

# ANNUAL REPORT 2018





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# VISION, MISSION & VALUES

## VISION

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

### Our Vision:

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

## MISSION STATEMENT

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

### Our Mission Explained

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

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

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

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

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

**TEAM SPIRIT** – working together to achieve our common purpose

# ABOUT THE HOSPITAL



The Mercy University Hospital was founded in 1857 by the Sisters of Mercy and has expanded substantially since its opening. Mercy University Hospital is a public voluntary hospital and became a company limited by guarantee in 2003. The affairs of the company are managed by a Board of Directors who are responsible to a Trustee Company – Mercy Care South which was established in 2016. The hospital is a registered charity and operates as a not for profit entity. Mercy University Hospital employs approximately 1,200 staff and has an annual operating budget of circa €105m. MUH is a member of the South/South West Hospital Group along with eight other hospitals in the region and is committed to ensuring that patients across the South/South West Hospital Group receive the highest standard of care.

The Mercy University Hospital offers the following services:

## MEDICAL

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

## SURGERY

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

## ALLIED HEALTH SERVICES

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

# Consultant Medical Staff

Dr	Ray	Barry	Paediatrics and Child Health
Dr	Adrian	Brady	Radiology
Mr	Ciaran	Brady	Urology
Dr	Gemma	Browne	Medicine/Nephrology
D.	Martin	Buckley	Gastroenterology
Dr	Siun	Burke	Anaesthesia
Dr	David	Curran	Respiratory Medicine
Dr	Cathy	Dewhurst	Radiology
Dr	John	Dowling	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
Mr	Shane	Killeen	Colorectal & General Surgery
Dr	John	Mac Farlane	Rehabilitation Medicine
Dr	Peter	MacEaney	Radiology
Professor	Michael	Maher	Radiology
Mr	Brian	Manning	Vascular Surgery
Dr	Jane	McCarthy	Gastroenterology
Mr	Ger	McGreal	Vascular Surgery
Dr	Brian	McNamara	Neurophysiology
Dr	Sean	Minogue	Anaesthesia
Professor	William	Molloy	Geriatric Medicine
Dr	Adrian	Murphy	Emergency Medicine
Dr	Kevin	Murphy	Radiology



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	Catherine	O'Sullivan	Geriatric Medicine
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
Mr	Aongus	Twomey	General Surgery
Professor	Carl	Vaughan	Cardiology
Dr	Jennifer	Whyte	Anaesthesia

# Legal and Banking Information

**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



# Chairman's Report



I am pleased to introduce the 2018 Annual Report for the Mercy University Hospital.

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

## 2018

Looking back at 2018 there were many challenges which faced the Hospital but were dealt in the usual Mercy way—Compassion, Excellence, Justice, Respect, Team Spirit.

### Two particular events to mention:

- 1) Storm Emma which dumped large quantities of snow across Cork and made travel almost impossible to and within the City. Great credit is due to all the staff who, despite the difficulties, kept the hospital fully functional during the Red weather alert – many staying overnight in the hospital & immediate surrounds for the duration of the disruption.
- 2) In December, the last of the Mercy Sisters departed the Hospital after 161 years of dedicated service to the people of Cork. They leave behind an incredible legacy and commitment to care for the patients which we will endeavour to continue with the current and future employees. We owe the Sisters a large debt of gratitude.

## FOCUS FOR 2019

Looking forward to 2019 the Hospital hopes to continue its development programme in conjunction with HSE/SSWHG—particularly with the operating theatres modernisation and the additional modular bed capacity in response to the HSE request.

The Hospital is also evaluating the longer term opportunities to develop the site and is reviewing future clinical and service strategy options.

In welcoming the Sláintecare report the hospital is anxious to play a full inclusive role in the development of a roadmap for a radical health reform programme.

The Hospital is taking a proactive role working with SSWHG in developing the opportunity for an elective ambulatory hospital in Cork.

With the continuing rise in healthcare complexity and escalating drug costs the financial challenges are enormous. New structures and protocols need to be established with the Health System to ensure the long term sustainability of the hospital.



The Government established the Independent Review Group to examine the role of voluntary organisations in the operation of health and personal social services in Ireland under the chair of Dr Catherine Day and this work was completed in 2018. We welcome the report which was published in early 2019 and look forward to working with HSE and Department of Health in progressing its recommendations.

## BOARD AND MANAGEMENT

Firstly, I want to thank our previous Chairman, Mr Michael A O'Sullivan, for his dedication and unstinting efforts on behalf of MUH over the past six years. I am pleased that he has agreed to continue as a member of the Board. I also want to thank Professor Mary Horgan, President of Royal College of Physicians of Ireland, for her contributions over her 5 years on the Board. I also welcome back to the Board, Professor Colin Bradley and Ms Margaret Lane.

## GRATITUDE

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

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

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

**Neil O'Carroll**  
Chairman

# BOARD OF DIRECTORS



# Role and Structure

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

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

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

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

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

# Directors - 2018



Mr Neil O'Carroll



Prof Colin Bradley  
*\* Reappointed in September*



Mr John Buttimer



Professor Mary Horgan  
*\* \* Resigned in December*



Mr Mortimer Kelleher



Ms Margaret Lane  
*\* Reappointed in January*



Mr Maurice O'Connor



Ms Irene O'Donovan



Professor Paula O'Leary



Mr Joe O'Shea



Mr Michael O'Sullivan



Dr Sheila Rochford



### **Mr. Neil O'Carroll – Chairman**

Neil has over 40 years' experience in the oil industry and as a lead executive was responsible for managing the Irish business of Phillips 66 Ireland Limited, encompassing the commercial business of Whitegate Refinery and Bantry Bay storage terminal, until his recent retirement.

He holds a degree in Chemical Engineering from UCD and is a Fellow of the Institute of Engineers in Ireland. Neil also holds a Diploma in Corporate Management and Direction from UCC. Since his retirement, Neil has joined the non-executive Board of Cork Business Innovation Centre and was appointed Chairman of the Board of Fota Wildlife Park in 2015.

### **Professor Colin Bradley – Vice Chairman**

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

### **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.

### **Professor Mary Horgan**

Professor Horgan is a Consultant Physician in Infectious Diseases and Internal Medicine at Cork University Hospital. 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 served as Dean of the University College Cork School of Medicine from 2013-2017. Mary took up the role of 142nd President of RCPI at the College's Annual Stated Meeting on 18th October 2017 and is serving a three-year term.

### **Mr Mortimer Kelleher**

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

### **Ms Margaret Lane**

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

### **Mr Maurice O'Connor**

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

### **Ms Irene O'Donovan**

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

### **Professor Paula O'Leary**

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

### **Mr Joe O'Shea**

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

### **Mr Michael A O'Sullivan**

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

### **Dr Sheila Rochford**

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

# Attendance at Board Meetings - 2018

Name	No. of Meetings Qualified to Attend in 2018	No. of Meetings Attended in 2018
Mr Neil O'Carroll (Chair)	11	11
Professor Colin Bradley	4	3
Mr John Buttimer	11	5
Professor Mary Horgan	10	4
Mr Mortimer Kelleher	11	10
Ms Margaret Lane	11	9
Mr Maurice O'Connor	11	9
Ms Irene O'Donovan	11	10
Professor Paula O'Leary	11	7
Mr Joe O'Shea	11	9
Mr Michael O'Sullivan	11	10
Dr Sheila Rochford	11	11

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





# REPORTS OF THE BOARD COMMITTEES





# Audit & Governance

## PURPOSE

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

### **The Committee discharges its responsibilities through:**

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

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

**Joe O’Shea,**  
**Chair**

## MEMBERSHIP

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

## MEETINGS

**The Committee met formally on four occasions during 2018. 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 data security matters.
- Completed reviews of the effectiveness of financial controls and governance arrangements.
- Completed reviews required to facilitate the completion of the Directors’ compliance statement to be included in the annual financial statements.
- Review of the Annual Compliance Statement for submission to the HSE.

# Clinical Ethics Committee

## PURPOSE

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

## MEMBERSHIP

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

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

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

## MEETINGS

The Clinical Ethics Committee had three full meetings during 2018 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
- The review of the hospital's current clinical and corporate ethics policies
- Substantial time and work has been devoted towards the development of an appropriate Clinical Ethics Support Services within and for the benefit of the hospital;

**Irene O'Donovan**  
**Chair**

# HR Committee

## PURPOSE

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

## MEMBERSHIP

**Margaret Lane** (Chair)

**Michael O'Sullivan**

**Mortimer Kelleher**

**Maurice O'Connor**

**Margaret Lane**  
Chair

## MEETINGS

The HR Committee held two meetings during 2018.

The following were the main issues dealt with:

- Setting the annual performance targets for the CEO and review the CEO's performance
- Compliance assurance in respect of HSE circulars on HR matters
- Compliance with the Single Public Service Pension Scheme
- Consultants compliance with the common contract
- Settlement of the Consultant contract claims
- Compliance with the MUH Paybill management policy
- IR/ER issues
- HR structure
- Review of HR Risk Register



# Finance Committee Report 2018

## 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 issues which may arise as regards clinical ethics and any other matters the board deems necessary.

## MEMBERSHIP

**Maurice O'Connor** (Chair from August 2018)

**Neil O'Carroll** (Chair January 2018 to July 2018)

**Joe O'Shea**

**Michael O'Sullivan**

## MEETINGS

The Committee held six meetings in the course of 2018.

**Agenda items addressed by the Committee included the following:**

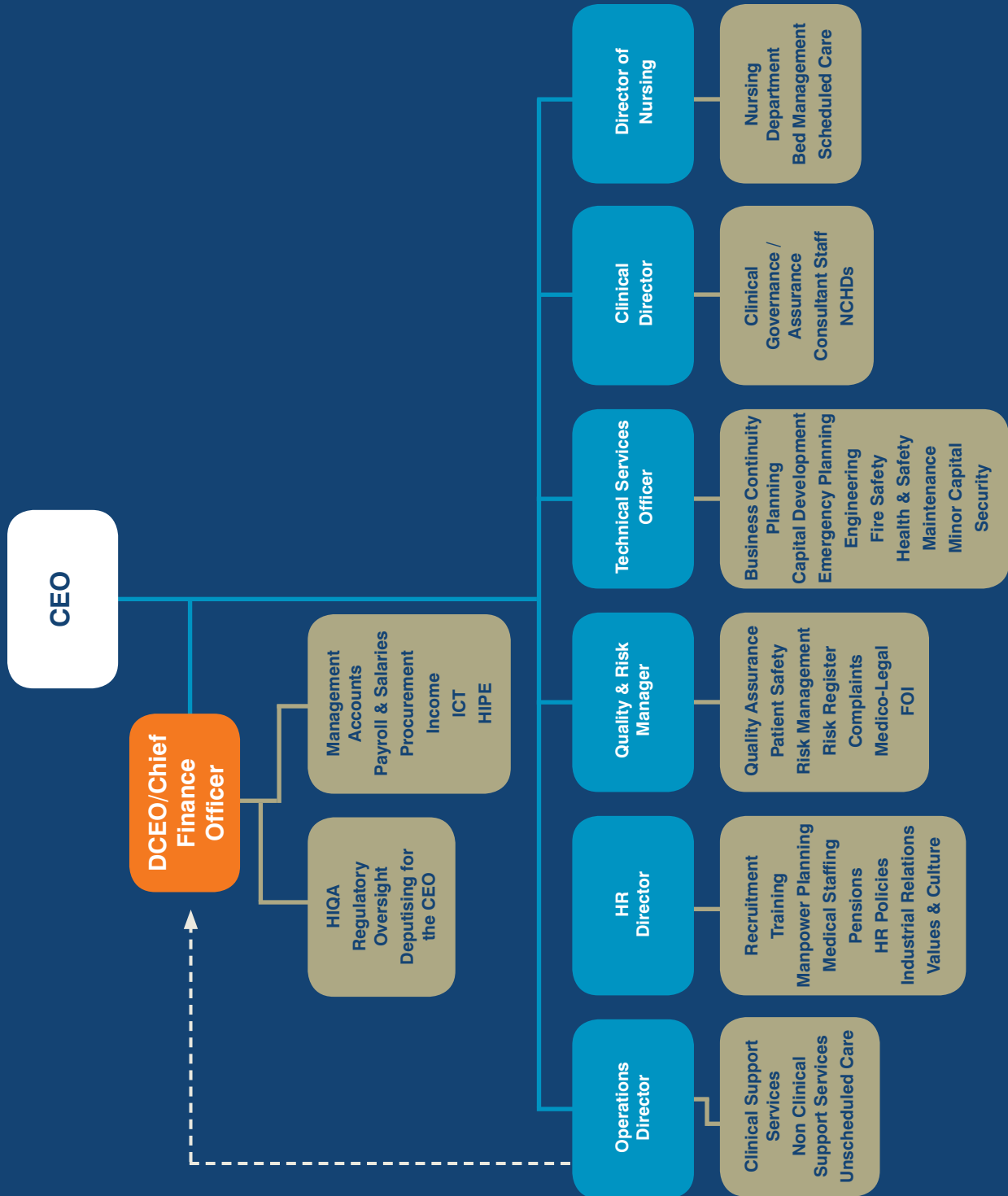
- Financial performance analysis and review of projected outturn for 2018 with a focus on the key issues impacting on the hospital's performance in 2018
- Activity based funding updates and reviews
- Periodic reviews of Capital Projects
- Review of Cash Flow Management
- Review of Committee Risk Registrar
- Review of financial policies in the hospital and related compliance issues
- Paybill Management



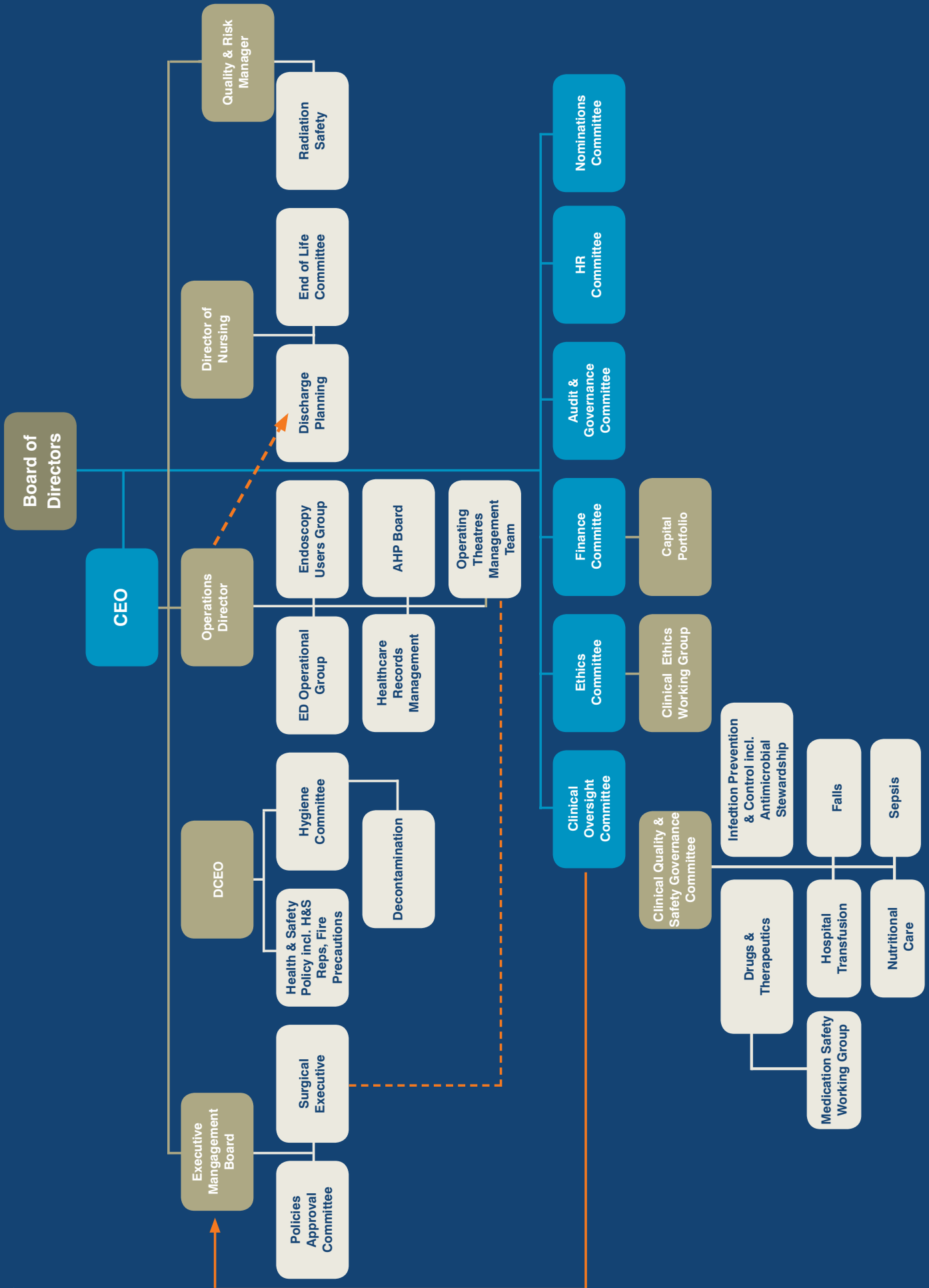
**Maurice O'Connor**  
Chair



# MANAGEMENT STRUCTURE



# COMMITTEE STRUCTURE



# PROFILE OF EXECUTIVE MANAGEMENT TEAM





### **MS SANDRA DALY – CHIEF EXECUTIVE OFFICER**

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

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



### **MR MAURICE SPILLANE – CHIEF FINANCE AND OPERATIONAL SERVICES MANAGER**

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



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

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

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

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





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

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

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



**MS 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.



### **MS CAROL HUNTER - OPERATIONS DIRECTOR**

Carol Hunter began her career in Mercy University as a Registered Nurse in 1983. Further to a small hiatus to complete her midwifery at the National Maternity Hospital, Carol returned to MUH in 1986 and continued her work in Mercy as a Staff Nurse until 1994. In 1994, Carol changed direction into a Nurse Management role when she was appointed Nursing Support Services Manager, a post she held until 2005 when she was appointed Assistant Director of Nursing (incorporating General Manager - out of hours). During her tenure as Assistant Director of Nursing, Carol oversaw the achievement of Level 2 JAG Accreditation. At that juncture, the Endoscopy Unit at Mercy University Hospital was the first and only unit to have been awarded Level 2 Accreditation in Ireland.

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



### **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

**I am so pleased to have this opportunity to share some of the amazing work and triumphs that happened in 2018 at Mercy University Hospital. The hospital was operating to full capacity during 2018 and there were:**

- **10,017 inpatients treated**
- **24,077 day cases treated**
- **53,263 emergency attendances (Emergency Department and Local Injury Unit)**
- **50,000 OPD attendances**

Notwithstanding the growth in numbers I am proud to say that MUH continued to deliver quality care to all its patients as we have been doing since 1857. Throughout 2018, the hospital has grown to be a system that is focused on improving access, quality of care and treating the whole person. There is strong evidence that this hospital is an organisation that is rooted in tradition, taking a new form which is ever evolving with the needs of the time and in response to a changing environment with increasing legal, regulatory and compliance obligations. Like previous years there were many highlights and challenges and I hope you will allow me to mention some particular moments here.

The year began with the movement of the OPD to its new home on Lynch's Street. This new purpose built, patient friendly facility opened its doors on 15th January and has certainly improved the patient experience. Storm Emma descended in early March and I cannot describe how proud I was of the way in which staff responded to the very challenging conditions. I really enjoyed seeing the photographs of the various 'snow moments' and the unusual transport arrangements utilised by staff and patients alike.

The outside of the hospital got a facelift and I would like to thank Cork City Council for their support in this regard. In an effort to build relationships with our community partners, Saturday 25th August saw the inaugural Middle Parish Summer Street Party held on Henry Street as part of Heritage Week celebrations. The hospital was delighted to contribute to the celebration of Cork's Heritage Week and have the opportunity to promote the history of the Mansion House whilst acknowledging Mercy University Hospital's contribution to the vast heritage inherent in the Middle Parish Community. It was also an opportunity to enhance the hospital's relationship with its neighbours.

There were also changes within the corporate and departmental management structures internally. 2018 saw the development of a new department within the hospital with the appointment of Ms Carol Hunter as Operational Director. As a former Assistant Director of Nursing, Ms Hunter brings a wealth of operational experience to the role and now heads up the amalgamated Operations Department which encompasses a broad range of clinical and non clinical support service areas. This is a very welcome and positive initiative. Ms Mary Deasy, Quality and Risk Manager left the hospital to take up a new role in the HSE and we wish her well.



Mr Michael A. O'Sullivan stepped down as Chair of the Board of Directors following the completion of his tenure and I would like to thank him most sincerely for his unstinting commitment to both the hospital and to myself as CEO. I would also like to formally congratulate Mr Neil O'Carroll on his appointment as new Chair of the Board of Directors. The hospital is truly fortunate to have such a talented, committed and energetic Board of Directors.

In addition to providing exceptional care for your patients, MUH also strives to be a great place for our staff to work and become a workplace of choice. MUH welcomed a significant number of new staff to our hospital family during the year; each newcomer hand-picked and valued. All of whom, add an excitement to our work place and bring fresh ideas. It is nonetheless true to say that 2018 was a difficult year to work in healthcare, which was an environment of high demand, limited resources and rapidly changing work practices. The Hospital is ever mindful that that patient experience, individual values and compassionate care must not become secondary to targets, and clinical outcomes and guidelines. The ongoing development of our Values and Culture Programme is critical in supporting both staff and patients in their lived experiences. I would like to thank all of our staff for their unwavering commitment to living the MUH values of compassion, excellence, justice, respect and team spirit. I commend them all for the professionalism and compassion with which they carry out their work in the face of the many challenges posed in healthcare today.

MUH has achieved significant results and received some important awards over the year in areas of clinical care, education and research, some of which received national recognition. I would like to single out the MUH Sepsis team who received both a national commendation as a NOCA QI Champion and also a Special Project Recognition Award at the Zenith Global Healthcare Professional Awards 2018. Notwithstanding public recognition, quality patient care remains at the forefront of all that we do at MUH.

MUH is not complacent about the challenges it faces and the risks to the organisation and we will work hard in 2019 to focus on the ongoing development and sustainability of the hospital and the services it delivers in partnership with the South/South West Hospital Group. With your support and encouragement and the hard work and dedication of its staff, I am confident that MUH will, as ever, rise to the challenge and continue to deliver first rate care to the people of Cork and beyond.

**Ms Sandra Daly**  
**Chief Executive Officer**



# REPORT FROM CLINICAL DIRECTOR

Throughout 2018, the Clinical Staff of Mercy University Hospital continued to deliver care at the highest possible level and in keeping with best international practice. I am delighted to share some of the key moments of the last year:

## CONSULTANT APPOINTMENTS

- **Mr Shane Killeen** – Consultant Surgeon commenced on January 8th 2018 (Cork University Hospital) Cork University Hospital, Mallow General Hospital & Mercy University Hospital)
- **Dr Maciej Kostrubiec** – Consultant Physician - General Medicine (temporary) commenced on July 9th 2018
- **Dr Breffni Drumm** - Consultant Physician in Geriatric Medicine (temporary) commenced on July 16th 2018
- **Dr Owen O'Sullivan** - Consultant Anaesthetist successfully interviewed for post in October 2018.
- **Dr Carthage Moran** – Consultant Physician in Gastroenterology successfully interviewed for post in October 2018.
- **Dr Ronan O'Caoimh** – Consultant Geriatrician successfully interviewed in 2018, to commence post in 2019.

**Review of Consultant Schedules:** In line with national policy, a review of all consultant schedules and contracts was carried out in conjunction with the HR department. Together with the medical manpower manager individual meetings were held with most consultants. Contract reviews and meetings were held with both directly employed consultants and consultants with sessional commitments to MUH but employed directly elsewhere.

## NON-CONSULTANT HOSPITAL DOCTORS (NCHDS)

The annual summer NCHD change-over occurred on July 9th 2018. There are 122 NCHDs working in Mercy University Hospital. This was the first NCHD change-over where mandatory training records, at least in some areas, were linked to the electronic National Employment Record (NER), i.e. Hand Hygiene, Children's First and Haemovigilance.

### Communications / Support Group

During 2018, a dedicated working group reviewed communications with NCHDs and how supports can be provided to maximise patient care. For the 2018 NCHD change-over we introduced a system of having the log-in arrangements for laboratories in place before NCHDs started. Also, the radiology log-in details were pre-populated and activated once NCHDs were verified on our system. We have arranged six additional mobile laptop computers for the wards to aid in access to results/reports and a text alert system with specific rules around NCHD contact in now in place.

## **NCHD Wellness**

Led by the NCHD Committee, with the support of the Occupational Health Department, a Wellness Programme of events aimed primarily at NCHDs was organised. Events/Talks occur on alternative Friday lunchtimes. The programme started on November 9th focusing on burnout and stress.

## **NCHD Research Education Modules**

(Please see Highlights, Page 80)

## **Appointment of Second Lead NCHD**

The role of the Lead NCHD is to provide a formal link at management level between the NCHD cohort, NCHD Committee and the hospital management structure, thereby enabling a structured, continuous two way flow of engagement and communication between management and NCHDs.

Since its inception, the appointment of a Lead NCHD at MUH has been a positive and successful innovation. Cognisant of the increase in NCHDs at MUH and in keeping with the HSE/RCPI Guidelines which state there should be a minimum of 2 full Lead NCHDs for hospitals employing 150 or more NCHDs, MUH successfully appointed a second Lead NCHD in 2018.

The second Lead NCHD has two separate functions to the role of NCHD Lead, namely in Clinical Governance and Quality Improvement. The principal requirement is to lead the areas of Clinical Governance and Quality Improvement for the NCHD body, and work with the relevant committees and structures within the hospital to facilitate engagement with the NCHD Cohort. This will help develop implementation of strategies on a local level, and also on a regional/national level.

## **RESEARCH**

Health care is changing, and so are the challenges our health services face in overcoming disease, reducing health disparities and meeting the needs and expectations of our patients and their communities. To face these challenges Mercy University Hospital together with the HRB Clinical Research Facility UCC, have developed a strategic research plan which will support our people to pursue world-class research and deliver evidence based care, underpinned by high quality research capabilities.

MUH appointed a Research Manager, Dr Evelyn Flanagan, who is responsible for driving the development of appropriate research governance arrangements, policy, strategy and adequate support structures to enable high quality health research within MUH, to facilitate research education and training programmes for MUH staff and to ensure visibility and publication of research outputs from MUH.

2018 also saw the development of the MUH research committee, streamlined approval processes for research and the first successful educational course on Introduction to Clinical Research training for NCHDs.

MUH Research education modules for staff commenced in September 2018. Three modules (6 hours each) included:

- Fundamentals of Clinical Trials
- Introduction to Clinical Trial Design and Analysis
- Ethics, Data Management and Quality in Clinical Trials
- Half day courses - Good Clinical Practice
- Day course - Introduction to Clinical Trials

## OUTBREAKS

### Carbapenemase Producing Enterobacteriaceae (CPE)

CPE is the newest in a long line of ‘superbugs’ (bacteria that are hard to kill with antibiotics). Of all the superbugs, CPE is the most difficult to kill with antibiotics. The requirements for CPE screening for acute hospitals in Ireland was signed off and published by the CPE expert group on February 16th 2018. Prof Martin Cormican the National Clinical Lead for the programme for the prevention of healthcare-associated infection and antimicrobial resistance visited the Mercy University Hospital on Friday 19th January 2018 to meet with members of the executive, the microbiologists and infection control team.

## INSPECTIONS/REVIEW

**Oncology Higher Specialty Training Review:** On Monday June 25th 2018, the RCPI conducted a training inspection for Medical Oncology. Prof John Horgan (Chairperson, RCPI) and Dr Miriam O’Connor (National Specialty Director Oncology RCPI & Consultant Oncologist Waterford) visited the hospital to inspect SpR training. The feedback on the day was positive and an official report issued reiterating same.

## GENERAL

### New Frailty Intervention Therapy Team (FITT) in ED MUH

In mid 2018, Cork Kerry Community Healthcare transferred a 0.5 WTE Physiotherapy staff member to MUH ED to work with the OT, CNS Gerontology and Geriatric medicine team to staff a FITT team for a pilot project with the aims to:

- Facilitate early therapy assessment with the frail older patients to identify rehabilitation needs and commence discharge planning
- Facilitate patient discharge from ED where appropriate with supports to manage at home i.e. Integrated Care, CIT, CRST
- Initiate appropriate early therapy inpatient care pathways to ensure an abbreviated length of stay for those patients who can do so
- Streamline access to other therapy based intervention as required in primary and secondary care
- Deliver improvements in performance metrics to support the acute site by reducing PET for >75years, reduce admissions >75, reduce LOS whilst maintaining clinical outcomes and patient experience
- Identify the impact of FITT teams on performance and patient care in MUH and inform further business cases of a future need for a permanent FITT service

## THE FIVE FUNDAMENTALS OF UNSCHEDULED CARE

The ‘Five Fundamentals of Unscheduled Care’ programme was identified and mandated by the Director General of the HSE and the HSE Leadership Team as one of three core elements of the Health Service Executive’s 3 Year Unscheduled Care Plan. The other elements are capacity and enablers. Mercy University Hospital along with Cork University Hospital and Kerry University Hospital in conjunction with our associated community health organisation (CHO4) is the first area to start engaging on this programme. The process formally commenced in early July to improve the processes around unscheduled care. This included workshop participation, on-site engagement with the South/South West Hospital Group and Special Delivery Unit, self assessment etc.

A number of specific project groups were determined, i.e. under a Pre-Admission Committee there are three ongoing projects looking at Front Door Flow, Admission Avoidance and Patient Streaming. Under a Post-Admission Committee there are also a number of ongoing projects including the use of Whiteboards on wards, Early Flow out of ED, Electronic Referral to Social Workers, and Discharge Huddle Review and Development.

## GRAND ROUNDS

Throughout 2018 MUH hosted a number of speakers at weekly Grand Rounds. Topics included:

- “Clinical Ethics Support: What can it offer?”
- Medication Safety
- Open Disclosure
- End of Life Care
- Infection Control and Antibiotic Resistant Bacteria



## JOINT COLLEGES INTERCOLLEGIATE EXAMINATION

(Please see highlights page 79)

## HSE – HR - National Healthcare Communication Programme (NHCP)

(Please see highlights page 80)

**Dr. Kieran O'Connor**  
**Clinical Director**



# DEPARTMENT OF HUMAN RESOURCES



## WELCOME

Welcome to the HR section of the Annual Report. During 2018 we continued the implementation of a number of initiatives driven by the multiyear HR strategic plan. The scope of this HR plan is both strategic and operational covering the following areas:



**Key achievements in 2018 are numerous; I will now share some of these.**

## TALENT ACQUISITION

353 people joined MUH in 2018. A large portion (~200) of these were NCHD's (Non Consultant Hospital Doctors), many of whom rotate every few months as part of various training schemes.

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

Over 90 internal job opportunities were created resulting in career development and promotional prospects for many colleagues in MUH.

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



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

One appointment was made to the Executive Management Board in 2018 when Carol Hunter took on the role of Operations Director.

## COMMUNICATIONS

The NCHD Portal NER (National Employment Record) electronic portal is being fully utilised by the MUH which allows an efficient process for on boarding NCHD's and improved communication. The NER holds records on Occupational Health, Education, Garda Vetting etc. that can be accessed by each Hospital and saves replication.



**Staff Forums were held in relation to the following areas during 2018:**

- Nursing – Recruitment & Retention
- Hospital wide – Dignity at work
- NCHD – Irish Medical Council (IMC) Report
- Hospital wide – Wellbeing focus group and online feedback

### HR supported two major staff surveys in 2018:

- HSE Employee Survey “Your opinion counts”
- MUH Values & Culture Survey \*

The results of the HSE Employee Survey “Your Opinion Counts” shape and inform national HR policy and initiatives. The results of the MUH Culture & Values Survey will shape and inform our ongoing proactive mission, values and culture work with a particular emphasis on education, behaviour embedding and recognition.

The South/South West Hospital Group have established a Staff Engagement Forum across all nine hospitals in the group and this is supported by the MUH.

## REWARD



In 2018 we appointed a Pension Specialist for the first time. This was an imperative appointment given the requirement to manage all aspects of the Single Public Service Pension Scheme (SPSPS) locally. The scheme was introduced on 1/1/2013 and must be managed by each Relevant Authority (RA), the MUH is a Relevant Authority. All aspects of this scheme are now managed by the MUH including starters, leavers, refunds, annual statements, death in service, family law etc. The HR, Payroll and IT Departments are working together to provide accessible information to scheme members which at the end of 2018 was over 1500 people.

The MUH continues to implement national reward decisions in a timely manner. For example 2018 saw the implementation of measures to compensate staff for their contribution/time during Storms Emma and Ophelia, Pay Adjustments as provided for in the Public Service Pay and Pensions Act 2017 and the increase in Public Service Superannuation Age from 65 – 70.

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

The MUH ran its “Winter Incentive” scheme in Nursing successfully for the third year in a row. This scheme sees Nursing staff working extra “bank” shift during the particularly busy months of December and January.



## LEADERSHIP, TRAINING & DEVELOPMENT



“Managing People Skills” was rolled out for the second year and has become the bedrock of skills development for staff in leadership and people management roles. This programme has been rolled out to over 90 staff since its inception. 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 2018 include:

- Induction
- Team Building – Values in Action
- Orientation Programme – Mission, Heritage and Values in Action
- Interviewer & Interviewee Skill Training
- External Sponsorship
- CPD

The MUH was chosen as a pilot site to roll out the National Healthcare Communications Programme (NHCP). This NHCP will be rolled out nationwide over six modules. MUH employees from Medicine, Nursing and HR participated in the design and roll out of Module 1 – “Making Conversations Easier” and Module 2 – “Structuring the Consultation and building the rapport”. MUH will be involved in the subsequent design and delivery of the programme modules in 2019.

## COMPLIANCE

Compliance continues to be a key feature of our work in HR. Specific achievements in 2018 are in relation to Garda Vetting and Children First.

The National Vetting Bureau Acts 2012-2016 required all current and future employees of the health service to be Garda vetted. The retrospective exercise for the MUH was completed successfully on time by the 1/4/2018 amounting to 80% of the work force; all new employees are now vetted before they join the MUH.

NCHD EWTB (European Working Time Directive) Compliance remains excellent with 100% compliance for not breaching 24 hour shifts and average of 95% compliance for maintaining a 48 hour working week average.

Children First guidelines were updated in December 2017. The MUH was obliged to communicate with all “mandated” individuals to ensure they understand their role in safeguarding children, and display a safeguarding statement, these have been completed. All mandated individuals ensure new and existing staff now undergo Children First training.

## VALUES & CULTURE

In 2018 we formalised the role of the MUH Values & Culture Lead. This exciting development supports efforts across the hospital to realise and sustain the mission, values and culture of Mercy University Hospital.

A sample of some of the 2018 initiatives are:

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



## ICT

In 2018 we developed our payroll system further by adding a HR module to the existing payroll system with Payroll and HR sharing the same back end database. This was a huge project involving system development & design, data validation, process mapping, user acceptance testing and “dual run” periods. For the first time in the 162 year history of the MUH there is an integrated payroll and HR system allowing for greater data integrity, efficiency and record keeping.





# TECHNICAL SERVICES DEPARTMENT





2018 was another busy yet very productive year for the Technical Services Department (TSD). TSD's main services as outlined below have matured by way of various improvements and projects completed this year. In 2018, our team has continuously sought to excel in the provision of an appropriate environment enabling our staff to deliver optimum patient care and we look forward to continuing this ethos into the future.



## CAPITAL DEVELOPMENTS (PROGRESSED IN 2018)

- **Combined Gastroenterology & Radiology Centre**

The proposal to pursue a combined Radiology and Gastroenterology Dept project in line with the Campus Study and recent presentations/discussions at Board of Director level has been progressed. TSD have now completed a combined capital submission for this project and this has been submitted to the HSE National Capital Steering Committee for approval.

- **Re-location of Out-Patients Department:**

The re-location of the MUH Out-Patient's Department from its previous portacabin accommodation on Millerd Street has been successfully completed and the Out-Patient's Department is now providing services from Lynch Street as of January 15th this year, in more appropriate and modern facilities for both patients and staff. The feedback of the new facility from patients, visitors and staff has been extremely positive.

- **New 30 Bed Ward Accommodation**

A new 30 bed ward is being planned for the Mercy University Hospital in response to the Dept of Health Bed Capacity Report (2018) findings. This sizeable ward will be provided in new accommodation spanning two floors, adjacent to the Catherine McAuley Block. It will tie in to this Block in two locations (second and third floors). This ward will comprise of 12 x single ensuite rooms and 6 x three-bed ensuite rooms, with all of the required support and ancillary spaces provided. The Design team is appointed and Design works are on-going with planning application and Fire Cert applications pending.

- **Capital Equipment Replacement Programme 2018**

In conjunction with our colleagues in Procurement, the capital equipment replacement programme for 2018 has been substantially completed. Additional funding for the replacement of the Gamma Camera machine was successfully secured with installation and commissioning due in Q.1 2019.

- **Minor Capital 2018**

In response to the high risk priority items as identified in the Hospitals Infrastructural Risk Register, TSD actioned the following capital projects as part of Minor Capital (MC) allocation for 2018. The outcome of addressing these high risk items by way of MC 2018 has reduced the hospital's overall risk.

1. Replacement of Medical Air Manifold
2. Required Roof Repairs
3. Replacement of Fire Hose Reels in various locations around campus.
4. Upgrade to existing Fire Alarm System Fire Alarm Panels
5. Replacement of Electrical Distribution Boards. Installation of Flood Barrier Systems.
6. Psychological Assessment Room in ED
7. Mansion House Structural Survey
8. Enhanced access control and Security System Installation.
9. Pump Upgrade Works

## **Maintenance Department**

The Maintenance Department has continued to align its planned maintenance activities with current built environment legislative requirements this year. A planned maintenance program has been implemented 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).

## **Energy & Sustainability**

MUH has 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 is currently on track to reach this goal having already achieved 32% savings by 2017.

To date MUH has 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. MUH also completed energy saving projects in 2018 including lighting and heating pump upgrades which have reduced the main account usage by 6% per year.

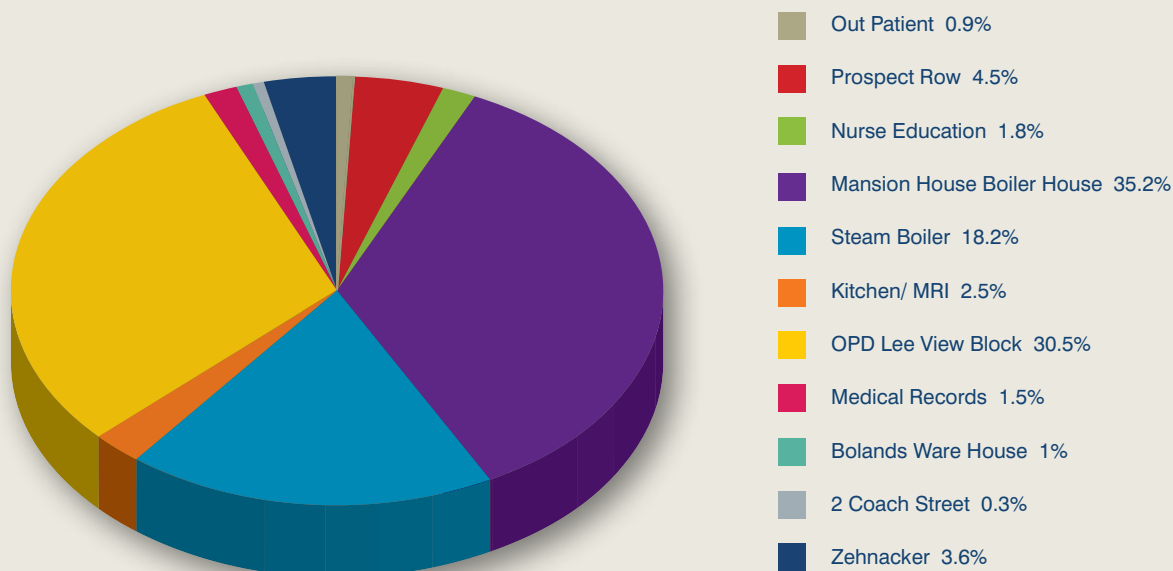
## **MUH CO2 Emissions**

Since 2009 MUH has achieved a significant reduction to its carbon emissions from electricity and natural gas use by 25%. This CO2 reduction is equivalent to 198 passenger vehicles being driven for 1 year or 477,000 litres of petrol being consumed or charging of 115,058,779 smartphones.

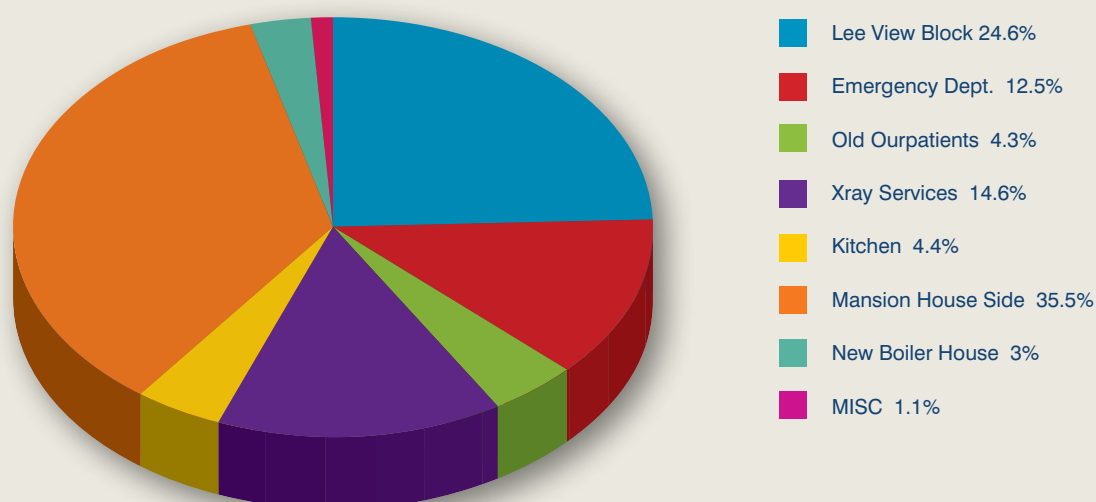
## **Gas**

Since 2015 over 40% in cost savings have been achieved in the 2 main MUH accounts, with a reduction in use of 2.5% between Mansion house and Lee View block heating and hot water systems.

### **MUH Gas Consumption 2018 (% all buildings)**



### **MUH Main Campus Electricity Consumption 2018 (% by Area)**



The main campus buildings of the Lee View Block and Mansion house account for 90% of all electricity use, with 35% of electricity used by Lee View Block including Emergency Department and Out-patients Department and 51% of electricity used on Mansion house side. The remaining 14% is used by all other buildings. Over the last 3 years electricity bill cost for the main campus has reduced by 12% per year with a reduction in usage of over 14%.

## SECURITY

**Pinpoint – Personal Alarm System for Emergency Department staff:** TSD in consultation with ED management have identified, installed and commissioned a Pinpoint Personal Alarm System for our Emergency Department staff. The new alarm system will act as an additional safety and security measure to reduce any potential risks to our staff. Staff familiarisation and training has been completed and the system is now fully operational.

**Introduction to Hospital Security:** The Security Department participates in Global and Departmental Induction Programmes to present the “Introduction to Hospital Security Module”.

**Closed Circuit Television (CCTV) – System expansion:** The hospital's CCTV system has continued to expand in 2018 with some new installations around campus and outlying properties.

**Access Control – System expansion:** The Hospital's access control system has continued to expand in 2018 with some new installations around campus and outlying properties.

**Co-operative CCTV Scheme:** Anti-social issues unfortunately occur in communities across the country. These issues come in varying forms and include incidents such as graffiti, theft, acts of violence and aggression, damage to property etc. Such acts create a negative impression of a community and can be detrimental to residents living in the community, businesses operating there as well as visitors to the area.

Our community is no different and has its share of similar incidents. To respond to this, An Garda Síochana, Mercy University Hospital and Cork City Council have collaboratively lead out on a new and unique Security Project for our area. These three organisations have partnered with representatives from the local residents, local businesses (e.g.: North Main Street Traders Association, Cork Chamber), U.C.C., the HSE and Voluntary Organisations in our Community to develop a Security project that responds to the diverse requirements of those working, living and visiting the area.

**The aims of the project are:**

- To make our community safer.
- To reduce crime and anti-social behaviour in our community.
- To maximise the benefit of our CCTV resources within a defined community area.
- To make our community, an attractive and friendly area to live in, visit, shop and service use.

A secure Google Map displaying screen shot images of existing CCTV locations within a defined area has been developed and is now in use by An Garda Síochana, primarily but not limited to Gardai at the Bridewell Garda Station. This map is used as a tool to assist the Gardaí to respond to crime, vandalism and anti-social behaviour.

## HEALTH & SAFETY

**Health Safety Authority (HSA):** Three HSA visits took place between January and December 2018 with only observations noted.

**Training:** HSE Risk Assessment Workshops commenced in 2018

**Safety Statements:** MUH Health and Safety Statements template document updated to align with HSE Guidelines (GD 001:01), this document is now available to MUH Line Managers / Responsible Persons for their Departments.



**Risk Assessments:** MUH Risk Assessments template document updated to align with HSE Guidelines. 250 department / ward Risk Assessments were completed between January and December 2018.

Risk Assessment Training provided by the HSE commenced in MUH in 2018. This course supports Line Managers competency with regard to the formal processes attaching to the management of risk. 32 MUH Line Managers completed training in 2018. The course:

- Builds on Line Managers competency to identify workplace hazards and undertake risk assessments.
- Enables Line Managers to ensure appropriate control measures are put in place to protect the safety, health & welfare of employees and others who may be affected by work activities in their work areas.

## **FIRE SAFETY AND PREVENTION:**

### **Fire Safety E-Learning Course**

2018 saw the evaluation stage of a fire safety e-learning course for all MUH staff.

#### **The course content includes:**

- Fire safety legislation overview
- Fire Safety Signage
- Understanding fire physics and chemistry of fire development
- Means of raising an alarm
- Means of summoning the fire brigade
- Developing an action on hearing the fire alarm
- Fire Evacuation Procedures (Progressive Horizontal Evacuation)

#### **Learning Outcomes:**

- Describe the chemistry of fire
- Identify fire hazards in the workplace
- Follow evacuation procedures for a hospital environment
- Select the appropriate firefighting equipment for Fires in Class A (paper), Class B (flammable liquids and gases), Electrical Fires (CO2), Class F (catering oil fires).

**Fire Safety Training for all MUH staff:** In-house mandatory Fire Safety Training programme was delivered by TSD Fire Safety Officer to c.500 staff in 2018.

**Fire Safety Training for Mercy University Hospital Emergency Response Teams:** The MUH Fire Emergency Response Training teams comprise members of the Portering staff, Security staff and Reception staff at MUH. Prior to attending the training all participants attended MUH Occupational Health Department as coordinated by the HR Department. Two fire safety training days were carried out at the Chris Mee Group Fire Safety Training Facility, Shanbally, Ringaskiddy on the 13th and 20th February, 2018. In total **21 persons** attended training. The MUH Portering Manager and Health and Safety Advisor also attended to view the activity.

## Training Syllabus

The training syllabus was a coordinated effort by the MUH Fire Prevention Officer and the CMSE Training Manager in January this year. The training subjects as delivered were developed to reflect the reasonably foreseeable hazards and danger presented in a hospital environment.

### Subjects included;

- Fire behaviour, flashover and backdraught, signs and indicators of a developing fire.
- Medical gasses and their effect of producing explosive and hazardous atmospheres.
- Live fire fighting using portable fire extinguishers and fire blanket.
- Crisis management, information management and incident command.
- FERT Incident Commander Role and Leadership.
- Simulated live exercises in a bespoke environment using a ward room layout.
- Casualty handling using evacuation aids.

Both training days went well, all subject matter was educational, with the exposure to managing an incident extremely beneficial to all the participants. The value of having a well drilled FERT available to the hospital in a time of crisis cannot be underestimated and I thank all the persons who supported TSD efforts in delivering the training.

## GENERAL

### 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 and these improvement works were completed in 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.

# DEPARTMENT OF NURSING



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.

[illegible]



## 2018 IN NUMBERS



### Welcome to MUH

New Recruits	68
International recruits	20
New Graduates BSc (Nursing)	21



### Post Graduate Training

HDip ICU/Theatre/ED/Oncology	4
MSc Programs	3
Advanced Nursing Skills	6
LEAN Training	1



### Unscheduled Care

ED MUH Attendances	34,474 ↑€
M-UCC Attendances	18,789 ↑€
Emergency Admissions	7,572 ↓ €



### Collaboratives

- Pressure Ulcers to Zero (PUTZ)
- Careful Nursing Documentation
- National Patient Experience Survey
- Hospice Friendly Hospitals
- Genio Dementia Project
- Health Action Zone Community Projects
- Sepsis and CVAD education for NCHD's
- Social inclusion interagency homeless services working
- MDT Patient Safety and Quality Focus



### Scheduled Care

Elective Admissions	2,142
Day Case Admissions	24,042



### Professional Development

Basic Life Support	27
Medications	22
Patient Handling	24
Final Journeys	8
Compass Training	6
Delivering Bad News	4
Debriefing Training	4
Cannulation / Venepuncture	24
Haemovigilance	27

## NURSING HIGHLIGHTS

### Recruitment:

We aim to recruit and retain excellent nurses in clinical practice recognising and investing in their potential and in line with national policy and healthcare needs of the population we serve, advanced nurse practice roles are developed and supported.

The Department of Health Advanced Nurse Practice (ANP) initiative commenced at the end of 2017. The four candidate ANP's in the MUH work in the following services - Care of the Older Person Service (Care journey starting in the Emergency Department) and the Respiratory Service

We welcomed new Clinical Nurse Managers across all general wards in 2018 with a practice programme of support in place.

### Clinical Projects

- **Observation beds**

Patients post surgical procedures may require a higher level of nursing care in the immediate post operative period, depending on the surgery. Surgical level one observation beds were grouped together in St. Patrick's ward in a five bedded room in September 2018. There is dedicated nurse staffing for these patients and the patient experience of care delivery has been very positive.

- **Whiteboard project**



Whiteboard rounds contribute to reducing the patient length of stay and obtaining a meaningful documented Predicted Date of Discharge (PDD), impacting on the patients overall experience and outcomes. Effective whiteboard use will mean that patients will have an agreed plan of care that the Multidisciplinary team (MDT) are aware of, leading to increased communication, better patient experience and patient flow. All wards in MUH now have whiteboards in place and this quality improvement initiative is supported by the Bed Management Department.

- **Discharge Planning**



"Your Hospital Journey to Home" is a Quality Improvement Initiative to support early discharge planning and patient support. This initiative is designed to increase staff awareness of the importance of planning a patients discharge. Essentially this initiative encourages staff to ask the 4 Questions early in the patients' journey allowing them to obtain the vital information needed to get them home or on the correct path to effective discharge.

Poor discharge preparation can lead to poor transition to home and either delay discharge or readmission for patients. Multidisciplinary communication that maximises coordination of the timely referral and review of patients to members of the MDT team is key to safe and effective patient care and good practice in discharge planning.

- **Emergency Department Patient Flow**

As part of MUH participation in the five fundamentals of unscheduled care, the Department of Nursing supported key initiatives in the ED.

### ***RAT (Rapid Assessment and Treatment):***

This was introduced in July 2018. A Senior Clinician working with a Senior Registered Nurse see patients at point of triage and performs a focused history and examination and initiates a care pathway appropriate to that patient. Up to 30 patients a day are seen, with the majority being same day discharge.

## **MISSION, INCLUSION AND DIVERSITY:**

### **MISSION STATEMENT**

*“In the Spirit of Mercy, we provide excellent patient services  
to maintain and improve the health and well being of those we serve”*

The hospital’s Mission Statement affirms the commitment of the Department of Nursing to ensuring the highest standards of care to all those we serve as well as the support required for the staff who deliver this care.

### ***Clinical Nurse Specialist – Social Inclusion/Homeless Liaison***

The Core Values of Mercy University Hospital (MUH) uphold the dignity of all who come in contact with our hospital and this is continually championed by its staff across all disciplines. As an inner city hospital in the heart of Cork, MUH is experiencing a rise in presentations from people experiencing homelessness and social exclusion. Whilst MUH has always worked closely with government and charity agencies, it was acknowledged that the need to respond as a hospital was becoming greater. Thus in mid 2018 MUH appointed Eibhlín Collins to the role of Clinical Nurse Specialist Social Inclusion/ Homeless Liaison - the first role of its kind in Cork. As CNS Social Inclusion/ Homeless Liaison, Eibhlín deals primarily with patients attending MUH who are homeless, at risk of homelessness and/or affected by socially excluding factors such as drug or alcohol dependence.

Inclusion Health is an approach that seeks to address the health inequity seen in socially excluded individuals such as people who are homeless, members of the Traveller community, people with severe and enduring mental illness, refugees and prisoners. Inclusion Health incorporates integrated care across disciplines and agencies, a psychologically informed approach and flexibility and willingness to adapt to better meet the needs and expectations of socially excluded people.

### **Transition Year Programme:**

The Department of Nursing developed a Transition Year Programme in 2018.

The schools which were invited to participate in this programme are all schools within the catchment area of the hospital as well as schools attended by staff family members

The programme gives students a perspective and information on the varied roles and jobs that contribute to the delivery of patient care. These include clinical roles (nursing, medicine, physiotherapy, occupational therapy, and clinical psychology) as well as support roles (administration, catering, and technical services).

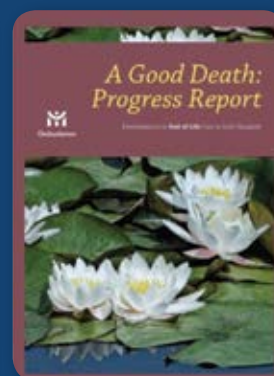
### **Community Outreach**

Through our workings with the HSE funded Health Action Zone (HAZ), the following were supported:

- Outreach Dementia Training for community centres
- Outreach clinical nurse specialist training to community groups.
- Inter agency training for hospital staff in the following areas:
  - Traveller Culture Awareness
  - Intercultural Awareness
  - Understanding Trauma and Supporting Refugees

### **Kerala Fundraiser**

In September 2018, Mercy University Hospital staff joined with and supported their Indian Nursing colleagues, further to the devastating floods in Kerala (See Highlights, Page 81)



### **End of Life Care**

Mercy University Hospital is recognised as an exemplar site in the provision of End of Life Care nationally with a dedicated End of Life Care committee supporting this. The chair of this End of Life Care committee also sits on the National HSE / HFH Oversight Group.

The Ombudsman Office and HSE/HFH Oversight Group launched the following on 20th September 2018.

"A Good Death Progress report" – Ombudsman Office

"When someone you care about is dying in hospital" which is a public information booklet



# DEPARTMENT OF QUALITY AND RISK MANAGEMENT



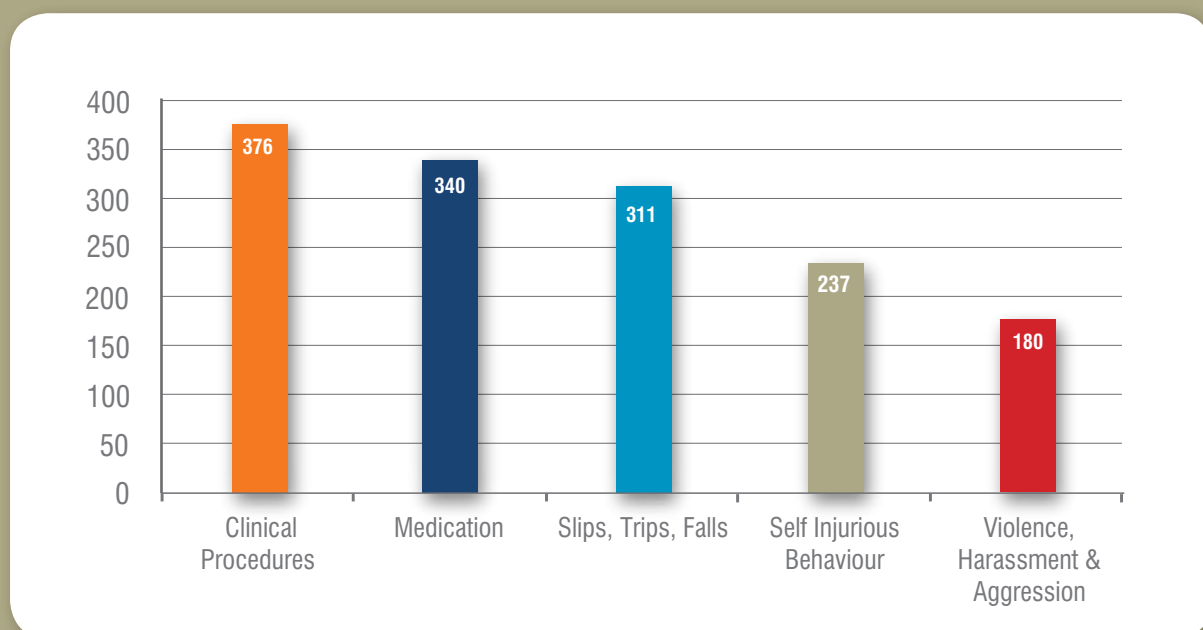
The role of the Quality & Risk Management Department (QRMD) is to ensure that the hospital implements the highest standards in quality and patient care, is up to date with National and International standards including best practice, adheres to health and safety legislation, continually monitors risks 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. This report outlines key moments from our year.

## INCIDENT REPORTING – HSE National Incident Management Framework 2018

In February 2018, staff of the QRMD attended an initial information session on The HSE National Incident Management Framework 2018. QRMD staff attended an additional training session in November 2018. This framework provides services with an overarching practical approach to ensure that all incidents (clinical and non-clinical) are reported and managed effectively. The framework places particular emphasis on the need, in the aftermath of an incident, to adopt an empathic, person centred and practical response to ALL persons affected by the incident.

MUH began implementation of this framework during 2018 and introduced the National Incident Management Forms (NIRF's) to ensure incidents were reported and investigated in line with the national policy. MUH continues to build on a robust incident reporting culture amongst all disciplines.

### Top Five Incidents Reported in 2018



## PATIENT EXPERIENCE

### National Patient Experience Survey 2018

MUH welcomed the publication of the results of the second National Patient Experience Survey by HIQA in partnership with the HSE and the Department of Health in 2018. The Quality & Risk Management Department led out on the promotion of the survey with staff and patients in 2018.

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 13,404 patients across Ireland responded to this survey. Patients aged 16 years or older, who spent at least 24 hours in a public acute hospital and who were discharged from hospital during the month of May 2018, were eligible to participate in the survey. We are encouraged by the number of patients who responded to the survey at MUH, receiving a 50% response rate which equalled the national rate. 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, 85% of patients at MUH said they had a 'good' or 'very good' experience compared to 84% nationally. The hospital performed significantly above the national average for care on the ward and discharge or transfer. 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 that they received sufficient information on how to manage their condition after discharge.

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.

### Complaints Activity

The Quality & Risk Manager, Risk Manager and the Quality Co-ordinator are the Complaints Officers for MUH and the operational management of the complaints process is assigned to the QRMD.

A total of 99 complaints (verbal and written) were received at MUH in 2018 which is an increase of 17 from the previous year. Annual complaints statistics are presented at Executive Management Board and Board of Directors biannually.

There was 1 appeal received in total during 2018. This was sent to the Appeals Officer (DCEO) at MUH. This appeal to MUH was reviewed and investigated and was not upheld. Complaint Categories in 2018 outlined overleaf:

## COMPLAINTS RECEIVED IN 2018

2018	Access	Dignity & Respect	Safe & Effective Care	Communication & Information	Participation	Privacy	Improving Health	Accountability	No. of Appeals received this month
Jan	4	1	9	2	0	0	1	0	0
Feb	1	0	6	2	0	0	0	0	0
Mar	2	0	4	1	0	0	0	0	0
Apr	3	0	8	3	0	0	0	0	0
May	1	2	5	1	0	0	0	0	0
June	0	1	3	2	0	1	0	0	0
July	1	0	6	1	0	0	1	0	0
Aug	1	0	2	1	0	0	0	0	0
Sept	2	1	2	1	0	1	0	0	1
Oct	2	0	5	0	0	0	0	0	0
Nov	0	3	8	1	0	3	0	0	0
Dec	0	1	3	0	0	0	0	0	0

### Freedom of Information

The Freedom of Information (FOI) Act 2014 gives people a right of access to records held by public bodies. It also gives people the right to have personal information about them held by these public bodies corrected or updated and gives people the right to be given reasons for decisions taken by public bodies, where those decisions expressly affect them. In 2018, the QRMD managed 1,021 requests for records under Freedom of Information and Administrative Access which is a 44.6% increase on the number of requests in 2017.

Overview of Requests 2018			
REQUEST TYPE	REQUEST NUMBER	INVALID REQUEST	TOTAL REQUESTS
DP	71	7	78
ADMIN	811	29	840
FOI	93	10	103
<b>TOTAL</b>	<b>975</b>	<b>46</b>	<b>1021</b>



## NATIONAL REPORTS AND INSPECTIONS

An unannounced HIQA inspection on ***Monitoring of Decontamination and Reprocessing of Reusable Medical Devices in public acute hospitals*** was carried out at the MUH on 2nd November 2018. Prior to this inspection, authorised persons reviewed the hospital's completed self-assessment tool and related documentation submitted to HIQA earlier in May 2017.

During this inspection HIQA inspectors spoke with hospital managers and staff, and members of the Decontamination Committee and Infection Prevention and Control Team. Inspectors requested and reviewed documentation and data and observed practice within two satellite decontamination facilities where decontamination of reusable medical devices were carried out in the;

- Operating Theatre Department
- Radiology Department

Overall HIQA found that Mercy University Hospital was committed to improving decontamination and reprocessing practices at the hospital and was endeavouring to fully implement the National Standards and HSE best practice guidance in this regard. The hospital had actively worked to mitigate risks in relation to non-compliant facilities for surgical instrument decontamination and reprocessing identified in previous HIQA inspections. Outsourcing to an independent private service provider was 99% complete at the time of this inspection.

### Quality Assurance and Verification Division Visit

Quality Assurance and Verification Division completed an audit of the MUH compliance of selected recommendations from the National Clinical Guideline on the National Early Warning Score (NEWS) 2013 in November 2017- national report issued in November 2018. Following this audit the MUH received 9 recommendations from which a Quality Improvement Plan has been created.



## TRAINING & EDUCATION

Ongoing training and development is considered vital to maintain and strengthen the existing skills of staff at the QRMD as well as providing an opportunity to expand the knowledge base.

**Open Disclosure:** The certified Open Disclosure Trainers at MUH continue to facilitate the requisite training to ensure continuity of this mandatory training for hospital staff into the future. They held two strategy meetings in 2018. The practice pioneered by the QRMD of pairing clinical and non-clinical trainers when conducting training continued in 2018. A four hour workshop is provided for senior medical and nursing staff, heads of department, and any staff member who is in a position to either lead or participate in an Open Disclosure meeting. In 2018, 45 senior staff members participated in 4 workshops.

The QRMD gave a presentation on Open Disclosure at Hospital Grand Rounds on 13th September 2018.

**Induction:** The QRMD presented at the global hospital induction programmes on 2nd July, 5th October and 2nd November 2018. QRMD also presented to NCHD induction on 3rd July 2018.

**Staff Training:** Staff at the QRMD attended training sessions throughout 2018 including:

- The management of Patient Complaints Systems utilising the National Incident Management System (NIMS) for incidents, complaints and report generation;
- Complaints training facilitated by the HSE,
- Risk Register training,
- Incident Management training,
- QA&I Tool training to support self assessment against HIQA National Standards,
- Training on the Freedom of Information Act (FOI);
- Courtroom Skills Training and
- Medical Audits training.

### Quality Improvement Lunch & Learn/QI Talktime

A quality improvement learning and sharing workshop entitled QI Lunch and Learn was held in the MUH in January 2018. This workshop titled 'Developing Cultures of Person Centeredness' was presented by Ms. Lorna Peelo-Kilroe, HSE Programme Lead Facilitator.

The MUH Quality & Risk Manager in conjunction with Ms. Angela Tysall, Lead in Open Disclosure, Quality Improvement Division, HSE presented a QI Webinar in February 2018; the topic was Open Disclosure – Policy to Practice.

**Maria Connolly**

**Head of Quality & Patient Safety**

# OPERATIONS DIRECTOR



## OPERATIONS (CLINICAL & NON CLINICAL SUPPORT) (DEPUTY CEO AND OPERATIONS DIRECTOR)

Welcome to the section of the Annual Report dedicated to the service provision, key highlights and achievements of a number of the Support Services across Mercy University Hospital throughout 2018.

### CATERING DEPARTMENT

- 473,987 plates of food served to patients and staff during 2018.
- 7,300 of the aforementioned figure were donated to local charity Penny Dinners.
- 755 lunches and desserts served to honour Mercy Day (24th September)
- 1,200 meals provided for patients, staff and guests on Foundation Day (12th December)

#### Initiatives:

- In collaboration with the Department of Nursing, the Emergency Department meal service was standardised in line with meal service available on all wards.
- A Standard Operating Procedure (SOP) relating to the correct ordering, preparation and service of meals to patients was developed in conjunction with the Dietitian Managers and the Department of Nursing.
- Renewal and retention of Happy Heart (Irish Heart Foundation Award).
- Catering staff representation on more hospital Committees.

### CARDIOLOGY

- 4,000 (approx) Echocardiographs completed in 2018.
- Development of a Standard Operating Procedure (SOP) for Probe Decontamination
- Engagement with the British Society of Echocardiography and Irish Cardiac Society (Meetings and Conference)

### CLERICAL SUPPORT TEAM

- In March 2018, in conjunction with the hospital's IT Department, a new digital transcription system was successfully introduced.

- The Bed Management Clerical Staff completed a Train the Trainer Programme (with colleagues from the South/South West Hospital Group) to roll out the national guidelines for the management of inpatient/day cases and planned procedures within MUH.
- Site visit by Saolta University Hospital Group (see Highlights page 80)

### CLINICAL NEUROPHYSIOLOGY

- 640 EMG/NCV tests provided
- 402 EEG (including sleep EEG's) provided
- 5 Multiple Sleep Latency Test provided

### CLINICAL NEUROPHYSIOLOGY

- 2,784 – total number of individual patient contacts in 2018
- 1,425 – total number of new patient contact in 2018
- 8,755 – total number of review patient contacts in 2018

#### Projects:

- Introduction of Enfit feeding tubes to ICU (12 Fr) to replace ryles tubes (where possible)
- Updating of written patient resources diet sheets
- Updating of Catering Therapeutic Guidelines:
- Guidelines for Catering and Ward Staff on the therapeutic diets for patients
- Updating the special diet folder with modified texture diet pictorial information
- Document – 'Information on allergen free-from status of TPN and IV micro-nutrients' (on request)



## Training:

The Dietetic Department plays a key role in nutrition and hydration training with regard to the following:

- MUST (Malnutrition Universal Screening Tool) Trainers. Total MUST sessions delivered by Dietetic Department = 42
- Nutrition and Hydration training to staffing groups involved in the nutrition and hydration inpatient care. Total number of sessions = 18
- Dietetic students on placement. The Department facilitated the training of 2 students for period of 2 weeks.
- Enteral Feeding System Applix Pump. Total number of patients trained on the system during 2018 = 53 patients.

## HIPE

- 34,049 Discharges for 2018 coded by HIPE
  - 24,047 Daycases and 10,001 Inpatients

## Training/Education

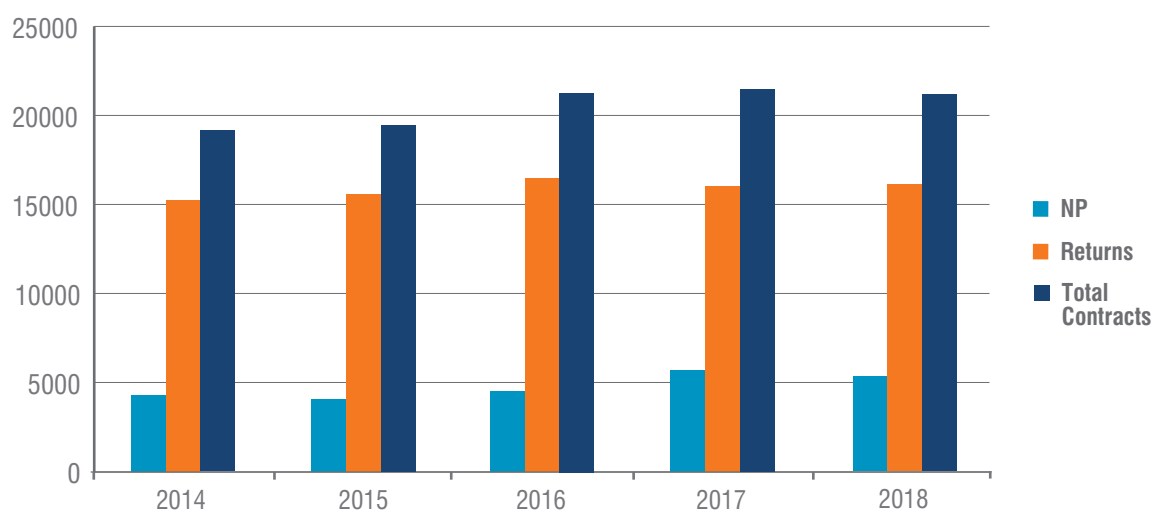
- MUH HIPE coders attended a number of training course during 2018 facilitated by the Healthcare Pricing Office (HPO).
- Staff completion of the Certificate in Clinical Coding (Dublin Institute of Technology)

## General

- Patient Representative Position from the CPE Expert Group
- Advisor on Hygiene & Household requirement to Project Co-ordinators

## PHYSIOTHERAPY

An overview of the workload of the Physiotherapy Department for 2018 indicates a stable workload pattern when compared to the previous 2 years with only a small change in the ratio of new patient contacts to follow up visits.



The out- patient services performance show an increase on the previous 3 years. Attendance for 2018 totaled 5,013 (compared with 4,714 in 2017)

## General

- #endpjaralysis was launched in September and there are further plans to develop this in 2019.
- A Quality Improvement Plan to reduce the DNA rate in the MSK OPD service commenced in May 2018. Patients who are referred for Physio from the ED are now screened over the phone initially to determine if they can be managed by this method or if they require face to face evaluation. To date the DNA rate has reduce by 20% with positive service user outcomes and experience noted.
- POLAR Unit Training Courses: The inaugural training courses in the POLAR Unit for PCT staff was facilitated
- COPD Outreach Online: the COPD Outreach service online information was updated on the MUH website. There are now useful links for healthcare professionals and patients.

Achievements: Please see Highlights (Page 78)

## SPEECH & LANGUAGE THERAPY (SLT)

	2018 activity	Comparison to 2017 activity
No of inpatient referrals received by the service:	749	9% increase (from 683)
No of new referrals seen for assessment:	641	5% increase (from 605)
Clinical time (i.e. patient-related)	1973.25hrs	8% increase (from 1825.00hr)
Average monthly referral rate	62	11% increase (from 56)
Average monthly 'dc before seen' rate:	14%	4% increase (from 11%)

## GENERAL

- Patient education provided as part of the pulmonary rehab programme on managing swallowing disorders in respiratory disease.
- Training provided throughout the year to catering and healthcare assistant staff on modified diets and fluids. Training provided in conjunction with the Nutrition and Hydration Care Committee.
- Laryngectomy training provided on St Patrick's Ward
- Training provided to intern nurses on SLT role in Nutrition and Hydration.
- Three workshops facilitated for 3rd year undergraduate students in UCC on the SLT role in Dementia, Stroke and Parkinson's disease.
- Three practice education placements provided for SLTs-in-training. (2 x final year students for 8 week block and 1 x 3rd year for 6 week block).

# EXTRACTS FROM FINANCIAL STATEMENTS 2018

## SUMMARY OF FINANCIAL ACTIVITIES

	2018 €000	2017 €000
<b>INCOME</b>		
Patient Income	19183	19293
HSE Funding	83639	78750
Other Income	2822	2429
	<b>105644</b>	<b>100472</b>
<b>EXPENDITURE</b>		
Payroll and Related Costs	73530	69511
Non Payroll Costs	36132	33257
	<b>109662</b>	<b>102768</b>
<b>OPERATING (DEFICIT) / SURPLUS</b>	<b>(4018)</b>	<b>(2296)</b>
Donated Assets	188	277
<b>NET (DEFICIT) FOR YEAR</b>	<b>(3830)</b>	<b>(2019)</b>

## BALANCE SHEET AT 31 DECEMBER 2018

	2018 €000	2017 €000
<b>TANGIBLE ASSETS</b>	<b>50275</b>	<b>51696</b>
<b>CURRENT ASSETS</b>		
Stocks	2143	2275
Debtors	13207	12233
Cash	558	7
	<b>15908</b>	<b>14515</b>
<b>CREDITORS</b>	<b>(23931)</b>	<b>(19707)</b>
<b>NET CURRENT LIABILITIES</b>	<b>(8023)</b>	<b>(5192)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>42252</b>	<b>46504</b>
<b>CAPTITAL GRANTS</b>	<b>(39445)</b>	<b>(39867)</b>
<b>SHAREHOLDER'S FUNDS</b>	<b>2807</b>	<b>6637</b>



# VALUES & CULTURE



*“We should be shining lamps giving light to all around us”*

Catherine McAuley

Throughout 2018, the enduring charism of Mercy, the Mercy Spirit, remained vibrant within the hospital and this was evident in the various values linked projects and initiatives undertaken during the year which were only possible by the engagement of the hospital's dedicated staff.

The Core Values of Respect, Justice, Compassion, Excellence and Team Spirit enable the Mission of Mercy University Hospital to be lived every day. This was continuously validated in 2018 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.

## Appointment of Values & Culture Lead

In keeping with the commitment of the Sisters of Mercy, the Board of Directors and the Executive Management Board to sustaining the Mercy ethos it was agreed that an identified lead should be appointed to progress a number of initiatives to support and promote the ongoing roll out of the MUH Values programme across the hospital for the benefits of patients and staff. In October 2018, further to a successful interview process, Ms. Siobhán Kenny was appointed as Values & Culture Lead for Mercy University Hospital.

## THE MERCY WAY

Understanding and living our Values is crucial to ensuring better patient outcomes and creating an environment of cultural excellence within our hospital. #The Mercy Way focuses on embedding and promoting the hospital's Mission and Values in all communications and programmes throughout the Organisation by means of:

- **EVALUATION:** In December 2018, a Values & Culture Evaluation survey was issued for completion by staff. The results of which will inform the next stage of the programme.
- **ORIENTATION:** Under the banner “The conversation has started” the first Orientation Talks were rolled out across the Hospital, in November 2018. The talks (30 minute duration) engage all staff across all disciplines and focus on the hospital's commitment to its legacy, the power of the Mercy Story, the Value of Values, expectations and ongoing responsibility and stewardship of Mercy.
- **INDUCTION:** Emphasis on the MUH Global Induction Programme continued during 2018 to ensure attendance by all new staff. The programme was further refined to ensure the ethos and values of the hospital are to the fore.



## Person Centeredness

A second *Enabling Cultures of Person Centeredness Programme* was rolled out at MUH during the Summer/Autumn of 2018. A multidisciplinary group of nine staff engaged in the programme and a total of five sessions were held. Sessions focused on understanding the concept of Person Centeredness, creating a shared vision for your service/organisation, language in the healthcare setting, the hospital environment, mindfulness, staff flourishing etc. A number of projects were identified to enhance the environment of MUH to enable greater Person Centeredness.



## MERCY IN ACTION

### Pyjama Plea

In consultation with the MUH Patient Liaison Officer, a need was identified in respect of nightwear (and basic essentials) for patients who present to the hospital with no belongings. Not every hospital journey is planned and this campaign sought to ensure that the dignity of patients is preserved during difficult times. Upholding the dignity of all who come in contact with Mercy is core to the hospital's values. The Pyjama Plea was launched one week prior to Mercy Week and the response was overwhelming.



### “We are the Sum of our Parts”

During Mercy Week celebrations, staff had the opportunity to challenge themselves by actively engaging in the fun exercise of making the “Mercy Jigsaw”. Our colleagues in the Mercy Urgent Care Centre together with St. Francis Unit on St. Mary's Health Campus completed the task and subsequently framed their Jigsaw for display.



## Volunteer Programme

Mercy University Hospital was delighted to welcome **PWC Ireland** on site during the summer as part of their volunteer programme where they planted flowers and shrubs for the patients of St. Mary's Ward (Care of the Older Person) to enjoy. As more and more companies develop their corporate social responsibility programmes and recognise the value of "giving back" to their communities, the Mercy has been very fortunate to be the recipient of such generosity.



## Our Common Home

The MUH/MUHF Reusable Coffee Cup was launched in September together with the plans of the Catering Department to **"Go Compostable"** in 2019. The MUH Catering Department have led out on this initiative together with the MUH Foundation.



## Celebration/Legacy - Comfortable Cup of Tea

The facilitation of meaningful celebrations focused on the legacy of Catherine McAuley and the Mercy mission and values is an essential part of the hospital's life. Accordingly, Mercy Week 2018 focused on the theme of **Community**.

Afternoon Tea, holding true to the Mercy **"Comfortable Cup of Tea"** was hosted in the Drawing Room and provided an opportunity for staff to gather in the spirit of the community theme. MUH is proud of its relationship with its community partners and Staff were joined by representatives from Health Action Zone, Irish Therapy Dogs, Representatives of the Travelling Community, Edel House etc. This event reflected what the first House of Mercy was opened for in 1827.





## STAFF RECOGNITION

### 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:**



**Hospital Services Team of the Year 2018** – Medical Records

**Ward Team of the Year 2018** – St Catherine's Ward

**Support Services Team of the Year 2018** – Catering Department

**Clinical Team of the Year 2018** – Physiotherapy Department

### Lifetime Achievement

The 2018 Lifetime Achievement Award, which is determined by the Executive Management Board, was awarded to Donie Goulding (Maintenance – Electrician). MUH was delighted to share this occasion with Donie and his family at a special celebration in the hospital.

***Mark Kane, Technical Services Officer (right) presenting Donie with his Lifetime Achievement Award.***



## Forty Years of Service to Mercy

This year three staff members reached a milestone of 40 years of service to MUH. Special presentations were made to Marion Devine (Nursing) at the Mercy Stars Event and to Sarah Hornibrook (Catering) and Martina Murphy (Catering) at a dedicated function in the hospital.



***L-R: Acknowledging Sarah Hornibrook, Marion Devine (centre) and Martina Murphy for 40 years service to MUH***

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## 20 and 30 Year Service

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

Staff pictured below marked their 20 and 30 year service milestone with a special reception.



## THE MERCY STORY

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.

### Slideshow: “Remember Me Affectionately To All”

In tribute to the Sisters of Mercy as part of the Thanksgiving Mass and Reception On 12th December, 2018, (see Highlights page 83), a special slideshow was produced for the occasion entitled *“Remember Me Affectionately to All”* was screened. The slideshow was a testament to the Sisters and their commitment and dedication to Mercy throughout the decades and was compiled from the hospital’s archives by retired Deputy CEO, Jim Corbett.

### Mercy Times

The Mercy Times Committee/Editorial Team produced two editions of Mercy Times during 2018. Mercy Times chronicles the achievements of and initiatives undertaken by staff across all disciplines in keeping with the ethos of Mercy University Hospital.

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



**Siobhán Kenny**  
Values & Culture Lead



# HOSPITAL HIGHLIGHTS 2018



## HOSPITAL HIGHLIGHTS 2018

### A New Home for our Outpatient Department

The year commenced with the successful relocation of the Outpatient Departments to Lynch's Street in early January. The new purpose build, patient friendly facility opened its doors on January 15th and replaced the old facility on Millerd Street.



### Weathering the Storm

Storm Emma arrived on our shores in the first days of March bringing with her unprecedented weather cold, snow, ice and arctic conditions proving hazardous for travelling and movement. This extreme weather event brought into the spotlight the extraordinary commitment and team spirit of the staff of Mercy University Hospital and the great lengths that were undertaken to ensure that patient care and safety remained to the fore.



### The Young Offenders

The Young Offenders proved to be one of the big TV hits of 2018. In the summer of 2018, Mercy University Hospital was approached by the production team's locations manager who wanted to continue incorporating iconic Cork buildings in the series and wanted to use "The Mercy" for the filming of hospital scenes to air in the Christmas Special. MUH was delighted to host cast and crew and filming was completed, with minimum disruption.

Jock and Conor (Chris Walley and Alex Murphy) together with the cast and crew returned the favour and were delighted to host a coffee morning for the MUH Foundations Mercy Heroes Fundraiser in October.





## Centre of Nurse Education Building – 10 years old

Training of nurses at Mercy University Hospital first started in 1911 under the tutelage of the Sisters of Mercy. In December 1955 the first lay nurses were accepted for training and the Catherine Mc Auley School of Nursing was formally established in 1979. Ten years later, in 1989, the School became the Cork Voluntary Hospitals School of Nursing and finally the Centre of Nurse Education (CNE) was established in 2002.

In November 2008, the Centre of Nurse Education relocated from the main hospital to a purpose built facility in the environs of the MUH campus. The CNE celebrated the 10 year anniversary of this transition, with a celebratory coffee morning on 17th December 2018.



## AWARDS AND RECOGNITION

### Sepsis: National Commendation and Special Project Recognition

Further to a nomination by South/South West Hospital Group Sepsis Lead, Sinead Horgan, for an Award in recognition of her project work in respect of Sepsis, Teresa Marshall, MUH Sepsis Project Lead, was placed as one of the top three nominees, Teresa presented to the NOCA National Conference on 31st January and received the highly commended award which can be cited in all communications as NOCA QI Champion relating to this ongoing work. Later in the year at the Zenith Global Healthcare Professional Awards the Excellence in Nursing & Midwifery category bestowed a Special Project Recognition Award on Teresa Marshall and the MUH Sepsis Committee. Teresa and the Committee were nominated by Rosarii Mannion, HSE HR Director. The award was based on immediate evidence outcome in implementation and is testament to the tremendous work by Teresa and the Committee. Teresa received the award on behalf of the team.



### Poster Presentations: Physiotherapy

Marie Kelly was awarded the prize of best poster for her study "Evaluation of a Telephone Assessment and advice service within an ED Physiotherapy clinic" at the ISCP conference.

## APPOINTMENTS & HONOURS

### Deputy CEO and Director of Operations

In January, 2018, **Maurice Spillane** assumed the role of Deputy Chief Executive Officer (DCEO). Maurice joined Mercy University Hospital as Chief Financial Officer (CFO), taking on a new role which included managing the Finance, Procurement and ICT departments in August 2011. Maurice retains his role as CFO together with his duties as DCEO.

In May 2018 **Carol Hunter** was successful in securing the role of Operations Director. As Operations Director, Carol has responsibility for the Allied Health Group, Catering, Porters and Administration. She is also the Lead for Unscheduled Care.



### President of the Irish Society of Urology

MUH Consultant Urologist, Mr. Paul Sweeney was conferred as President of the Irish Society of Urology. The Irish Society of Urology was founded in 1973 to promote the specialty of Urology and its related medical sciences in Ireland, and to encourage and promote urological training and scientific research.



## EDUCATION/RESEARCH/ENGAGEMENTS

### Joint Colleges Intercollegiate Examination

Early in September, MUH was honoured to facilitate the Joint Colleges Intercollegiate Examination (JCIE). The clinical component of these examinations was held in the Outpatients Department of MUH. This is a very prestigious examination for Specialist Registrars (SpRs) at the end of their training. It is held three times per year, in either the UK or Ireland and comes to Ireland every 5 years. It was last held in Cork in 2003. Events such as this require tremendous pre planning and its success was testament to all those involved.



## Introduction to Research Course

Mercy University Hospital, in partnership with the Health Research Board (HRB) Clinical Research Facility UCC, launched an Introduction to Research Course on the 25th of October for Non Consultant Hospital Doctors (NCHDs). This innovative course delivered by Professor Joe Eustace and Dr Evelyn Flanagan (Research Manager) spanned a five week period and will provide an introduction to the scientific, statistical, and ethical aspects of clinical research.

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## HSE – HR - National Healthcare Communication Programme (NHCP)

Mercy University Hospital was one of six hospitals to work with the NHCP and had six staff members attend the first facilitator workshop which took place on 25th and 26th September in Dublin. On Thursday 25th October 2018, the Mercy University Hospital ran two sessions on communication for healthcare professions which focused on structuring consultations and building rapport. Professor Paul Kinnersley, who is an international expert on communication and committee member on the International Association of Communication in Healthcare, was with us in the Mercy University Hospital for the day on 25th October.

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## Shared Learning: Saolta University Health Care Group

Mercy University Hospital facilitated a visit by the Saolta University Health Care Group (formerly West/North West Hospitals Group – comprising 6 hospitals across 7 sites) earlier this year as they move towards developing a multi campus Integrated Patient Management System (iPMS) site similar to the SSWHG. The visit was facilitated by MUH Healthcare Records Manager, Mary Twohig.

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## Nursing Graduation 2018

The recently qualified RGN's marked the occasion of their Graduation with a special Mass and celebration on Friday 16th November 2018, joined by family and friends.



## Masters Module

The POLAR Unit hosted a module of the 'Older Persons Rehabilitation' Masters Degree from UCC from the 7th - 9th November. It involved a combination of didactic teaching and hands-on clinical demonstration from all members of the multi-disciplinary team. An essay on the module also contributed to overall marking. MUH plan to continue and develop our relationship with the Masters Programme going forward.

## COMMUNITY

### Kerala Fundraiser

On August 15th, Kerala, the southern state of India was hit by the worst floods in a century. Over 480 people died and approximately 1 million were displaced. Property damage of €2.2 million (at that time) was estimated. This was a tragedy that touched Mercy as MUH has 83 Indian Nurses in its employ.

In the aftermath of the floods, the "Mercy Family" rallied with our colleagues and sought a way to aid those affected by this terrible disaster. On 21st September, with the assistance of the MUH Foundation, MUH was delighted to host a "**Taste of India**" where our Indian colleagues cooked and served a feast of Indian delicacies and delights, whilst providing an insight into Indian culture – traditional dress, rituals etc. The response and generosity of staff was phenomenal with a total of €4,186 raised.



### Middle Parish Summer Street Party

The inaugural Middle Parish Summer Street Party was held on Saturday, 25th August. The party was held across Henry Street, Grattan Street and Fitzgerald's Park as part of Cork City Council's Heritage week celebrations. The hospital was delighted to contribute to the celebration of Cork's Heritage Week and have the opportunity to promote the history of the Mansion House whilst acknowledging Mercy University Hospital's unique contribution to the vast heritage inherent in the Middle Parish Community. There was a great variety of children's entertainment available on the day including a very popular Mercy Teddy Bear's Hospital!!





## HEALTH & WELLBEING

Two Wellbeing Weeks were run in 2018 (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 October 10th.

Following the tremendous success of the 2017 event – the Department of Nursing organised and facilitated a “**Tea and Talk**” for all staff to attend to mark World Mental Health Day. Some of the external services and groups who supported MUH were Community Work Department HSE and Older Person’s Directory, Pieta House, SHINE, Shine a Light Suicide and Mental Health Awareness, Cork Samaritans, Cork Mental Health and Housing Association GROW and Aware, Healthy Minds and many more ....

MUH also had support from local Cork band **The Bounty** (pictured) who released their single “**Tell Me**” in conjunction with World Mental Health Day and played a few songs for us. The song and any gigs promoting the single will be used to raise awareness for mental health in Ireland raising funds for Pieta House.



## THANKSGIVING

### Foundation Day – 12th December 2018

The 12th December is already a special day in the Mercy Calendar as it was on this day that Catherine McAuley founded the Sisters of Mercy in 1831 so it was fitting that 187 years later Mercy University Hospital would celebrate this day with the hospital's last remaining resident Sisters – Sr. Laurentia and Sr. Concepta - who were beginning their return to St. Maries of the Isle.

A special Mass of Thanksgiving celebrated both Sisters and the many Sisters who dedicated their lives to Mercy University Hospital in ensuring it always remained core to the vision of their foundress.

Guests were welcomed from across the country and spanned generations of those who had contributed to the journey of Mercy through the last number of decades, namely Sisters of Mercy former and current staff members across all disciplines, former and current Board members and the greater Mercy family.

A reception for visitors and staff was held in the Drawing Room where a special slideshow produced for the occasion entitled *“Remember Me Affectionately to All”* was screened.



# FOUNDATION HIGHLIGHTS 2018



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

## PURPOSE

Helping Mercy University Hospital Deliver Exceptional Patient Care

## GUIDING PRINCIPLES

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

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

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

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

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

## BOARD MEMBERS 2018

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**

**Dr. John Cahill**

**Ms. Yvonne Barry**

**Sr. Coirle McCarthy**

**Mr. Will Roche**

**Mr. Michael O’Brien**

**Mr. Brian Dunphy**

**Mr. Eoin Tobin**



A special thank you to **Denis O' Donovan** who has retired after an incredible 8 years of fundraising for the **Mercy Cancer Appeal**. Since 2011, Denis has raised over €90,000 through the Mercy Recycling Campaign. Thank you for all your hard work Denis!



The **Mercy Stars** is an event to recognise those individuals, teams, and fundraising volunteers who go the extra mile for patients and colleagues at Mercy University Hospital. The awards are a celebration of all that is great about our fundraising volunteers and the staff behind Mercy University Hospital's exceptional care for patients and their families. Congratulations to all the 2018 winners.



Three super heroes, all of whom are patients at The Mercy University Hospital, unleashed their super powers to help launch the 2018 '**Mercy Heroes**' campaign, raising over €85,000 for **Munster's smallest patients at the Mercy** and **POONS**. Massive thank you to all the companies, school, individuals, community groups and staff at the Mercy who supported the campaign.



Well done to everyone who took on the 22km walk from the Viaduct to Bandon in 2018! You helped raise €41,235 for the **Mercy Hospital Foundation** and a further €5,000 for **Marymount Hospice**. Over €300,000 has now been raised for the **Mercy Cancer CARE Centre** through the Make Your Mark on Cancer Charity Walk!

# NOTES







**Mercy**

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit