carol Hunter opened the Conference and delivered the welcoming address. Conference topics included Day & Nocturnal Enuresis in Childhood, Continence Needs in Children with Additional Needs etc. and were delivered by MUH multidisciplinary staff together with contributions from North Lee Services and Our Lady's Children's Hospital. The Conference was a great success and feedback was positive.



Highlights of 2017

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WELCOMES AND FAREWELLS

Clinical Director

After 5 years of dedicated service to the role of Clinical Director at MUH, Prof. David Kerins's tenure came to an end in October 2017. Prof. Kerins's invaluable contribution during this tenure was acknowledged by staff, colleagues, Executive Management Board and MUH Board of Directors alike.

Following an active recruitment process from within MUH, Dr. Kieran O'Connor, Consultant Physician in Geriatric Medicine has now assumed the role.



Co-ordinator for Chaplaincy Services

In February 2017, MUH was delighted to welcome Michael Ryan who was appointed to the role of Co-ordinator of Chaplaincy Services. Originally from Tipperary, Michael brings with him many years experience of Chaplaincy in both hospitals and schools.

Prior to joining MUH Michael worked with the Chaplaincy team in the Bon Secours Hospital, Cork. Michael qualified in Hospital and Schools Chaplaincy, and holds a Degree in Theology and an MA in Guidance and Counselling.



Deputy CEO

After 16 years of service to Mercy University Hospital and a working life dedicated to healthcare, Jim Corbett, Deputy CEO, retired in December 2017. During his tenure Jim oversaw many infrastructural and service developments both on and off campus, the hospital gaining University status, the inception of the MUH Foundation and welcoming the first lay Matron of MUH.



Health & Wellbeing

Two Wellbeing Weeks were run in 2017 (April and October) facilitated by the MUH Employee Wellbeing Committee (see Department of Human Resources Report)..

World Mental Health Day

World Mental Health Day is observed internationally every year on the 10th October. The overall objective of the day is to raise awareness of mental health issues around the world and mobilise efforts in support of mental health. **Mental Health in the Workplace** was the theme of World Mental Health Day 2017.

The Department of Nursing, as part of the MUH Wellbeing Week hosted a coffee morning in the hospital for all staff and partners mental health from HSE acute services and the community. Representatives from Pieta House, the Samaritans and our HSE partners from the Health Action Zone all attended and provided information on their services. MUH's partners in acute mental health from St. Michael's were also in attendance. There were over 120 people sharing "Tea and Talk" and the feedback was overwhelmingly positive. The initiative was supported by the South/South West Hospital Group.



Stephen Murphy and Ronnie Dorney of Health Action Zone with MUH Director of Nursing Margaret McKiernan and Donna Peyton, Health & Wellbeing Co-ordinator, MUH.

Classes of 2017



**Annual Graduation
Class: Nursing**

**Annual NCHD Prize
Giving Ceremony**

MERCY UNIVERSITY HOSPITAL FOUNDATION

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

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

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

MISSION

Inspiring people to support advancements in research, diagnosis, treatments and care of patients at The Mercy University Hospital.

VISION

To respond to the changing needs of patients at The Mercy University Hospital through ethical, transparent and innovative fundraising.

BOARD MEMBERS 2017

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. Jerry Flynn (Chair)

Sr. Elizabeth McGrath

Dr. Con Murphy

Ms. Edel Clancy

Dr. John Cahill

Ms. Yvonne Barry

Sr. Coirle McCarthy

Mr. Will Roche

Mr. Michael O'Brien

Mr. Brian Dunphy

Mr. Eoin Tobin



Family and friends of the late Danny Crowley, at the Danny Crowley Memorial Swim. Bottom right: Majella & Donal Crowley presenting a cheque for €14,000 to Dr John Cahill for the Mercy Kids & Teens Appeal



Braving the cold to take part in the Cork Airport 5km Midnight Run was just one of many fundraising events undertaken by the **staff of the River Lee Hotel** in 2017 to raise money for our **Kids & Teens Appeal**. A fantastic €500 was raised by staff throughout the year. Thank you to everyone who got involved.



A huge thank you to **Jerry Geary and all at Youghal Cycling Club** who took part in a 60km cycle for the **Mercy Cancer Appeal**. Jerry, who also receives treatment here at the Mercy, has raised a phenomenal €10,300 through this cycle for cancer care services.



Thank you to **Mary Buckley and all the Buckley family** for raising a phenomenal €3,500 through their **coffee and tea day**, at their home in Rathcoole. The event, held in memory of a dear husband and father, John, has now raised almost €9,000 since 2016.

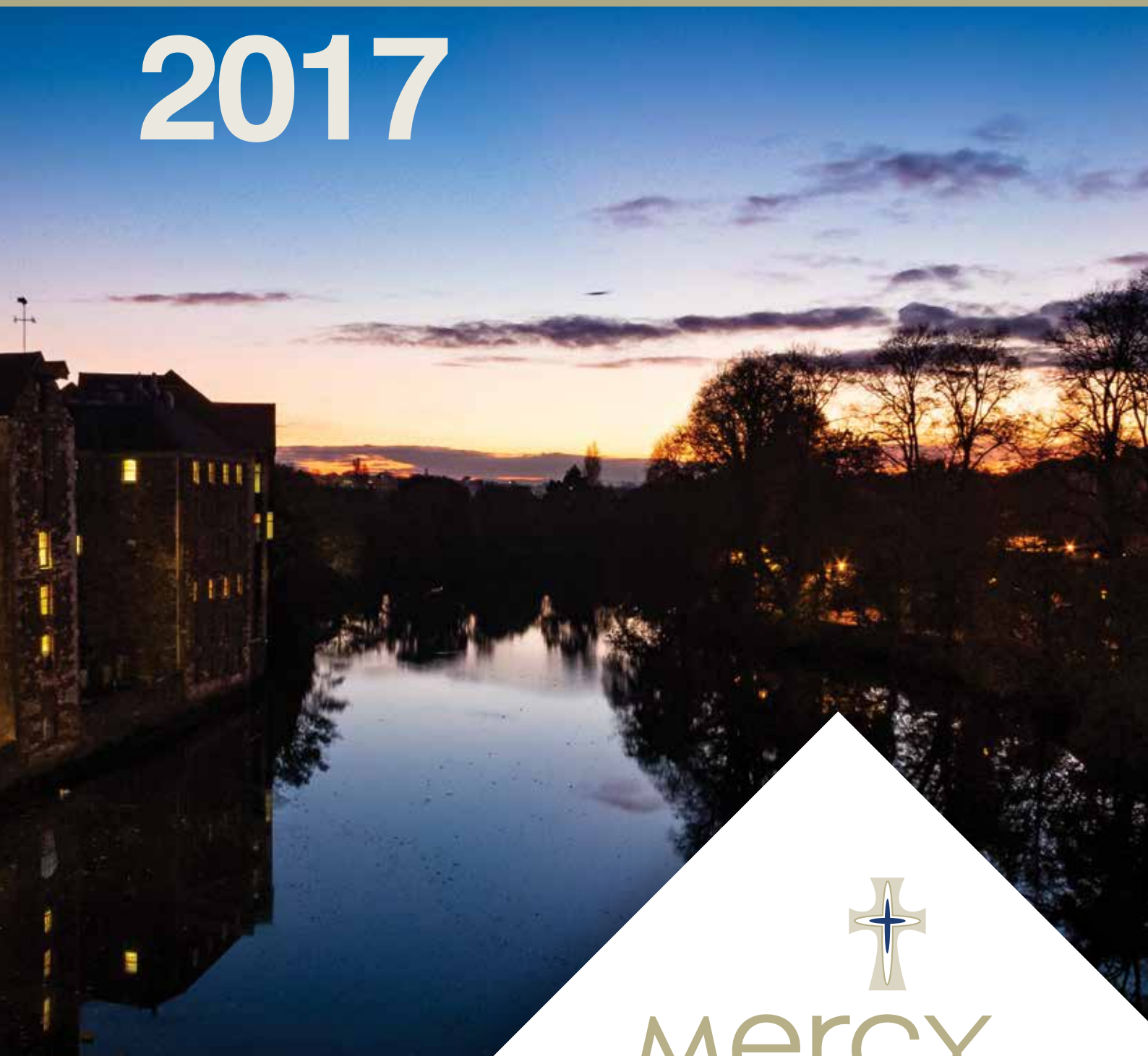


The staff of Carbery Group presenting Julie Harris; Head of Fundraising and Communications at The Mercy Hospital Foundation with a cheque for €2,000 which they raised through their **Heroes coffee morning**. A big thank you to all the staff who got involved.

NOTES

ANNUAL REPORT

2017



Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit