

ANNUAL REPORT 2020





CONTENTS

Vision Mission & Values	5
About the Hospital	7
Consultant Medical Staff	8
Legal and Banking Information	10
Chairman's Report	11
Board of Directors	14
Role and Structure	15
Board of Directors 2020	16
Attendance at Board Meetings - 2020	19
Management Structure	20
Committee Structure	21
Profile of Executive Management Team	22
Report from Chief Executive Officer	25
Report of the Deputy CEO/Chief Financial Officer	28
Report of the Clinical Director	30
Report of the Director of Nursing	34
Report of the Operations Director	38
Department of Human Resources	41
Department of Quality and Risk Management	46
Technical Services Department	50
Extracts from Financial Statements 2020	55
COVID-19 Response	57
Hospital Highlights of 2020	64
Mission & Values Programme 2020	69
Foundation Highlights 2020	74



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 1,500 staff and has an annual operating budget of circa €120m. 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.

MEDICAL

- 24/7 Emergency Medicine
- Anaesthesiology
- Blood Bank
- Clinical Pharmacology
- General Medicine
- Cardiology & Coronary Care
- Diabetology
- Endocrinology
- Gastroenterology
- General Medicine
- Gerontology
- Haematology
- Hepatology
- HHT National Screening Centre
- Local Injury Unit
- Intensive Care
- Infectious Diseases
- Neurology
- Oncology

- Respiratory Medicine

- Ophthalmology
- Paediatrics (incl Paediatric Leukaemia)
- Pain Medicine
- Palliative Care
- Psychiatry
- Radiology and Imaging
- Rehabilitation Medicine
- Rheumatology

SURGERY

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

ALLIED HEALTH SERVICES

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

Consultant Medical Staff

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

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

Legal and Banking Information

COMPANY SECRETARY	L&P Trustee Services Ltd., 75 St. Stephen's Green, Dublin 2
REGISTERED OFFICE	Office of the Chief Executive Mercy University Hospital Grenville Place Cork T12 WE28
REGISTERED NUMBER	353064
REGISTERED CHARITY NUMBER	20044862
CHARITY NUMBER	CHY 13963
AUDITORS	Deloitte Ireland LLP Chartered Accountants and Statutory Audit Firm No. 6 Lapp's Quay Cork
BANKERS	Bank of Ireland 32 South Mall Cork
SOLICITORS	Doyle Solicitors 31 South Bank Crosses Green Cork

CHAIRMAN'S REPORT





Chairman's Report

I am happy to introduce the 2020 Annual Report for the Mercy University Hospital.

The challenges of 2020 were unprecedented and could not have been predicted in advance however, our staff stepped up and responded to Covid-19 and the needs of our patients in a dedicated and exemplar manner.

2020

The challenges of 2020 were unprecedented and could not have been predicted in advance however, our staff stepped up and responded to Covid-19 and the needs of our patients in a dedicated and exemplar manner. The role of the Board focused on supporting the Executive in the delivery of the hospital's COVID-19 emergency plan including safe site arrangements for patients and staff, and securing additional capital investment for the site.

You will be able to read in detail about the particulars of the hospital's Covid-19 response later on in this report however, its impact on the hospital's 2020 service planning process throughout the year was considerable. Income was below target due to low activity levels as the hospital focussed on the maintenance of essential services and the creation of surge capacity which curtailed elective activity significantly. In broad terms, activity was lower significantly overall when compared to 2019. For example presentations to the emergency department were down over 20% however, the acuity levels were high.

In January, prior to the outbreak of COVID-19 in Ireland the hospital launched a phased 5 -15 year strategic development plan (**'A Plan for the Delivery of Expanded Clinical Services and Facilities at MUH (and Distillery Fields) Cork'**) which outlines the scope and potential for service development on the Mercy Campus, including the Distillery Fields site in Cork. I am confident that healthcare in Cork can be transformed through the development of the MUH Campus and will contribute to giving Cork and the region, a modern, responsive and integrated healthcare system. I look forward to progressing this development and investment in the hospital in 2021 and beyond, not limited to the completion of the capital developments approved under the COVID-19 Emergency Legislation.

BOARD OF DIRECTORS

I wish to thank Mr Mortimer Kelleher who resigned from the Board in May after serving for three consecutive 3 year terms. Similar to all other organisations, the Board of Directors had to adopt the new practice of meeting virtually and I would like to thank my fellow Directors for their patience and willingness to change. I sincerely hope that we will be able to meet in person once again in 2021.

GRATITUDE

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

- My Board colleagues for their commitment, insights, wise counsel and work at both Board and committee level;
- Ms Sandra Daly (CEO), Dr Kieran O'Connor (Clinical Director), the broader leadership team and all the staff for the exceptional work undertaken throughout what was a truly demanding year;
- The Mercy University Hospital Foundation for the valuable work and to their Chairman, Mr Eoin Tobin, and CEO, Mr Micheal Sheridan, their Board, all of their staff and volunteers and the public who so generously gave their support to the hospital at a time when it was most needed;
- The HSE and in particular, the Chair and CEO of the South/South West Hospital Group for their continued support.

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

The onset of COVID-19 ushered in an extraordinary and hitherto unseen crisis in healthcare and healthcare management however I was heartened to witness at first hand, how our hospital and staff continued to provide safe care and reassurance for patients and their loved ones. It is my hope that 2021 affords the hospital an opportunity to continue to respond effectively to our patients' needs and flourish in what is likely to be another testing time in its long history.



BOARD OF DIRECTORS



Role and Structure

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

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

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

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

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

BOARD OF DIRECTORS 2020



Mr Neil O'Carroll



Prof Colin Bradley
** Reappointed in September*



Mr John Buttimer



Professor Stephen Cusack



Mr Mortimer Kelleher
** Resigned in May*



Ms Margaret Lane
** Reappointed in January*



Mr Maurice O'Connor



Ms Irene O'Donovan



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 is member of the Board of Fota Wildlife Park.

Professor Colin Bradley – Vice Chairman

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

Mr John Buttmer

John Buttmer is a Senior Clinical Psychologist with COPE Foundation. He has served on the Diploma Management Committee of the Psychological Society of Ireland (PSI) as well as holding various positions with the PSI Learning Disability Special Interest Group. John is a Director of the Bishopstown Community Association and has an interest in developing

community advocacy and inclusion. In addition John is a Director of the Togher Family Centre. John was an elected member of Cork City Council and served as Lord Mayor of Cork from 2012-2013. John was also a member of the HSE South Regional Health Forum from 2007-2014.

Professor Stephen Cusack

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

Mr Mortimer Kelleher

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



Ms Margaret Lane

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

Mr Maurice O'Connor

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

Ms Irene O'Donovan

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

Mr Joe O'Shea

Joe is a Chartered Accountant and worked for 37 years with PricewaterhouseCoopers (PwC) until his retirement from the firm in 2012. He became a partner in PwC in 1990 and was Managing Partner of the firm's Cork office from 1995 to 2012. Joe is currently a part time lecturer in Accountancy and Auditing at UCC and is a director of a number of voluntary organisations and private companies. Joe chairs the 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 was the Chairman of the Board between 2012 and 2018.

Dr Sheila Rochford

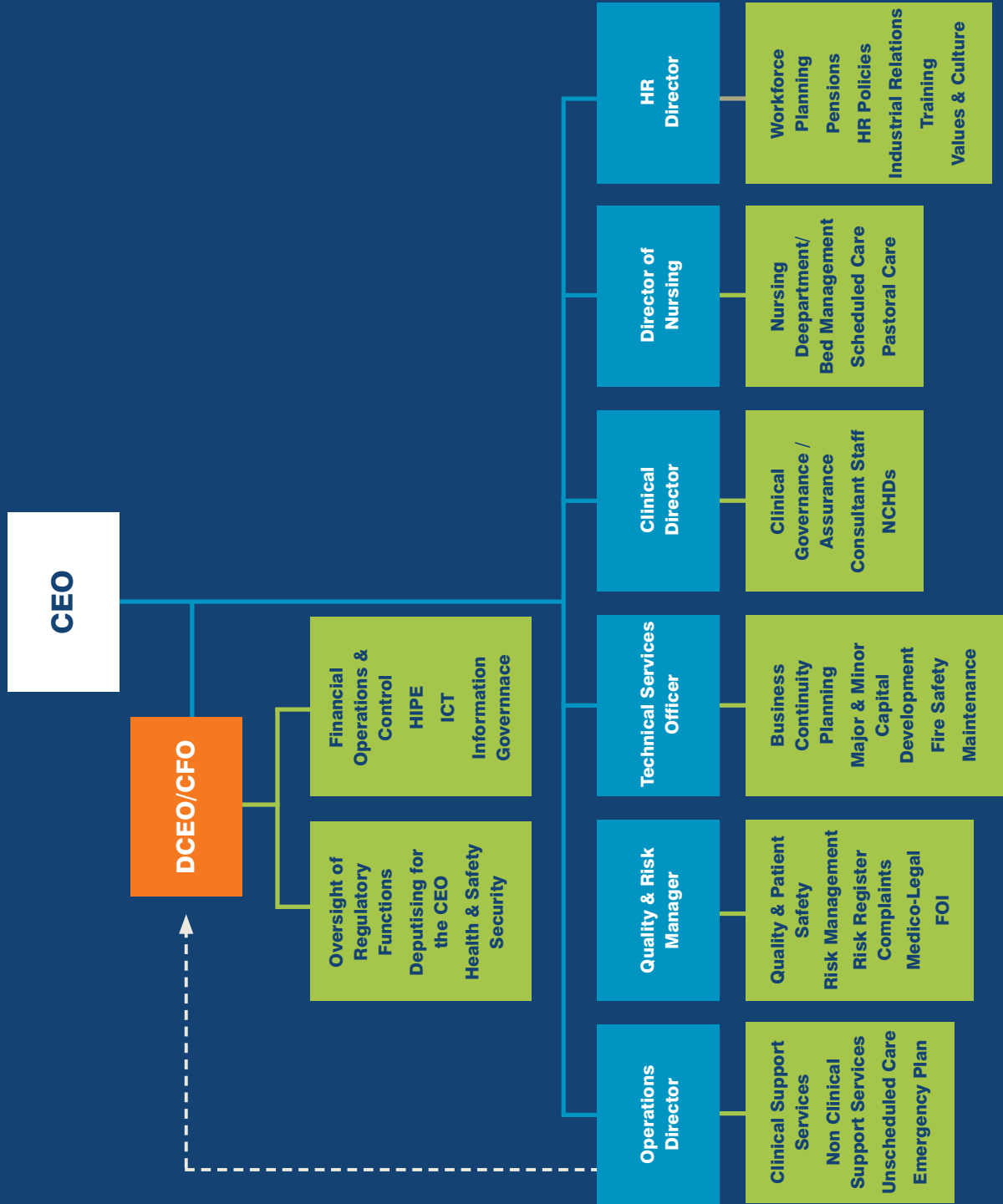
Sheila Rochford (*MB, BSc (hons), DCh, DObst, MICGP, MMedEd, FAcadMed, FRCGP*) joined the Mercy Hospital Board of Directors in Sept 2017. She has worked as a GP in Cork city since 1988 and has been an Assistant Programme Director of the Cork GP Training Programme since 2005. She has served two terms on the board of the Irish College of General Practitioners from 2011 until 2017, as well as serving on numerous other committees within that organisation and on the Medical Council. 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 - 2020

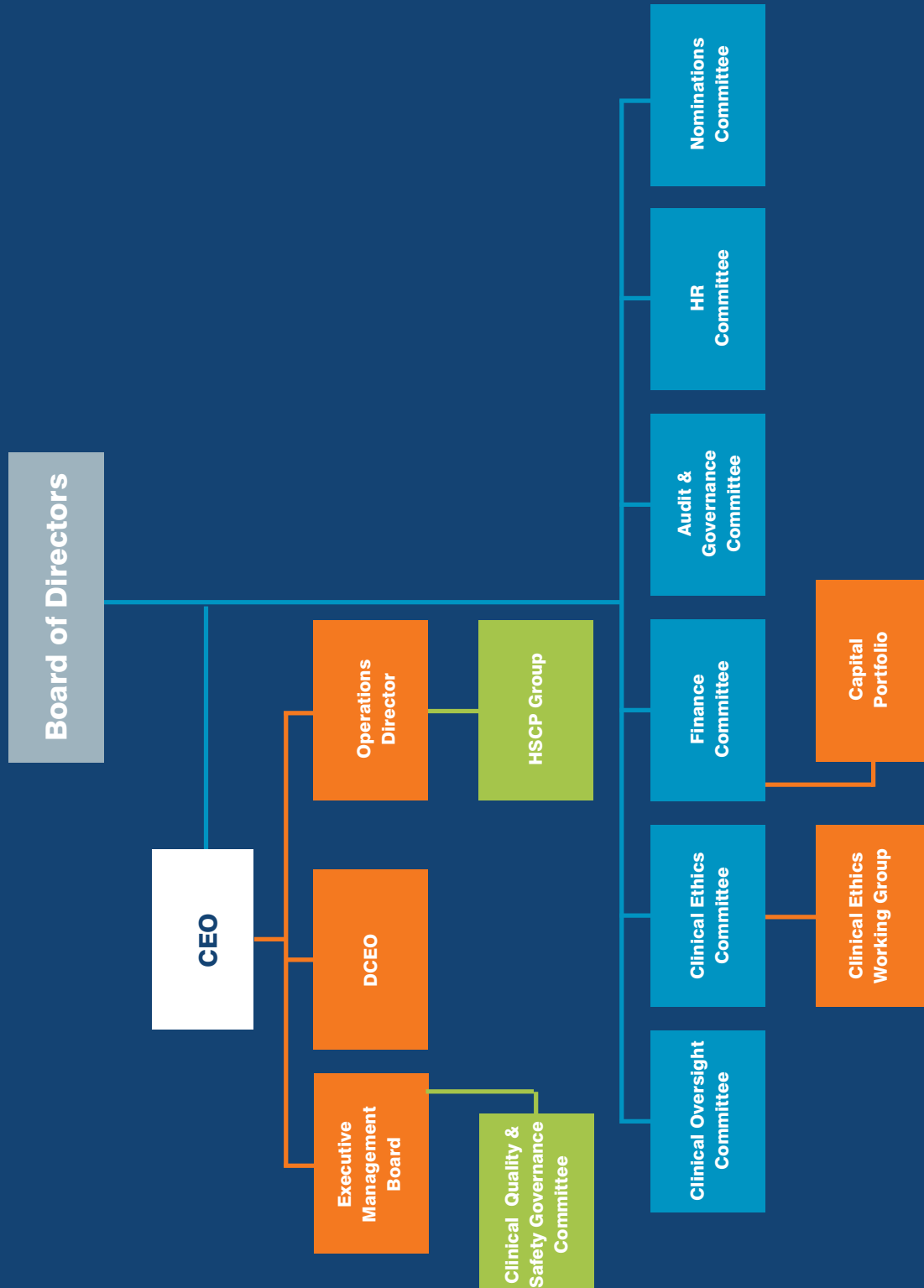
Name	No. of Meetings Qualified to Attend in 2020	No. of Meetings Attended in 2020
Mr Neil O'Carroll (Chair)	11	11
Professor Colin Bradley	11	11
Mr John Buttimer	11	7
Professor Stephen Cusack	11	10
Mr Mortimer Kelleher	4	3
Ms Margaret Lane	11	11
Mr Maurice O'Connor	11	11
Ms Irene O'Donovan	11	10
Mr Joe O'Shea	11	11
Mr Michael O'Sullivan	11	11
Dr Sheila Rochford	11	11

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

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 NURSING, MSC. - **Director of Nursing**

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

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



Ms CAROL HUNTER - Operations Director

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

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

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



Ms OONAGH VAN LAREN - Human Resources Director

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

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



MS MARIA CONNOLLY – Quality & Risk Manager

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

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

REPORT FROM CHIEF EXECUTIVE OFFICER





Chief Executive Officer's Report

It is my great pleasure to welcome you to Mercy University Hospital's (MUH) 2020 Annual Report. As the hospital entered into a new decade and began its 163rd year of service, we along with the rest of the world had no idea that 2020 would prove to be one of the most challenging years of our existence due to the global Covid-19 pandemic. MUH was designated as a Covid-19 receiving hospital by the Health Service Executive (HSE) and the Covid-19 response dominated the work of the Executive Management Team for the majority of 2020.

From the outset, goals were set by the hospital's Emergency Control Team (Covid-19 Management Team) in preparation for a surge in Covid-19 presentations, to reduce morbidity and mortality on site related to Covid-19 and non COVID-19 disease, to minimise COVID-19 transmission on site, to protect our healthcare workers and to preserve essential healthcare systems functioning in the hospital. Revised internal governance arrangements were instituted to give assurance and effect to this process. COVID-19 had a very serious impact on the hospital's financial forecast and activity levels throughout the year and many of the planning assumptions made at the start of the year became obsolete as the year progressed due to the exceptional nature of the COVID-19 response.

I am so very proud of how our hospital responded to the pandemic which is a true testament to the spirit of 'Mercy'. Many new patient pathways and ways of working were implemented throughout the year along with progressing many major and minor capital projects and these are captured across the pages of this Report as each Directorate reflects on the year 2020 and also in a dedicated COVID-19 Response section on Pages 57. I wish to place on record how grateful I am to all MUH staff for their ongoing service and exemplar commitment which are an embodiment of the Mercy Values during these uncertain times. These staff through their hard work and adherence to infection prevention and control guidelines ensured that the hospital maximised its ability to proactively participate in the National pandemic response and I pay tribute to them all.

One exciting capital project which commenced in late 2020 and is being progressed under the COVID-19 emergency legislation is the upgrade to the Radiology Department. Approval was received in July to replace the outdated prefabricated structure which housed a portion of the radiology department with a new and expanded three storey modular build. The new accommodation will incorporate improved and additional diagnostic capacity and will also provide staff with work facilities commensurate with all infection prevention and control requirements. The redevelopment of the radiology department is expected to be completed in late 2021.

While 2020 was absolutely dominated by COVID-19, the hospital did manage to continue with normal activities to some extent, a number of which I will touch on here. Before the advent of COVID-19, the hospital published its **Campus Study 'A Plan for the Delivery of Expanded Clinical Services and Facilities at MUH (and Distillery Fields) Cork'** at the end of January. The Campus Study incorporates both clinical and infrastructural proposals which were developed in a practical manner to support the transformation of healthcare in Cork as envisaged by Sláintecare and outlined in Project Ireland 2040. The Campus Study details a potential phased investment approach to the totality of the 16 acre MUH city centre campus site over a maximum of 15 years with each phase capable of being commissioned independently in conjunction with the continued operation of the existing hospital. When fully implemented the Campus Study will provide significantly expanded capacity including doubling the amount of inpatient beds and day case beds with the potential for a separate day hospital and significantly increased theatre, diagnostic and outpatient clinic capacity.

MUH was an early adopter of the Open Disclosure Policy and is recognised nationally as an exemplar site in respect of its Open Disclosure training programme. During 2020 the hospital updated its Open Disclosure policy to reflect recent legislative changes under the stewardship of the Clinical Ethics Sub Committee of the Board of Directors. In this context, Ms Angela Tysall, National Lead in Open Disclosure spent two days visiting the hospital in February. During her visit Ms Tysall met with the MUH Open Disclosure trainers, delivered a number of briefing sessions to various groups of staff (in excess of 70) and attended a meeting of the Clinical Ethics Sub Committee. Ms Tysall was most complimentary of the hospital's input into the Open Disclosure Programme.

The laboratories underwent their annual inspection by the Irish National Accreditation Board (INAB) on 30th September. Like many other proceedings this year, the inspection took place virtually for the first time. This involved extra preparation by the MUH team as the virtual inspection required the upload of numerous documents for review prior to the actual inspection. At the close out meeting, the medical scientists and haemovigilance officers were highly commended for the huge amount of change undertaken in the laboratories as a whole and how the staff rose to the challenge. The auditors acknowledged that despite the challenge of working in a pandemic environment, the ISO Standard (ISO15189) and the quality system which MUH is obliged to meet and maintain was implemented in all aspects of daily work. I would like to commend the team for successfully maintaining INAB Accreditation.

2020 did conclude on an optimistic note with two very positive developments. **Firstly, the hospital received formal approval from the HSE in mid December to award the contract for the combined 30 bed modular/ theatre build.** This project which also falls under the auspices of the COVID-19 emergency legislation will provide 30 new beds and two new operating theatre suites incorporated into a modular build structure over three storeys. The extra 30 beds in both single and multi-bed en suite rooms, split over 2 floors will facilitate essential hospital functions in terms of bed capacity and assist the hospital in disease management pathways and improved patient flow. The creation of two new state of the art theatre suites on the 3rd floor of the build will enhance patient experience and enable the hospital to maintain and advance its surgical programmes. This project is due to be completed in the summer of 2022.

Secondly, the hospital received notice on 30th December that COVID-19 vaccinations of healthcare workers would commence in MUH on New Year's Day following receipt of the first delivery of the Pfizer/BioNTech COVID-19 vaccine. **I would like to applaud the hospital's Vaccination Lead, Ms Margaret McKiernan and all the staff involved in mobilising the COVID-19 vaccination clinics which were efficiently set up at very short notice.** The goodwill of all staff grades who responded immediately and continued to work over the holiday period is wholly commendable.

Finally, the hospital is very grateful for all the support it received from so many different sources throughout the year. They are too numerous to list here however, I would like to especially acknowledge Mr Gerry O'Dwyer, CEO of the South/South West Hospital Group and his team, Cork City Council and the wider community for their ongoing and unstinting support to the hospital.

As always, the MUH Foundation continued to support the hospital throughout the year and was particularly to the fore in the COVID-19 crisis in areas such as the provision of additional equipment and patient and staff welfare initiatives. Each year at the Mercy Stars event, the hard work of MUH staff, volunteers and fundraisers are recognised. Once again, the impact of COVID-19 meant we could not gather in person to celebrate this annual event, so at the Mercy Day Mass in September, the Chairman of the MUH Foundation, Mr Eoin Tobin presented me (on behalf of the hospital) with a Mercy Star to commend every member of staff on their outstanding work throughout 2020. I would like to pay tribute to Mr Micheal Sheridan who resigned from the role of CEO of the Foundation in December following a 13 year tenure to take up a new post.

2020 was truly a unique year in the history of Mercy University Hospital (and of course, the world in general) and the impact of COVID-19 on all aspects of our lives could not have been imagined at the start of the year. Our main focus for 2021 will undoubtedly be on business recovery planning and the full implementation of new ways of working as a result of COVID-19. What is certain is that while we do have some way to go yet to emerge from this crisis, 2021 certainly promises to be another year of change and innovation in the hospital's journey and I have every confidence we will rise to the challenge.

Ms Sandra Daly
Chief Executive Officer

REPORT OF THE DEPUTY CEO/CHIEF FINANCIAL OFFICER

FINANCIAL OUTCOME 2020

Please see Extracts from Financial Statements (page 55 – 56)

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

HYGIENE SERVICES COMMITTEE

The role of the Hygiene Services Committee (HSC) is to ensure compliance with HIQA standards

- National standards for safer better healthcare (2012)
- The prevention and control of healthcare associated infection in acute healthcare services (2017)

The Mercy University Hospital (MUH) Hygiene Services Committee (HSC) enables MUH representatives to meet regularly and work co-operatively to develop policies and procedures and to review Hygiene Audits completed in MUH. The Committee is under the auspices of the Executive Management Board (EMB) and reports to the Clinical Quality and Safety Governance on a biannual basis. The Committee met a total of 7 times in 2020 with the focus of work as follows:

- The hygiene audit schedule was reviewed and updated in January 2020 and July 2020.
- A sub group has been established to oversee the new builds underway at MUH which will address a number of outstanding actions on the HIQA Quality Improvement Plan (QIP).
- Additional Medical Audit training sessions were held in March 2020, prior to the COVID-19 outbreak.
- Reports indicate a downward trend of non compliances from 2019 to 2020, reaching an all-time low of 721 in September 2020. The original target was set at 1,000.

DECONTAMINATION COMMITTEE

The role of the Decontamination Committee is to ensure that decontamination practices in Mercy University Hospital are compliant with the relevant National and International standards. This includes reviewing practice, developing plans and policies to achieve compliance, and advising the Executive Management Board accordingly. The committee is chaired jointly by the Deputy CEO and the Director of Nursing. The Committee met a total of 6 times in 2020 with the focus of work as follows:

- Review and update of the HIQA Decontamination Quality Improvement Plan (QIP)
- 100% of Decontamination (Theatre) is now being carried out offsite and the back-up arrangements with Zehnacker have been successful.
- Extension of Track and Trace System in Endoscopy - Licenses has been approved and installation was carried out in 2020. This now captures stages in scope decontamination process as per HIQA QIP.
- An appropriate Decontamination area has been identified in the Radiology Refurbishment which is due to be completed in 2021.
- A Decontamination Lead post has been approved and will be filled in 2021.

HEALTH & SAFETY COMMITTEE

The role of the MUH Health and Safety Committee (H&SC) is to provide a forum that facilitates employee participation on the steps taken to safeguard their safety, health and welfare within the workplace. The committee met a total of 7 times in 2020 with the focus of work as follows:

- The hygiene audit schedule was reviewed and updated in January 2020 and July 2020.
- Additional Medical Audit training sessions were held in March 2020, prior to the COVID-19 outbreak.
- Reports indicate a downward trend of non compliances from 2019 to 2020, reaching an all-time low of 721 in September 2020. The original target was set at 1,000. The committee will continue to monitor and address.

HOSPITAL MAJOR EMERGENCY PLAN (HMEP)

The HMEP Committee comprises the Operations Director (Chair), Director of Nursing, Health and Safety Officer and the Office Manager (DCEO). Work in respect of the Hospital Major Emergency Plan began in November 2018 to review and update the Department Action Cards and the HMEP Overview Documentation. This work was continued over the course of 2020 with the assistance of the Emergency Management Office, Health Service Executive, South South West Hospital Group.

- By November 2020, 88% of Action Cards were updated and are live on the MUH internal Sharepoint system. These action cards are supported with official national protocols, forms and checklists and MUH site maps.
- The HMEP Overview document has been finalised and is live along with a staff information leaflet.
- Additional supports have been put in place in the event of an adverse weather event.



The MUH Hospital Emergency Planning Committee have facilitated hospital wide training sessions in conjunction with the HSE Emergency Management Office (EMO).

Mr. Maurice Spillane,
Deputy CEO and Chief Financial Officer



REPORT OF THE CLINICAL DIRECTOR

Throughout 2020, the clinical staff of Mercy University Hospital continued to deliver the highest possible level of care in unprecedented circumstances in the Irish Health Service. The Mercy University Hospital, like all hospitals in the health service, faced challenges and changes in dealing with the impact of the COVID-19 pandemic. The staff and management of the Mercy University Hospital adapted to this change and continued to provide high quality person-centred care in very difficult circumstances.

COVID-19 PANDEMIC

The COVID-19 pandemic dominated clinical services in the Mercy University Hospital throughout 2020. The hospital had come through an extremely busy influenza season with a record number of patients with influenza admitted in December 2019 and January 2020, far in excess of our previous most active influenza season of 2017/2018.

In January 2020 discussions at hospital clinical meetings centred on the emergence of an acute respiratory illness being reported from China caused by severe acute respiratory syndrome Coronavirus 2 (SARS-CoV-2). MUH commenced structured meetings between senior management and senior clinical staff in terms of planning and preparation for COVID-19 in the hospital in early February 2020. The SARS-COV-2 virus was confirmed in Ireland in late February 2020 and within three weeks cases had been confirmed in all counties in the country.

The Irish government shut all schools, colleges, childcare facilities and cultural institutions on 12th March 2020 and by this time the Mercy University Hospital had instigated changes to acute unscheduled care pathways to stream patients with potential COVID-19. Critical care escalation plans were in place and scheduled care activity curtailed to allow redeployment of staff. The COVID-19 Management Team including senior hospital management and senior clinical staff were meeting daily seven days a week. The main goals in managing COVID-19 at that stage were: reducing morbidity and mortality

for all patients; minimising COVID-19 transmission; protecting our healthcare personnel; and preserving as much of our normal healthcare functioning as possible.

A core clinical advisory team of Dr Kieran O'Connor (Clinical Director), Dr Deirdre O'Brien (Consultant Microbiologist), Dr Arthur Jackson (Infectious Disease Consultant), Dr Donall O'Cronin (Critical Care, Consultant Anaesthesiologist), Prof Terry O'Connor (Respiratory Medicine Consultant) and Dr David Curran (Respiratory Medicine Consultant) met regularly, supported the management structures, updated pathways and procedures in the hospital in light of COVID-19. They were supported by clinical leads for COVID-19 – Dr Darren McLoughlin (Emergency Medicine); Dr Kevin Murphy (Radiology); Dr Ray Barry (Paediatrics) and Mr Thomas Murphy (Surgery).

The hospital dealt with three waves of COVID-19 throughout 2020, initially:

- March to August 2020,
- August to November 2020
- November 2020 onwards

A very challenging year ended on a more positive note with the hospital preparation for the rollout of the COVID-19 vaccine for staff. MUH started administering the COVID-19 vaccine on site to staff on January 1st 2021.



CLINICAL ACTIVITY

Mercy University Hospital started 2020 with very high emergency department activity through January and February. At the start of the year the hospital operated at full capacity and beyond. The rest of the year was influenced by the effects of COVID-19 pandemic and associated shutdown in society. MUH's activity mirrored other hospitals with the absolute number of patients attending hospital for unscheduled emergency care and for elective planned care falling after the lock-down in society in March 2020 and remaining below previous years' activity over the full year. However, there was greater staff requirements running new admission pathways with COVID-19 and there was additional critical care supports required throughout the year.

MERCY UNIVERSITY HOSPITAL ACTIVITY THROUGHOUT 2020 INCLUDED:

Emergency Department attendances: 26,645

Mercy-Urgent Care Centre Attendances: 14,527

Emergency Department Admissions: 8,743

Day-cases: 19,258

NEW PERMANENT CONSULTANT APPOINTMENTS

Dr. Carthage Moran:
Consultant Gastroenterologist

Dr Elise Alexander:
Consultant Anaesthesiologist

Dr Darren McLoughlin
Consultant in Emergency
Medicine*

**This post is employed through the Cork University Hospital but is a split post between the Mercy University Hospital and Cork University Hospital in terms of service provision. Dr McLoughlin's post is the clinical lead for the emergency medicine department in the Mercy University Hospital.*

NON-CONSULTANT HOSPITAL DOCTORS (NCHDS)

In 2020, as part of the COVID19 response, all medical schools graduated the final year students early. The HSE employed the interns earlier in the year with additional interns on site from May 2020. Our new interns in the Mercy University Hospital underwent an induction programme on the week May 18th and commenced in post the following week on the wards. As well starting interns earlier on the wards, there were additional intern posts nationally. Mercy University Hospital gained additional interns in 2020 in cardiology, geriatric medicine, urology and colorectal surgery. We have a new intern post in emergency medicine/liaison psychiatry for the first time.

The hospital has actively participated in the Lead NCHD initiative since its conception. The Lead NCHD initiative is supported by National Doctors Training and Planning (NDTP) in collaboration with the National Clinical Director Programme and the Quality Improvement Division (QID) in the HSE. During 2020, having clinical leadership within the NCHD group was more important than ever.

Dr Mary Nwaezeigwe and Dr Agnes Jonsson completed their year in the role of Lead NCHDs up to July 2020. Following the NCHD change-over in July, the hospital appointed, Dr Siofra Bennett and Dr Laura Walsh as the Lead NCHDs for the year 2020/2021.

Each year the consultant staff in the MUH support a farewell event for the NCHDs at the end of their year in July. The hospital usually puts on a reception catered for by the hospital catering department. Unfortunately with social distancing such an event was not possible in 2020. Instead, the consultants and hospital together organised a gift bag for each NCHD to thank them for their support and for the dedication during COVID19 response. This event was held on July 8th 2020 and each team was presented with their gifts together.

CLINICAL GOVERNANCE

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

The Clinical Quality & Safety Governance Committee which is chaired by the Clinical Director and has broad executive and clinical membership provides

oversight of the governance for quality in clinical care in the hospital. This committee held eight full meeting throughout 2020 with a mixture of in person and on-line attendances. The clinical committees in the hospital report to the Clinical Quality and Safety Governance Committee on a structured basis.

CLINICAL GOVERNANCE

MUH were delighted to be able to run the Mercy University Hospital Clinical Audit and Quality Improvement Day on July 7th 2020. *(Please see Hospital Highlights Page 64)*



MEDICAL TRAINING

Post-graduate: Mercy University Hospital provides post graduate training across all disciplines in the hospital, engaging with the different post graduate training bodies including Royal College of Physicians of Ireland (RCPI), Royal College of Surgeons of Ireland (RCSI), Irish College of General Practitioners, College of Anaesthesiologists of Ireland, Faculty of Paediatrics, and Faculty of Radiologists.

The **Specialty Advisory Committee (SAC)** for vascular surgery training from the Royal College of Surgeons of Ireland (RCSI) did a “virtual” inspection on November 3rd 2020. The hospital received on-going approval vascular surgery training.

Undergraduate: Mercy University Hospital has a long and successful partnership with University College Cork (UCC) in relation to teaching and training medical students. Medical student clinical placements in the Mercy University Hospital were stopped on March 6th 2020 as part of the COVID19 response. The Consultant staff of MUH supported the University with some distance teaching and running the final examinations in safe fashion for all. Medical student clinical placements recommenced in the hospital on Monday September 7th 2020.

COMMITTEES REPORTING TO CLINICAL QUALITY & SAFETY GOVERNANCE

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

RESEARCH

Dr Evelyn Flanagan (Research Manager) continues to support individuals in managing research projects from conception to completion. In 2020, MUH re-established the Research Governance Committee and an inaugural meeting was held on 10th December 2020. The process for research risk assessment and approval has been revamped in the hospital and a communication plan regarding research opportunities and supports instigated. MUH continues to foster relationships with the clinical research facility (CRF), University College Cork (UCC), Tyndall Institute, and others as the research culture in the hospital continues to be developed and supported.



REPORT OF THE DIRECTOR OF NURSING



This report of 2020 captures some of the extraordinary events and incredible work of my nursing and nursing support colleagues in a year that was like no other in healthcare globally. The global pandemic of COVID-19 has changed the healthcare landscape in every way.

The year 2020 was designated as **International Year of the Nurse and Midwife** and nurses worldwide stepped up to the challenges presented during this exceptional time.



The nursing staff in Mercy University Hospital (MUH) were testament to their profession and I would like to acknowledge the sacrifices and impact of Covid-19 on the nursing team, who adapted to the rapidly changing and uncertain clinical situation with focus and determination. What remains constant is our connection to our patients: acting as their advocate; providing high-quality clinical care; and putting patients care at the heart of what we do every day at work.

Despite the challenges we faced, our core focus in the department of nursing in MUH in 2020 continued to be the provision of safe, high quality care to all our patients and their families, including direct bedside nursing care as well as specialist, advanced practice and management nursing roles. This is underpinned by our values of Compassion, Team Spirit, Justice, Excellence and Respect.

We work in partnership with:

- Nursing and Midwifery Board of Ireland
- Office of the Chief Nursing Officer, DoH
- ONMSD (Clinical and Integrated Care Programmes)
- Chief Director of Nursing SSWHG
- Directors of Nursing network SSWHG
- Centre for Nurse Education, MUH
- Nurse Practice Development Unit Cork
- HEI – University College Cork



2020 IN NUMBERS



WELCOME TO MUH

New Recruits	29
International recruits	27
New Graduates BSc	20



UNSCHEDULED CARE

ED MUH Attendances	26,647
MUCC Attendances	14,527
Admissions via ED	6,244



SCHEDULED CARE

Elective Admissions	1,961
Day cases Admissions	19,093
Outpatient Attendances	30,496



PROFESSIONAL DEVELOPMENT COURSES

BLS	262
Medication Management	251
Patient Handling	187
Enhanced Communication	127

Final Journeys	28
Compass Training	37
PPE	200
Advanced Cardiac Life Support	128
ALERT	76
EVO	60
Cannulation/Venepuncture	43
Haemovigilance	196



POST GRADUATE EDUCATION SPONSORED

HDip Theatre / ED /
ICU / Oncology / Paediatrics
MSc programmes
Advanced Nursing Practice



COLLABORATIVES

Interprofessional working
Huddles for Safety
Hospice Friendly Hospitals

NURSING CLINICAL GOVERNANCE

The COVID-19 pandemic dominated clinical services. It was essential to have the appropriate structures, processes, disease management pathways and clinical oversight in place to ensure we could deliver safe nursing services alongside our colleagues in the wider multidisciplinary team. As the 24/7 senior managers in the hospital, the nursing team adapted to support staff to deliver safe care with new ways of working in the Emergency Department, Intensive Care Unit and COVID-19 receiving wards. Education and training was facilitated by the Nurse Practice Development Unit, Centre for Nurse Education as well as specialist nursing and allied health practitioners to upskill staff in new pathways of care, particularly in the areas of advanced respiratory techniques.

These staff were then redeployed to different areas of the hospital and are to be commended for adapting to this rapidly changing clinical environment.

ENHANCED COMMUNICATION

There were significant challenges facing clinical staff in terms of communicating with families of patients who were very ill or at end of life as a result of Covid-19. Due to visiting restrictions, families were unable to be with their loved ones at this time. The requirement to wear masks as part of PPE at all times also introduced a barrier to communication for both patients and staff. As a result, the department of nursing developed a bespoke MUH Enhanced Communication programmes for nursing and medical staff to facilitate these difficult conversations by phone. Despite the difficulties, nurses at the bedside continued to provide compassionate care to patients. The outpouring of support from the wider public was an acknowledgement and recognition of the enormous work done by all staff in MUH.

CLINICAL NURSING LEADERSHIP

The National Cancer Control Programme (NCCP) gave a recommendation to all acute hospitals during Covid-19 to relocate Oncology and Haematology services where possible. This resulted in St Therese's Ward, transferring to the University College Cork Brookfield Campus to the Clinical Skills area of the School of Nursing. This transfer of service was led by Valerie O'Mahony CNM2 and Majella Cahill ADON taking place over one weekend. This relocation was no small feat as it involved consultation and engagement with a wide multidisciplinary team across MUH and UCC to deliver the project in a very short time frame. St Therese's ward became fully operational on April 6th with no break in clinical service. Both Medical Oncology and Haematology Day Case chemotherapy was administered on this site under the governance and control of MUH until such time as it was deemed safe to return to the hospital campus. Patients continued to receive the highest standards of care in a safe environment during this time.

PASTORAL CARE

The pastoral care service in 2021 was characterised by a response as part of the wider healthcare team to the Covid 19 pandemic. Ways of working had to change taking into consideration the limits of patient contact and the requirement to meet disease management protocols. This required training and competency in the team to deliver a safe service in a changed clinical landscape. Supporting families became a large part of the work of the pastoral care team due to the visiting restrictions of Covid19. Many patients requested the team to contact their family and to be that connection for them because the experience of acute admission to the patients was much more physically and emotionally isolating at this time. The MUH Annual November Remembrance Mass took place virtually in 2020, which made it available to a wide audience.

Ms. Margaret McKiernan
Director of Nursing

REPORT OF THE OPERATIONS DIRECTOR

Welcome to the Annual Report of the Operations Director for 2020 - a truly exceptional year. The commitment, dedication and innovation exemplified by the Departments within the remit of the Operations Director was inspiring and the reports below and in the dedicated COVID-19 section (pages 57-63) and Hospital Highlights (pages 64-68) provide some insight into the patient centred work undertaken by all the various Teams.

PHYSIOTHERAPY DEPARTMENT

In common with many other departments the pandemic provided both challenges to services but also opportunities to trial new ways of working. Many out-patient services embraced the virtual consultation model which has ensured sustainability of these services particularly in recent times. This new way of working involves both telephone and virtual consultations and has required up skilling for both the therapists and patients. Staff and patients alike have embraced this new model with a large proportion of appointments now being conducted virtually.

OCCUPATIONAL THERAPY DEPARTMENT

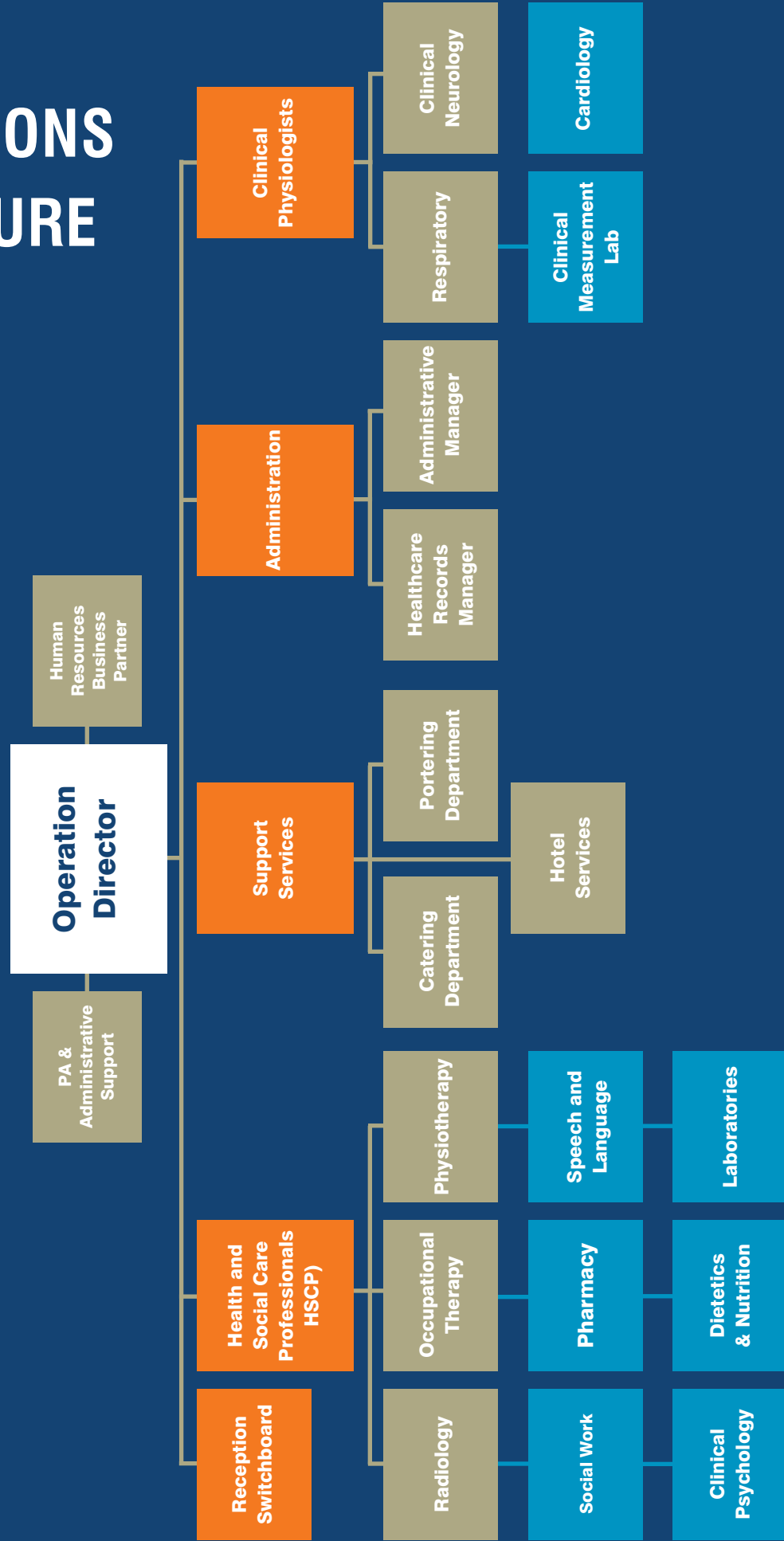
The service activity of the Occupational Therapy Department in MUH was largely dictated in response to the pandemic. Changes to practice included up-skilling knowledge of ICU care, respiratory care, the donning and doffing of PPE, tele health, virtual modalities and the proning and positioning of acutely ill patients. Virtual home visits and demonstrations of equipment became a part of our practice during those months. Allocated OTs specifically for COVID care to the Covid receiving areas.

SPEECH & LANGUAGE THERAPY (SLT)

	2020 activity	Comparison to 2019 activity
No. of inpatient referrals received by the service:	706	10 % decrease (from 790)
No. of new referrals seen for assessment:	629	1% decrease (from 637)
Clinical time (i.e. patient-related)	3008.77	2382.25 hrs
No. of inpatients discharged without any service	65	143
Average monthly referral rate	58.83	65.75
Average monthly 'dc before seen' rate:	9%	16%
Average monthly WTE:	3.16 wte	2.47 wte
Average monthly clerical WTE:	0.45	0.44
No. of outpatients seen by the service:	None. OPD service discontinued in 2016	None. OPD service discontinued in 2016
No. of FITT/ED referrals to service:	199	197
No. videofluoroscopy studies conducted:	22	24

Total referrals to the SLT service fell in 2020 commensurate with the reduced ED attendances and hospital activity at the onset of the COVID-19 pandemic. As the hospital returned to more normal activity, monthly referral rates to the service for June to December 2020 returned to normal levels, surpassing the same 6 month period in 2019.

OPERATIONS STRUCTURE



LABORATORIES

- **Microbiology:** Workload in microbiology saw an increase of 2.6% plus the introduction of COVID testing. Establishment of the Molecular Laboratory for Sars-Cov-2 Testing (Please see Covid-19 Response page xx)
- **Haematology:** Haematology saw a reduction of 11% in 2020 from that in 2109 but reflective of the reduced activity in the 1st phase of COVID and like the other labs the numbers increased from June onwards.
- **Blood Bank:** As with other departments workload was reduced in the first wave of the pandemic and rose to normal activity levels from June on.
- **GI Lab:** A total of 551 procedures were undertaken in 2020. As a response to restrictions and increasing waiting lists during the first lockdown the GI Lab at the Mercy introduced a new technique Upper GI Video capsule endoscopy to examine the oesophagus, stomach and duodenum (*see Hospital Highlights page 57*)

ADMINISTRATION

The Administrative staff provided consistent support to ensure that patient centred care was maintained across all areas of the hospital:

- Established iPMS Governance Committee
- Telehealth clinics commenced and were managed by OPD and the Digital Dictation system Co-Ordinator
- Appointment of a Multi Disciplinary Team (MDT) Co-Ordinator to co-ordinate the MDT Oncology meetings

The Operations Director continues to promote a culture of excellence in the delivery of service to Mercy University Hospital (MUH) which is achieved through

- Growing and empowering managers
- Utilising training needs analysis to inform improvements to enable staff development.
- Leading on staff development programmes and performance
- Prioritising compliance with regulatory and accreditation standards

- Health Information & Quality Authority (HIQA) – Standards for Safer Better Health Care
- Decontamination
- Hygiene Standards – utilise Medical Audits technology
- Meal Times Matter
- Irish National Accreditation Board (INAB)
- Joint Advisory Group (JAG) on GI Endoscopy
- Hazard Analysis and Critical Point Control (HACCP)
- Environmental Health Office (EHO)
- Environmental Protection Agency (EPA)

PROJECT LEAD FOR:

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

OPERATIONAL LEAD FOR THE FOLLOWING CAPITAL PROJECTS

- Radiology Build
- Mercy University Oncology Unit temporary relocation to Brookfield Campus, UCC
- Service yard operational project to prepare for 30 bedded Modular build
- MRI unit relocation to Henry Street
- New Emergency Department Portacabins
- Refurbishment of Intensive Care Unit
- Temporary relocation of CRFC in preparation for Covid-19 within ICU
- Service Yard Logistics to prepare for 30 bedded modular build
- Oncology Project Group, permanent relocation to the Lee Road

Ms Carol Hunter
Operations Director

DEPARTMENT OF HUMAN RESOURCES



Welcome to the HR section of the Annual Report. 2020 was an exceptional year in so many ways due to the onset of COVID-19. The impact on the HR Department as a result of the Pandemic was profound and impacted every facet of our role.

The Occupational Health Department, who also report to the HR Director, had a very significant role to play in ensuring staff and patients were safe during the pandemic. In this report I will focus on the normal HR metrics and Key Performance Indicators and I will also cover some of the specific aspects of how we supported the COVID-19 crisis.

The Human Resources Department plays a key role in helping shape the organisation through key organisational changes and developments; we support 1500 staff in MUH. The scope HR is both strategic and operational covering the following areas:



TALENT ACQUISITION

406 people joined MUH in 2020. This is an additional ~50 people more than in 2019 to support the pandemic. 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.

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

Over 100 internal job opportunities were created resulting in career development and promotional prospects for many colleagues in MUH. Furthermore 205 nurses availed of the new "Enhanced Nurse Contract", which also provided scope for advancement.

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

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

Dr. Adrian Murphy
Head of Emergency Dept.

We put the care in careers.



LEADERSHIP, TRAINING & DEVELOPMENT

“Managing People Skills” is an annual programme in the MUH which we are delighted to roll out again in 2020. In Q1 we rolled out this programme for all new and aspiring leaders of people in the MUH. This course covers Leadership, Motivation, Performance Management, Change and Conflict Management. Empowering our future leaders and equipping them with the relevant competencies is important in terms of delivering on our value of EXCELLENCE. Embedding all the Mercy values of Excellence, Compassion, Team Spirit, Justice and Respect is a key message delivered in this programme and a requirement for how we act as leaders

Other Leadership, Training & Development initiatives rolled out and supported in 2020 include:

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



COMPLIANCE

Compliance continues to be a key feature of our work in HR.

Non Consultant Hospital Doctors 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.

MUH continues to meet its obligations in relation to Children First requirements in relation to safeguarding children, it is mandatory for all new starters to have training complete before they start employment.

MISSION & VALUES PROGRAMME

2020 saw many initiatives in relation to Values and Culture embed and develop. *Please See Mission & Values Programme Report (Page 69)*

EMPLOYEE WELLBEING WEEK 2020

There was one Employee Wellbeing Week in September 2020. *Please see Hospital Highlights (Page 64)*

COVID RESPONSE

The HR Department supported the COVID-19 RESPONSE in many ways including the following that I will comment on further:

- **Staffing**
- **Occupational Health**
- **Goodwill**
- **Staff Welfare**

STAFFING

We hired additional headcount to support all the effort and unavoidable sick leave as staff became positive and close contacts. We created recruitment panels for many roles to be able to flex our manpower as seamlessly as possible.

Where possible we allowed weekend and evening work and working for home to facilitate childcare, travel and cocooning. We supported additional hours and overtime. A skills matrix and escalation plan was devised for key areas to maximise service needs and flexibility. We split our teams into “black swan” and “white swan” to ensure cover and contingency in the case of an outbreak within key Departments. We encouraged rehires and redeployments and we flexed rosters whenever necessary. We are so grateful to the MUH staff for their phenomenal response during this time.

OCCUPATIONAL HEALTH

Occupational Health took charge of the risk assessment for all staff issues in relation to COVID. All staff contacted Occupational Health if they had any symptoms or concerns. The Department pivoted to fully manage a COVID workload and had a 24/7/365 service available. This was unprecedented and imperative during the peak of staff absences, contact tracing and service management. Their main activities at this time included:

- 24/7/365 on call
- COVID assessment
- Sick Leave Management
- Symptom Management
- 156 absent at peak
- Cocooning management
- Swab Clinic for staff
- Contact tracing
- Daily meetings
- Public Health Liaison
- Outbreak Management



Occupational Health were supported by some re-deployed staff and provided an excellent service to their colleagues.

STAFF WELFARE

Staff Welfare became a major focus for us in response to COVID. A sub-group of the COVID Management Team was set up comprising HR, Clinical Psychologist, Nursing, Occupational Health, Pastoral Care, IPC and the Staff Forum.

The aim of this group was to focus on many interventions and resources to help and support staff. Some examples include:

- Employee Assistance Programme (EAP) Health & Safety (H&S)
- Facilitated Focused Training – Enhanced Communication Skills in the new virtual world without visitors
- End of shift – Psychological Huddle
- Psychological First Aid
- Parental Advice
- Patients Communications – IPDS and email box
- H&S – Work Safely protocol implementation
- Occupational Health - Psychological Phone support & Anxiety management
- Self Care advice
- Mindfulness

A particular feature of our staff welfare agenda was to keep staff informed and in the loop as much as we could even though the nature of the pandemic meant things often changed rapidly. A daily Internal Communication was circulated Hospital wide and quickly became the key item to read at the start of each day to inform any change in policy or update. This was issued on behalf of the COVID Management Team that also met daily for many months during the crisis.

Other communication initiatives included “Town Hall” meetings with Clinicians to troubleshoot any issues and Intranet repository site created as a “one stop shop” for all information.

OTHER

- Team Spirit continues to be alive and kicking in HR with the Department winning a main prize in the “Deck the Door” 2020 Christmas competition (See *Hospital Highlights* Page 64). This was much needed fun at the end of a very challenging year.
- Voluntary turnover is 9%, this is slightly down on other years
- Risk Register for HR has been developed and is being actively managed
- All Industrial Relations and Employee Relations issues are actively managed by HR and relevant line managers. Our philosophy is open communication and early resolution where possible. We also engage with a number of Trade Unions representing staff across all grades and disciplines.
- Occupational Health continues to manage all work related sick leave issues, pre-employment assessments and flu management in addition to COVID-19 support. They supported the roll out of the flu vaccine to almost 75% of employees, this was an excellent result.

It is true to say that 2020 was an exceptional year. In terms of HR, Occupational Health, Values and Culture and the MUH in general I think the exceptional nature was the strength of character shown by staff who gave so much, so often.

I would like to thank my colleagues most sincerely for all they contributed.

Ms Oonagh van Laren
HR Director





DEPARTMENT OF QUALITY & RISK MANAGEMENT



The Quality and Risk Management Department (QRMD) supports the hospital in its commitment to deliver high quality safe and effective patient care. QRMD does this through the application of the HSE Incident Management Framework, HSE Integrated Risk Management policy, the Health Information and Quality Authority's (HIQA) National Standards for Safer Better Healthcare (2012) and the application of National Clinical Guidelines. In 2020 the QRMD provided advice and guidance to the hospital as it responded to the challenging demands of the COVID-19 pandemic ensuring that quality and patient safety processes in the MUH were maintained.

CORPORATE RISK REGISTER

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

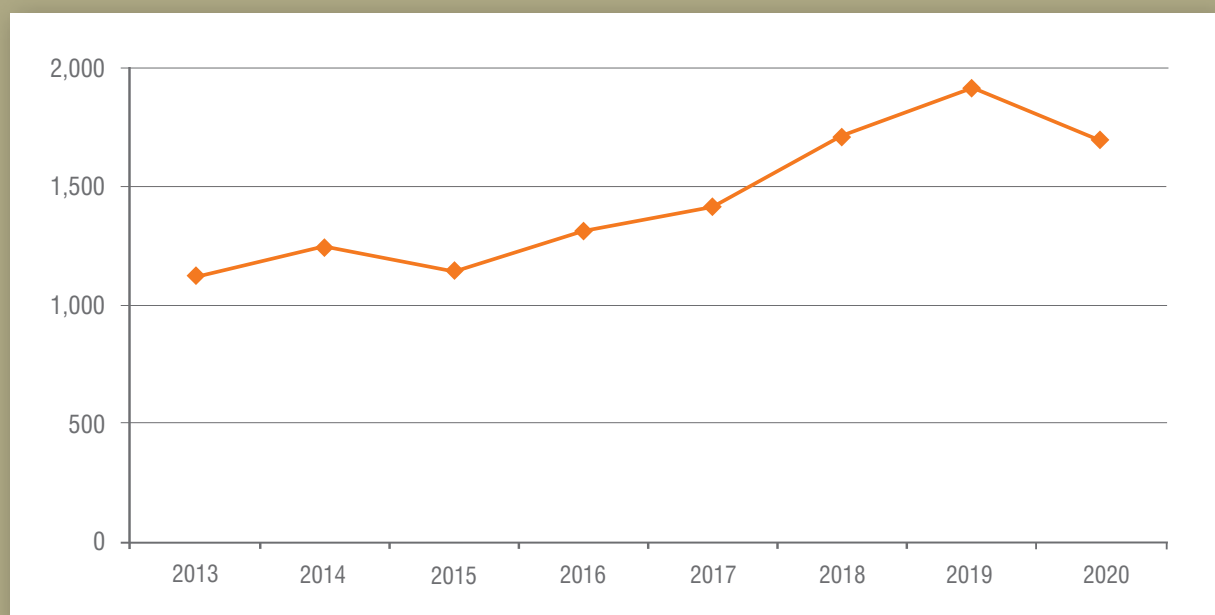
In 2020 the QRMD supported all Risk Coordinators to review, update and manage their departmental risk registers and escalate risks to corporate risk register as required. In 2020, a COVID-19 Risk Register was established in response to the COVID 19 pandemic. This risk register documented the evolving risks for the hospital as result of the pandemic and identified the actions that were required to mitigate those risks.

The Quality and Risk Manager presented the Corporate Risk Register to the Board of Directors, the Clinical Oversight Committee, EMB and Clinical Quality & Safety Governance Committee on a regular basis throughout 2020. A dashboard summary is used to demonstrate new risks and changes to risks. The corporate risk register is submitted to the South/South West Hospital Group (S/SWHG) Management Team quarterly for review and escalation at the scheduled performance meetings.

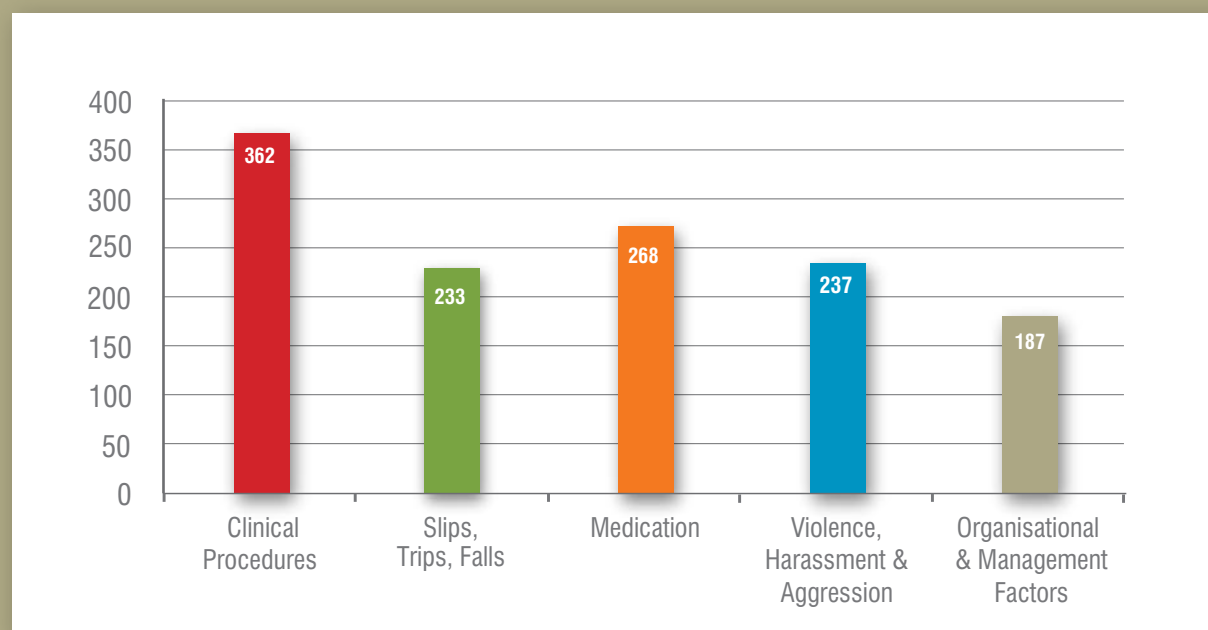
INCIDENT REPORTING

The MUH reports all incidents in line with the HSE National Incident Management Framework (2020). This framework provides services with a practical and proportionate approach to ensure that all incidents (clinical and non-clinical) are reported and managed effectively. A total of 1722 incidents were reported to the QRMD in 2020.

NUMBER OF INCIDENTS REPORTED PER YEAR



TOP 5 INCIDENTS REPORTED IN 2020



INDEMNITIES

The MUH is insured by The State Claims Agency Clinical Indemnity Scheme (CIS) for Clinical Indemnity claims and under the General Indemnity Scheme (GIS) for Employers Liability (EL) and Public Liability (PL). 14 new claims were received during 2020 and 16 were either closed or discontinued. A total of 61 claims remain open at end of 2020.

COMPLAINTS ACTIVITY

The operational management of the formal complaints process is overseen by the QRMD. A total of 99 complaints (verbal and written) were received in the QRMD in 2020. Complaints statistics are presented at EMB, Clinical Quality & Safety Governance Committee and Board of Directors biannually. All

formal complaints (Stage 2) are logged on the HSE's Complaints Management System (CMS). The CMS was developed to support the HSE's complaints management process and to enable the end-to-end management and tracking of complaints, investigations, outcomes and recommendations at local level.

An audit of the MUH Complaints Management process by the HSE South Internal Audit division took place in December 2020. The objective of this audit was to provide assurance that complaints by service users are investigated, recorded and responded to and that recommendations from complaints are developed and implemented, as set out in the HSE document Complaints Management Procedure for Voluntary Organisations (CMPVO) policy.

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

HIQA NATIONAL STANDARDS FOR SAFER BETTER HEALTHCARE

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

In 2020, the QRMD carried out its fourth self assessment against the 53 Essential Elements. For each of the 53 Essential Elements there are four incremental levels of quality improvement. These levels of quality are foundation blocks which build upon one another and allow services to objectively select the level of quality and maturity that most accurately reflects their service for each Essential Element.

FREEDOM OF INFORMATION OFFICE

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

In 2020 there were **821** requests for health care records a reduction on previous years requests and is a reflection of the reduced in patient activity that occurred during the COVID-19 pandemic. 42 of the requests were deemed not valid.

OVERALL REQUESTS 2020			
Request Type	Request Number	Invalid Request	Total Request
Foi	75	4	79
Dp	118	5	123
Admin	486	33	519
Total	679	42	721
Pac*	100	0	100
Overall TOTAL	779	42	821

*Records request FOI/Data Protection (DP)/Administrative (Admin)/
PAC Requests processed by Radiology Department**

POLICY APPROVALS COMMITTEE (PAC)

The PAC, which has multi-disciplinary membership, is chaired by Ms. Margaret McKiernan, Director of Nursing. The terms of reference of the committee were reviewed and amended in January 2020. The committee met **7** times in **2020** and approved **40** hospital policies during that timeframe. Administration of the committee is managed by the PAC Co-ordinator within the Quality and Risk Management Department. The purpose of the PAC is to provide guidance to hospital staff on the process of developing and reviewing hospital policy documents in keeping with the vision, values and mission of the Hospital.

OPEN DISCLOSURE AWARENESS SESSIONS/WORKSHOPS

In May 2020, The National Open Disclosure Office released an on-line module “Communicating Effectively through Open Disclosure” on HseLand. This module (which takes less than 30 mins to complete) replaces the previous Open Disclosure Awareness sessions. All MUH staff are expected to complete the training and to provide a copy of their certification of completion to their Head of Department/ line manager. In 2020, **77** staff members had completed the on-line module. In addition to completing the on-line module, senior grade staff must complete the 3-hour workshop on Open Disclosure. Open Disclosure Workshops equip senior grade clinical and non-clinical staff with the skills to either lead or participate in an Open Disclosure meeting with a patient or patient’s relatives/carer’s should one become necessary. The Workshops are fully accredited and carry **3 CPD/CEU** points. In 2020, **12** staff members attended the Open Disclosure Workshops.

E LEARNING MODULE – REPORTING AN INCIDENT

In 2020, the Quality Risk Management Department (QRMD) officially released the E Learning Module – Reporting an Incident. *Please see Hospital Highlights (Page 64)*

TECHNICAL SERVICES DEPARTMENT



2020 was an exceptionally busy year for the hospital as a whole and the same can be said for the Technical Services Department team (TSD). This year has been like no other, with additional challenges and pressures in responding to the COVID-19 pandemic. The TSD team recognised these additional challenges, by showing great adaptability and teamwork in the face of adversity. Maintaining safe hospital services throughout the pandemic was the single point of focus at all times. At times during the year, there were scenarios whereby the team needed to innovate, continuously developing new processes and adapting to the “new norm”.

The TSD mission - “our team will continuously seek to excel in the provision environment enabling our staff deliver the optimum patient care”, has never been as strong as it has been this year. We would like to acknowledge our colleagues across the entire hospital who worked with us as part of an overall collaborative approach.

There has been several emergency projects progressed as part of the response to COVID-19 during the year as listed below (non-exhaustive list):

- Provision of a second Oxygen VIE vessel on Henry Street to increase the hospital’s oxygen capacity.
- Ventilation upgrade works to St. Joseph’s Room 1 and Operating Theatres 1 & 2 with the provision of negative pressure facilities.
- Expansion of Emergency Department to provide additional capacity.
- Reconfiguration of cubicles within the Emergency Department to make improvements from an Infection, Prevention & Control perspective.
- Provision of additional staff facilities for Emergency Department.
- Medical gas upgrade works to PC3 and St. Brigid’s 2.
- Planning stages of the relocation of Oncology day case services to a satellite site.
- Infrastructural upgrades to bed spaces within corridor to provide 4 No. additional compliant ICU bed spaces (when required by the hospital).

EMERGENCY DEPARTMENT CABINS AND EXISTING ED RECONFIGURATION

In response to the COVID-19 Pandemic MUH completed a winter planning review and identified a number of key areas where works are required to help prepare the hospital for expected issues in winter 2020 due to the ongoing COVID-19 pandemic. These include additional Portacabin space to enable additional waiting, reception, triage and assessment spaces in the ED. The Portacabins were dropped to site by crane on the 12th of September and final elements of fit out works were completed by mid December.

Further reconfiguration works were carried out internally within the Emergency Department commencing in mid December which provided three further trolley cubicles and additional waiting spaces as well as a ward pantry.

ICU CRFC WORKS

TSD received approval to upgrade the Mechanical and electrical installations for the temporary ICU located in the Clinical Research Facility Corridor adjacent the existing ICU. The new infrastructural installations included Uninterrupted Power Supply (UPS), Medial Air and Ventilation upgrades to 4no bed spaces. This upgrade would provide the hospital with an additional 4 No. compliant ICU bed spaces to provide critical care to patients as required. Works were completed from the 9th – 27th November.

COMBINED 30 BED WARD ACCOMMODATION AND THEATRE PROJECT

In 2020, MUH made a capital submission to HSE Estates to progress the Combined 30 Bed Ward Block /Operating Theatre project under the emergency Covid-19 legalisation which provides derogation to normal planning requirements and fire certificate application process.

The new proposal includes for a fast tracked project using a prefabricated light gauge steel system whereby many of the structural components are prefabricated offsite.

The project will now be progressed as a combined project instead of two standalone projects that were previously at early design stage.

Approval was received from HSE for this project on 15th December 2020 and it is anticipated that construction works will commence on site in early 2021.

RADIOLOGY EXPANSION AND UPGRADE PROJECT

MUH received HSE approval for the replacement of the Radiology accommodation in July 2020. This new development will replace the existing end of life radiology accommodation. Engagement with the contractor has commenced to progress this Design and Build Project and MUH are finalising an early works order to allow material procurement and it is expected that contract negotiations will be concluded by mid-January 2021 and construction commencing thereafter.

Decanting of Radiology personnel from the existing cabins has been completed. The project is planned for completion by Q3 2021.



ELECTRICAL INFRASTRUCTURE UPGRADE TO 1ST FLOOR CONVENT

In Q2 2020, electrical infrastructure upgrade works were completed to the 1st Floor Convent area. The works included a full strip out of existing electrical services and a complete new installation in line with current standards.

ST. MARY'S WARD, FIT ASSESSMENT ROOM

Refurbishment works were completed earlier this year on the conversion of an underutilised bathroom in St. Mary's ward to provide a new assessment room for the FIT team.

PC3 UPGRADE WORKS

While the medical gas upgrade works to PC3 were being progressed, TSD took advantage of the opportunity to carry out some further upgrade works to PC3. These upgrades included flooring replacement in areas, installation of LED lighting throughout, reconfiguration of the ward office, provision of dedicated clean utility and sluice rooms, painting and signage upgrades.

MINOR CAPITAL 2020

In response to the high risk priority items as identified in the Hospitals Infrastructural Risk Register, TSD actioned the following minor capital projects as part of Minor Capital allocation for 2020.

The outcome of addressing these high risk items by way of MC 2020 has reduced the hospital's overall risk.

1. Replacement of Oil Boiler in Lee View Block
2. Electrical Upgrades to Carpentry Workshop
3. Gas Detection upgrade works
4. Leak Detection installations to plantrooms
5. Structural facade survey to all hospital building elevations
6. Fire proofing survey and works
7. Site wide roof repairs
8. Emergency Lighting Upgrades
9. Medical Gas survey for entire campus

MAINTENANCE DEPARTMENT:

In 2020 the Maintenance Helpdesk saw a considerable rise in jobs logged on both a reactive and preventative level. There were a total of 5,904 jobs logged in 2020 of which 5,608 were signed off in the same period. This equates to a 95% job close out rate.

When compared with the same period in 2019 where 4,303 issues were logged of which 4,152 were signed off.

We can see that there was a 27% rise in the number of total helpdesk tickets.

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

- A widened preventative maintenance programme spanning across the hospital campus
- Improved interdepartmental communication
- Maintenance associated with the up keep of negative pressure ventilation systems
- Increased job reporting awareness

The Maintenance Department aim to follow this trend throughout 2021 and continue to improve and expand the maintenance programme.



TRAINING

In 2020 the maintenance department organised two rounds of passenger release lift training leading to 24 staff members being trained in total.

Further to this our general operatives completed medical gas cylinder training.

AMRIC PPE and AMRIC hand hygiene courses were also completed by all staff department wide as a protection measure against the COVID-19 Pandemic.

Fire Safety

In August of 2020, Mr. Karl Harris joined the Mercy University Hospital within the Technical Services Team as the MUH Fire Safety Officer.

The promotion and practice of fire safety awareness and prevention is an area the Mercy University Hospital is fully committed too, in order to promote and ensure a safe place of work.

As the Mercy University Hospital continues to grow and expand as an organisation, emergency planning and preparedness is equally vital to ensure the safety of both staff and patients in the event of an emergency.

Fire Safety Committee

The MUH Fire Safety Committee re-convened in December of 2020. The committee is a place where MUH can review and develop its strategy regarding fire safety issues. There is hospital wide representation along with the MUH Fire Safety Officer. Discussion on fire safety items, ideas & proposals, reviews on fire alarm activations, incidents etc.

As training is a core element to staff safety, a number of existing and new types of fire training have been reviewed and developed. The titles of the training are as follows:

- Fire Safety Induction
- Evacuation Fundamentals
- Fire Warden Training
- Communication and Incident Report
- Fire Emergency Response Team (F.E.R.T) Training Modules.

In addition to the above training modules and with the tough year that was 2020 due to the Coronavirus Pandemic, a bespoke and MUH specific, interactive fire safety e-learning module was created.

ENERGY & SUSTAINABILITY

Fan Replacement Program -

As part of the energy grant for 2020, TSD replaced various intake and extract fans serving various parts of the hospital including Endoscopy & Theatre. The rollout of this replacement programme will provide significant energy and associated financial savings.

Energy projects 2020

TSD reviewed potential energy improvement projects to be considered for 2020 and engaged the SEAI Better Energy Communities (BEC) grant scheme where 30% grant funding is available to complete energy improvement projects. Millerd Street & CNE were approved for grants for LED lighting upgrades and the works were completed in June 2020.

SEAI Public sector energy efficiency programme

MUH are part of the Public Sector energy programme where 33% improvement in Energy efficiency by 2020 was the target. MUH have achieved this ahead of target and are currently at 41% improvement since 2009.

The national targets for 2030 are currently being agreed by government where 50% improvement in energy efficiency and 30% reduction in carbon emissions are being considered.

MUH Sustainability group – Greenway 57

As part of the overall sustainability programme for MUH a group is being formed to progress all items in relation to sustainability. This will include reviews of energy consumption, water, transport, procurement, catering and other elements and will look for staff engagement to ensure the organisation as a whole can participate and contribute to ensuring MUH plays its part in operating in a sustainable way. TSD have a role in many of these issues and will also liaise with SEAI for assistance as required.

Shane O'Donnell,
Acting Technical Services Officer

EXTRACTS FROM FINANCIAL STATEMENTS 2020

SUMMARY OF FINANCIAL ACTIVITIES

	2020 €000	2019 €000
INCOME		
Patient Income	15,242	18,976
HSE Funding	113,568	98,914
Other Income	2,504	2,674
	131,314	120,564
EXPENDITURE		
Payroll and Related Costs	88,984	80,257
Non Payroll Costs	40,981	38,452
	129,965	118,709
OPERATING (DEFICIT) / SURPLUS	1,349	1,855
Donated Assets	1,916	281
NET SURPLUS/ (DEFICIT) FOR YEAR	3,265	2,136

BALANCE SHEET AT 31 DECEMBER 2020

	2020 €000	2019 €000
TANGIBLE ASSETS	50,620	48,685
CURRENT ASSETS		
Stocks	2,187	2,157
Debtors	15,121	13,946
Cash	5,613	146
	22,921	16,249
CREDITORS	(21,114)	(21,686)
NET CURRENT LIABILITIES	1,807	(5,437)
TOTAL ASSETS LESS CURRENT LIABILITIES	52,427	43,248
CAPTITAL GRANTS	(44,219)	(38,305)
SHAREHOLDER'S FUNDS	8,208	4,943

COVID-19 RESPONSE



“Who we are together is as important as what we do”

Catherine McAuley

As COVID-19 escalated into a global pandemic, Ireland began to galvanise its response in early March and Mercy University Hospital adapted its services and building to become a COVID-19 receiving hospital and meet this new need.

In collaboration with the HSE, the wider Hospital network, UCC, the Defence Forces, Cork City Council and so many contractors and agencies, MUH made maximum use of its hospital site and all facilities to support patients, staff and the wider community during the COVID-19 pandemic. The hospital's colleagues in general practice and primary care worked closely with the hospital in helping to care for patients throughout the wider community.



Members of the MUH Covid19 Management Team

SUPPORTS FOR PATIENTS

In the early days of the pandemic, the hospital had to make a difficult decision in line with government guidance, to close the site to visitors. All staff were cognisant of the impact this would have on our patients and their families and sought the best way to protect everyone and minimise distress. Our patients were truly inspirational as they adapted to a new reality and not being with loved ones at such a vulnerable time. A number of initiatives were introduced including an online Letter System to help patients keep in contact with their loved ones, during their stay. Pastoral Care, together with the Office of the Director of Nursing,

enabled this new system. Generous donations of iPads, via the MUH Foundation, provided a further means and comfort for patients to stay in touch with loved ones. Care Package Donations from Penneys and Irwins Pharmacy were received and distributed via the Patient Liaison Officer. The main Reception area was redesigned to reassure families that they could safely leave items for their loved ones to be collected.

The MUH Pastoral Care Team, together with the End of Life Committee, provided exceptional care for our patients and their families during this most painful time.



COMMUNITY SUPPORT

The support of our wider community was phenomenal. MUH received approximately 80 gestures of goodwill from businesses, restaurants and individuals. These gestures of goodwill included food stuffs, Easter eggs and pamper products. The Catering Team and Values & Culture Lead co-ordinated and distributed these products on a daily basis and every member of staff (both on site and off site) received a gift. These gestures - words, actions and gifts provided a much needed morale boost for our staff.

When the decision was taken to adapt PPE, a call went out for seamstresses/tailors to assist us. Once again we were overwhelmed with the tremendous response

and were delighted with so many offers. The hospital was also delighted to welcome Lord Mayor John Sheehan in April who made a courtesy visit to MUH to offer support to all our staff and patients.

Messages of support from the public were co-ordinated and displayed and communicated to staff across the hospital by means of email, Gratitude Boards, Canteen TV etc.

The hospital created a special 'Thank You' video message acknowledging the public and community for all their support which was published on our social media platforms in June. The video was very well received and viewed online by 35k people.



STAFF WELFARE GROUP

Caring for each other during this unprecedented time was paramount. A Staff Welfare Group was established with expert guidance from the hospital's Clinical Psychologist in line with global best practice. Resources were made available to staff including a dedicated helpline. Work included the design and promotion of Self Care Posters, Promotion of online Self Care Programmes (approved) and wellbeing supports available to Staff in house and via Employee Assistance Programme (EAP). Facilitated focused training – Enhanced Communication (led out by the Department of Nursing), Training provided on

Psychological First Aid for Line Managers (accredited to the John Hopkins University Schools of Medicine).

Communication was key across the organisation and keeping all staff up to date was critical. Town Hall meetings were hosted via Zoom and a dedicated email address was created for queries and concerns. A daily communiqué issued with important advice and pertinent information. The tag line “Who we are together is as important as what we do” (Catherine McAuley, Foundress of the Mercy Order), was integrated into Covid19 communications connecting staff to the pioneering and innovative legacy of Mercy.

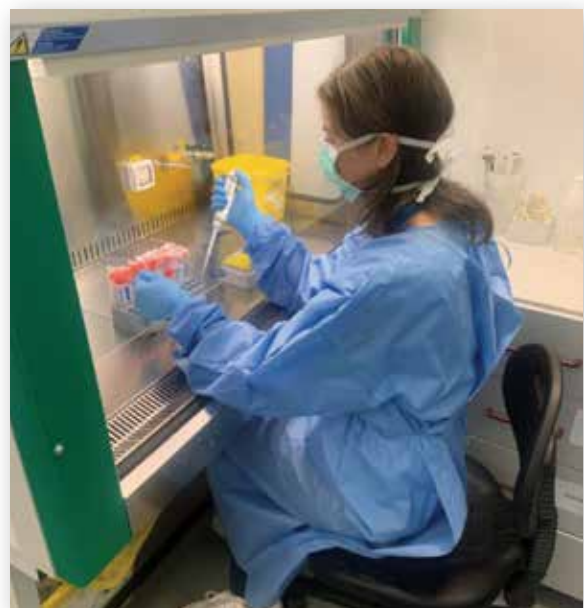


ADAPTING OUR SERVICES

Microbiology Laboratory

MUH was among the earliest sites to begin COVID-19 testing as the laboratory had acquired a high-throughput molecular instrument and had a former storage room retrofitted into a molecular laboratory immediately prior to the pandemic. The equipment was purchased from a competitively attained award from the Slaintecare integration fund.

Once the necessary reagents had been acquired from a South Korean manufacturer, the scientists and support staff spent many long days and weekends getting the testing up and going including an in-depth validation of the new instrumentation and reagents and staff training.



St Therese's Oncology Ward

The medical oncology day service - St Therese's Ward moved entirely over one weekend to the Clinical Skills Floor of the School of Nursing on UCC's Brookfield Campus. This move occurred in response to a recommendation made by the National Cancer Control Programme whereby all acute hospitals should relocate their oncology and haematology services Covid-19 where possible. All staff moved with their ward including Nursing, NCHD, HCA, Clerical and Catering. The Ward became fully operational on 6th April with 10 patients treated on that first day. Both medical oncology and haematology day case chemotherapy was administered on this site under the governance

and control of MUH for 18 weeks until UCC required their space back for the new college year and it was deemed safe to return to the hospital campus.



ADAPTING OUR SITE

The outside of the hospital also underwent a number of changes during this time. Henry Street was closed primarily to facilitate the installation and commissioning of an additional bulk oxygen tank. This installation enabled the hospital to maximise its oxygen supply as this is one of the main treatments for patients with COVID-19. This installation and was approved under the COVID-19 emergency legislation along with a valuable upgrade to the hospital's capability to provide critical care and surge ventilation capacity. During the initial acute phase of COVID-19 the hospital was funded to open an additional ICU bed (6th bed) and create a surge critical care area with four additional beds within the hospital. This significant investment in the hospital's infrastructure and equipment (including upgrades to the ventilation system) enabled the hospital to maximise its critical care capacity.



Another change at the front door was the erection of two Tactical Soft Shelters (tents) by the Defence Forces over 48 hours in early April. These tents were located adjacent to the ED to provide the department with additional patient assessment space, facilitate patient flow and further enhance our ability to adhere to social distancing guidelines.



These two soft shelters were replaced by two portacabins in late 2020 and commissioned in mid December. The installation of this additional accommodation (approximately 200m²) has provided additional clinical capacity by way of providing supplementary waiting areas with infection prevention controls in line with national Covid-19 protocols, triage rooms and assessment/treatment cubicles. This development has greatly assisted the hospital with its COVID-19 response.

Huge gratitude is extended to the Irish Defence Forces. Vision Contracting, PortaKabin, the HSE, the National Ambulance Service, Cork City Council, An Garda Síochána, Cork City Fire Department and the ESB.

OUR STAFF

Like the generations of Mercy Care Givers before us, Awareness of the Need and Immediacy of the Response is a way of life for us. This was exemplified above and beyond by the staff of Mercy University Hospital during this critical period. The following are some examples of their dedicated commitment:



- The Procurement Department set about the task of sourcing protective equipment and keeping the hospital's supply chain in motion.
- Household services together with Noonan Services undertook an enhanced cleaning regime across all Mercy sites and introduced safety signage across the campus.
- The Catering Team redesigned the canteen space to ensure appropriate physical distancing was possible whilst maintaining the same quality standard for patients and staff.
- HR ensured that staffing levels were sustained whilst protecting vulnerable employees. Together with the hospital's IT Department, remote working was facilitated immediately to ensure business continuity, especially for the Finance Department.
- The Health & Social Care Professionals (HSCP) adapted their roles to provide invaluable support across ward areas and were visible and active across social media platforms on the HSCP eHealth Advisory Group.
- Clinical colleagues immediately adapted their working relationships by creating Ward Teams and developing new pathways through ED which extended across the hospital to protect Covid-19 and non Covid-19 patients.
- The Occupational Health Department introduced various measures, extended their working hours and increased their workforce to ensure staff had access at all times in respect of concerns, queries and testing.
- The Infection Control Team commenced education and training programmes in "donning and doffing" PPE across all disciplines, hand hygiene etc. and extended this training to the wider community.
- The Out Patient Department was converted to a Swabbing Clinic and staff relocated and upskilled to accommodate this need.
- Carpentry services remodelled many facilities across the hospital including the Emergency Department (ED) and Microbiology Laboratory to facilitate the arrival of new chemical testing cabinets.
- Consultant colleagues and medical secretaries re-engineered critical appointments and maintained contact with patients throughout.
- The Department of Nursing led out Facilitated Focused Training – 'Enhanced Communication Skills in this COVID Pandemic'. This training was designed to help and support clinicians in their difficult and challenging conversations with patients and their loved ones and supported staff in taking a skilled, sensitive and patient-centred approach to all communications.



HOSPITAL HIGHLIGHTS 2020



Whilst the collective endeavours of the hospital were focused on COVID-19, there were still some non COVID-19 moments to be celebrated and acknowledged across the hospital.

CLINICAL AUDIT & QUALITY IMPROVEMENT DAY

We were absolutely delighted to be able to run the Mercy University Hospital Clinical Audit and Quality Improvement Day on July 7th 2020. In 2019, we ran the inaugural Mercy University Hospital Clinical Audit and Quality Improvement Day with great success so we were delighted when it became clear we would be able to repeat the event in 2020 albeit in a socially distanced format. We had national support from Dr Colm Henry (Chief Clinical Officer) and Dr Philip Crowley (National Director, Quality Improvement Division, HSE). Both Dr Henry and Dr Crowley sent us a video message to our staff that was played on the day at the start of the presentations.

Despite all the challenges for staff throughout 2020, we had an amazing 59 projects presented on quality improvement and clinical audit in the Mercy University Hospital. The overall winner & recipient of the Sr Laurentia Award for achievement of excellence at the Clinical Audit & Quality Improvement Day was a project from the Microbiology Department on implementing testing for COVID-19.

Award Winners Clinical Audit and Quality Improvement Day 2020

- **OVERALL WINNER – SR LAURENTIA EXCELLENCE AWARD**
Microbiology Department – Implementation of Molecular Testing for SARS-CoV-2 (COVID-19)
- **IMPROVING PATIENT EXPERIENCE THROUGH PERSON-CENTRED CARE**
Acute Stroke Service – Acute Stroke Unit Booklet Bridging the information gap between patients, relatives and providers
- **IMPROVING PATIENT OUTCOMES THROUGH EFFECTIVE CARE & SUPPORT**
Speech & Language Department - Electronic referrals to Speech & Language Therapy - Design and implementation of an electronic referral system in Mercy University Hospital
- **PROVIDING SAFER CARE AND SUPPORT**
Emergency Department - Interdepartmental Quality Improvement Initiative to respond to new requirements of Resuscitation in the Emergency Department in the COVID-19 era
- **PROVIDING BETTER HEALTH & WELLBEING TO STAFF OR PATIENTS**
Physiotherapy Department - The Implementation of a Physiotherapy Led Prehabilitation Programme for Minimally Invasive Oesophagectomy patients within a teaching hospital
- **IMPROVING THE USE OF RESOURCES IN HEALTHCARE**
Biochemistry Laboratory - Exploring the impact of over requesting of laboratory tests in Biochemistry, MUH and devising a demand management strategy to reduce costs without compromising patient care and safety

GI LABORATORY

The COVID-19 pandemic has led to unprecedented change in our healthcare systems. The speciality of Gastroenterology within Mercy University Hospital Cork was faced with the deferral of many routine and surveillance endoscopies as the focus was redirected to urgent care. Stringent restrictions and measures for endoscopy procedures were put in place, which aimed to protect patients and healthcare professionals from uncontrolled exposure. The HSE guidance document for safe endoscopy in pandemic conditions recommended that alternative non-invasive investigations be considered for all non-urgent referrals for endoscopy.

As a response to these restrictions and increasing waiting lists during the first lockdown the GI Lab at the Mercy introduced a new technique to examine the oesophagus, stomach and duodenum - the Upper GI Video capsule examination. During this new procedure the patients merely swallows a small capsule with cameras as both ends. These cameras transmit the images to a screen in the GI Lab or to a recorder that the patient wears. The entire procedure is performed in the GI lab over an hour and there is no need for hospital beds or patient sedation. The procedure is not aerosol generating.



This technology was rapidly and successfully introduced as an alternative diagnostic tool during the COVID-19 pandemic to help tackle the increasing waiting list for gastroscopy at our unit.

Throughout the pandemic in MUH we have seen that the PillCam UGI achieves excellent views of the upper GI tract. In selective cases it is a safe alternative to gastroscopy and has helped to significantly reduce gastroscopy waiting times.



E-LEARNING MODULE – REPORTING AN INCIDENT

In 2020, the Quality Risk Management Department (QRMD) officially released the E-Learning Module – Reporting an Incident. The module was created to guide staff through the incident reporting process. With class room training currently limited due to COVID-19 restrictions, moving our training to E-Learning is a quality initiative by the QRMD to facilitate ongoing training for MUH staff.

The module is interactive and allows staff to complete the Reporting an Incident module and obtain a certificate of completion. It allows staff the freedom to come back to the module at any stage if they require any additional guidance with sample scenarios and useful links available through the module. An instructional video is also available which will give staff a glimpse of what to expect when opening the module, the interactive buttons and how to obtain a certificate of completion.



STAFF RECOGNITION

2020 – Celebrating Nursing

2020 was designated by the World Health Organisation as the International Year of the Nurse and Midwife.

MUH Director of Nursing, Margaret McKiernan formally launched MUH's Year of the Nurse celebrations on February 14th and acknowledged the incredible contribution of Nurses who work and support people through lifetime continuum – cradle to grave.

She declared that this year is an opportunity to lead, innovate and excel across all areas and specialties of nursing and on a personal level a key priority for Margaret as Director of Nursing is to articulate and showcase the Art and Science of nursing here in the Mercy Nursing Community.

Unfortunately all further events both locally and nationally were put on hold due to the Covid-19 pandemic.

LEADING THE WAY!

Mr. Derek Hennessy (Consultant Urologist) together with Dr. Gemma Brown (Consultant General Medicine/Renal) and their respective teams facilitated the inaugural Renal Stone Multi Disciplinary Team (MDT) meeting in Mercy University Hospital in late January. Congratulations to everyone involved as this is the first such MDT in the country. MUH is presently leading the way in Europe for kidney stone treatment and such developments will allow MUH to provide a quality service which hopefully will grow and expand to provide the required care for patients.



ELECTION OF DR. ADRIAN BRADY

Dr ADRIAN BRADY (Consultant Radiologist) was elected to the board of directors of the European Society of Radiology (ESR) in March 2020. This is a 5-year membership of the Board of Directors, progressing through the offices of 2nd and 1st Vice-President, President, Chairman of the Board & Past-President. He will be Society president in 2022-2023, and President of the Congress in March 2023. The following year, he will be Chairman of the Board. The ESR was founded 2005 it has over 121,000 members across the globe, with 48 National Member Societies within Europe, 49 Associate Institutional Member Societies outside Europe. The European Congress of Radiology (ECR) held every March in Vienna – one of largest medical conferences in Europe, & second-largest Radiology meeting in the world – over 30,000 participants each year. Dr Brady is now in the leading governing group of the ESR and no Irish radiologist has previously served at this level in the ESR.



TEAM SPIRIT

Employee Wellbeing Week

MUH Employee Wellbeing Week (#Wellbeing, The Mercy Way) was held in September with an array of fun and engaging events and lots of treats for staff on offer daily. Highlights included a performance recital from the Cork School of Music and a session from singer/songwriter John Spillane. Freddy's Ice-cream Van provided free 99's, ice-cream tubs, gluten free options for staff across the entire campus and proved to be one of the highlights of the week! Treats, Chair Massages and Foot Treatments were also available for staff to book daily.



Yuletide Team

In keeping with the Mercy Value of Team Spirit, representatives from across the hospital including the Staff Welfare Group, Social Club and Staff Forum joined forces to form a Yuletide Team to ensure that all aspects of the Mercy Christmas experience for staff would still happen, with a few slight adjustments in line with Government Guidelines.

There were many fun events rolled out across the hospital, however conscious of the financial impact of COVID-19 on the community we serve, a Mercy Giving Box was available for Staff to contribute to and a special Candle Lit Advent Reflective Service was held in the Chapel.

The hospital also had a visit from Santa Claus together with the Kinsale Lions Club and the Band of An Garda Síochana who entertained patients and staff.



MISSION & VALUES PROGRAMME 2020

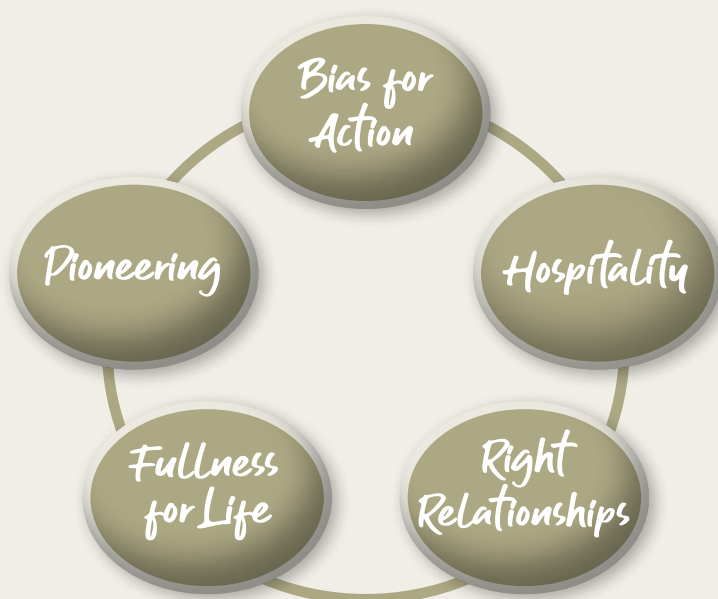


“I have to say that I find it particularly easy in the Mercy as a newcomer - what I have learned from every single person I met here just incarnates the Mercy spirit. I could almost touch it from the very first moment I started working here. I am very grateful for being part of this.”

(Comment from Staff Member)

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



In March 2020, as the collective endeavors and attention of MUH focused on COVID-19, a number of planned projects and initiatives were deferred. The onset of Covid19 realigned the work of the Values & Culture Lead for a period of time with a focus on Staff communication, Staff welfare initiatives, management of Goodwill Gestures and engagement with community partners, development of a Gratitude Zone and design of cards and creation of Thank You Video for the wider Community, healthcare partners and companies that supported MUH during this period. (Please see COVID-19 Response Page 57)

LIVING OUR VALUES - #THE MERCY WAY

MUH is guided by its five Core Values of Respect, Compassion, Excellence, Justice and Team Spirit as outlined in the Mercy Care South Governance Charter – A Mission in Healthcare. Initiatives and projects undertaken by the Values & Culture Lead in 2020 gave expression to those Values.

VALUES & CULTURE BOOKLET (Our Heritage, Tradition & Ethos)

This booklet is designed as a tangible reference document that clearly articulates the hospital's Mission and Values – Our Heritage Tradition Ethos. The booklet is part of the Induction Package for all new staff.



This booklet provides information on:

- The significance of Mercy University Hospital's mission, heritage and legacy.
- The Mercy Way – what it means!
- MUH Core Values - Interpreting and understanding the values.

GUIDELINE FOR BEREAVED STAFF: *Supporting a Bereaved Staff Member*

Together with the support and guidance document for Managers: **Death of an Employee in Service** a Guidance Document for Managers and Supervisors, a Guideline for Supporting a **Bereaved Staff Member** was introduced in 2020. This guidance document is intended to offer support and suggestions for managers and supervisors who have a bereaved member of staff within their team.

TABOR GROUP BREAKFAST WORKSHOP

In February 2020, the Tabor Group facilitated a Breakfast Workshop, at MUH to assist and empower MUH Line Managers to identify and respond to the issues of staff members whose work performance is impacted by substance misuse. The workshop focused on substance misuse disorders and how the disorder can impact the individual in mild, moderate and severe forms and how the disorder may manifest in the workplace and outlined how Tabor Group can assist and support MUH with the management of workplace performance impacted by substance misuse.

SOCIAL JUSTICE

MUH continued to support our civic and public partners across the city in key campaigns during 2020 including the #CorkSaysNo campaign to raise greater awareness around the reality of human slavery in 2020 and ongoing engagement with Cork Healthy Cities initiative with the Sanctuary Hospital Movement (which was paused due to Covid19).

LAUNCH OF GREENWAY57: IT STARTS WITH MERCY



Greenway57 was formally launched at a Heads of Department meeting in January 2020 as part of Mercy University Hospital's commitment to the protection of our Common Home and in keeping with our core values. This initiative will draw together staff who have a personal and professional passion for the environment. The goal of Greenway57 is to enable MUH in becoming more resource and energy efficient, prevent/reduce waste and endeavor to create a more sustainable environment for patients and staff of the Hospital. During 2020, in terms of energy efficiency, MUH have participated in the SEAI Better Energy Communities and installed LED lighting in Centre for Nurse Education and Millerd Street blocks. Energy Efficient Fans have been installed serving the Theatre suite and an energy efficient chiller for the main kitchen was also installed. These initiatives have been supported by SEAI and the HSE. From a waste management perspective, the Canteen introduced compostable food bins and continue in their objective to become "plastic free".



ENGAGING WITH RESPECT PROGRAMME

The Staff Communications Skills Programme – Engaging with Respect, piloted in late 2019, continued in 2020 with four sessions facilitated. The aim of the programme is to develop the key communication skills required to continue to build strong relationships with all those we interact with across all disciplines and grades. The sessions are multidisciplinary and are open to all staff across all departments.

INDUCTION/ORIENTATION PROGRAMMES

Global Induction Programmes were facilitated, when practicable during 2020. Key personnel were facilitated with an individual Bespoke Induction Programme in respect of MUH Values & Culture. A dedicated COVID-19 Induction video was created for all new and returning staff incorporating key messages from the Consultant Microbiologist, Occupational Health, Health & Safety and HR.

MERCY WEEK 2020

This year due to COVID-19 restrictions celebrations for Mercy Week were more muted than previous years. Thus the focus centered on Mercy Day Mass which was celebrated by Bishop Fintan Gavin and staff acknowledgment and recognition. The Mercy Pins which honour staff for their long service (10, 20, 30 years) were redesigned to incorporate the Mercy Cross surrounded by a Circle representing the Circle of Mercy. Six members of staff reached 40 years service and their presentations were incorporated into Mercy Day Mass. In lieu of the traditional Mercy Day Lunch for Staff, each member of staff received a customized Chocolate Gift Pack.



VALUES AWARD: EMPLOYEE CHOICE VALUES AWARD



This Award scheme is an employee-owned program that will offer MUH staff a way to acknowledge and express appreciation for colleagues who make a difference to their everyday working life. All Mercy staff can nominate a fellow staff member who has brought to life the Mercy Mission and Values by demonstrating true service to the hospital. Every member of staff within MUH is eligible for this Award.



STAFF FORUM

In As Values led organisation, Mercy University Hospital is committed to ensuring all staff across all grades and discipline are treated with compassion, respect as we work together as a team for justice and excellence for all. In 2020, a Staff Forum was established, in order to:

- Drive greater participation of staff within the hospital create ownership and pride)
- Give staff the opportunity to make suggestions to improve the employee experience and to make MUH an even greater place to work
- Enhance existing methods of communication and to encourage further two-way dialogue
- Inform and consult on significant changes within the hospital that impact staff

MERCY TIMES

Two editions of Mercy Times were published in 2020 – one of which was a dedicated Covid19 edition.



SOCIAL MEDIA

MUH maintains a positive and strong profile across Social Media via Twitter, Facebook and LinkedIn.

Ms. Siobhán Kenny
Values & Culture Lead

FOUNDATION HIGHLIGHTS 2020



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 2020

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

Mr. Eoin Tobin (Chair)

Dr. John Cahill

Ms. Yvonne Barry

Sr. Coirle McCarthy

Mr. Will Roche

Mr. Michael O’Brien

Mr. Brian Dunphy

Dr. Chris Luke

During the COVID-19 pandemic, our incredible supporters donated over €3 million

This helped to fund vital pieces of medical equipment like a Sonosite Ultrasound for ICU to smaller appliances for staff like toasters, kettles and microwaves. Here are just some of the items we purchased...

Thank You





Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit

