



Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit

ANNUAL  
REPORT  
**2024**



# CONTENTS

Vision Mission & Values .....	5
About the Hospital .....	7
Consultant Medical Staff .....	8
Legal and Banking Information .....	10
Chair's Report .....	12
Chair's Report .....	12
Chief Executive Officer's Report .....	14
Board of Directors .....	17
Role and Structure .....	17
Directors 2024 .....	18
Attendance at Board Meetings 2024 .....	21
Management Structure .....	22
Committee Structure .....	23
Profit and Loss Account .....	24
Balance Sheet .....	25
Clinical Activity .....	27
Clinical Care .....	29
Nursing and Community .....	35
Our People .....	41
Patient Experience Quality and Safety .....	47
Infrastructure, Development and Sustainability .....	51
Achievements and Awards .....	56
Events .....	62
Mercy University Hospital Foundation .....	65



# 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

Mercy University Hospital Cork Limited (MUH) was founded in 1857 by the Sisters of Mercy (MUH) and is a cornerstone of acute and specialist care in the South West region, delivering high-quality, patient-centred healthcare in one of Ireland’s most socially complex populations. As a Section 38 Voluntary Hospital, MUH operates under a Service Arrangement Contract with the HSE, providing essential complex diagnostic, acute medical, acute surgical, and critical care services while supporting a wider regional strategy through integrated service delivery. The affairs of the company are managed by a Board of Directors who are responsible to a trustee company – Mercy Care South which was established in 2016. The hospital is a registered charity and operates as a not for profit entity.

MUH is a city-centre model 3 acute hospital treating over 127,000 patients per annum with a workforce of circa 1,500 staff. The hospital currently has 354 beds which includes 50 in-patient mental health beds.

MUH is committed to being an exemplar of ‘a hospital without walls’, evidenced through the governance of offsite MUH services, including the Mercy Local Injury Unit, St Francis Transitional Care Unit, Lee Clinic Medical Oncology Unit, the Regional Specialist Memory Clinic and Mercy Homecare and Frailty Outreach teams. MUH serves a diverse and growing population and, as an inner-city hospital, especially cares for a cohort of patients with a complexity of social needs as well as health needs.

## The Mercy University Hospital offers the following services:

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



# CONSULTANT MEDICAL STAFF

Dr	Anita	Griffiths	General Anaesthesiology/ICU/Critical Care
Dr	Donall	O'Croinin	General Anaesthesiology/ICU/Critical Care
Dr	Elise	Alexander	General Anaesthesiology/ICU/Critical Care
Dr	Jennifer	Whyte	General Anaesthesiology/ICU/Critical Care
Dr	John	Dowling	General Anaesthesiology/ICU/Critical Care
Dr	Michelle	O'Mahony	General Anaesthesiology/ICU/Critical Care
Dr	Owen	O'Sullivan	General Anaesthesiology/ICU/Critical Care
Dr	Sean	Minogue	General Anaesthesiology/ICU/Critical Care
Dr	Siun	Burke	General Anaesthesiology/ICU/Critical Care
Dr	Donal	Harney	Pain Management
Prof.	Gerald	McGreal	Vascular Surgery/General Surgery
Mr	Gavin	O'Brien	Vascular Surgery/General Surgery
Prof.	Micheal	O'Riordain	Colorectal Surgery/General Surgery
Mr	Shane	Killeen	Colorectal Surgery/General Surgery
Mr	Thomas	Murphy	Upper Gastro-intestinal Surgery
Prof.	Christoir	O'Suilleabhain	Hepatobiliary Surgery
Mr	Adrian	O'Sullivan	Hepatobiliary Surgery
Dr	Ahmed	Haidran	General Surgery Urology
Mr	Paul	Sweeney	Urology
Mr	Ciaran	Brady	Urology
Mr	Derek	Hennessey	Urology
Dr	Aideen	Madden	Urology
Prof.	Martin	Buckley	Gastroenterology / General Medicine
Dr	Jane	McCarthy	Gastroenterology / General Medicine
Dr	Carthage	Moran	Gastroenterology / General Medicine
Dr	Donal	Sheehan	Gastroenterology / General Medicine
Dr	Ciaran	McDonald	Gastroenterology / General Medicine
Prof.	Marietta	Lacucci	Gastroenterology / General Medicine
Prof.	Terry	O'Connor	Respiratory / General Medicine
Dr	David	Curran	Respiratory / General Medicine
Dr	Patrick	Coughlan	Respiratory / General Medicine
Dr	Kieran	O'Connor	Geriatric Medicine/General Medicine
Dr	Catherine	O'Sullivan	Geriatric Medicine/General Medicine
Dr	Ronan	O'Caioimh	Geriatric Medicine/General Medicine
Dr	Keith	McGrath	Geriatric Medicine/General Medicine
Dr	Elizabeth	Moloney	Geriatric Medicine/General Medicine
Dr	Suzanne	Timmons	Geriatric Medicine/General Medicine

Dr	David	W. Molloy	Geriatric Medicine/General Medicine
Dr	Daniel	Gilmartin	Geriatric Medicine/General Medicine
Dr	Una	Clancy	Geriatric Medicine/General Medicine
Dr	Ayanfeoluwa	Obilana	Renal Medicine/General Medicine
Dr	James	Ryan	Endocrinology/General Medicine
Dr	Matthew	Murphy	Endocrinology/General Medicine
Dr	James	Ryan	General Medicine/Acute Medicine/Inclusion Health
Dr	Rachel	Cole	General Physician/Mental Health Liaison
Prof.	Carl	Vaughan	Cardiology
Prof.	David	Kerins	Cardiology
Dr	Gearoid	Fitzgerald	Cardiology
Prof.	Derek	Power	Oncology
Dr	Clodagh	Keohane	Haematology
Dr	Zlatka	Popova	Haematology
Dr	Maeve	Crowley	Haematology
Dr	Margaret	Creedon	Clinical Microbiology
Dr	Niamh	Mullane	Clinical Microbiology
Dr	Orna	O'Toole	Neurology
Dr	Grace	Crotty	Neurology
Mr	Brian	McNamara	Neurophysiology
Dr	John	MacFarlane	Rehab Medicine
Dr	Marie	Murphy	Palliative Care Consultant
Dr	Darren	McLoughlin	Emergency Medicine
Dr	Patrick	Whooley	Emergency Medicine
Dr	Kantikiran	Dasari	Emergency Medicine
Dr	Katy	McCarthy	Emergency Medicine
Dr	Sean	Croughan	Emergency Medicine
Dr	Martin	O'Driscoll	Radiology
Dr	Peter	MacEaney	Radiology
Dr	Edel	Kelliher	Radiology
Dr	Catherine	Dewhurst	Radiology
Dr	Anne	Walsh	Radiology
Dr	Dermot	Bowden	Radiology
Dr	Damian	O'Neill	Radiology
Dr	Patrick	O'Regan	Radiology
Prof.	Michael	Maher	Radiology
Dr	Johnny	O'Mahony	Radiology

# LEGAL AND BANKING INFORMATION

## COMPANY SECRETARY

L & P Financial Trustees Limited  
c/o Mercy Provincial Offices  
Bishop Street, Cork

## REGISTERED OFFICE

Office of the Chief Executive  
Mercy University Hospital  
Grenville Place, Cork T12 WE28

## REGISTERED NUMBER

353064

## REGISTERED CHARITY NUMBER

20044862

## CHARITY NUMBER

CHY 13963

## AUDITORS

Deloitte Ireland LLP  
Chartered Accountants and Statutory Audit Firm  
No. 6 Lapp's Quay, Cork

## BANKERS

Bank of Ireland  
32 South Mall, Cork

## SOLICITORS

Doyle Solicitors  
31 South Bank, Crosses Green, Cork



# CHAIR'S REPORT



It is a great honour to introduce the 2024 Annual Report. Over the past year, Mercy University Hospital's (MUH) commitment to improving health outcomes and enhancing patient care has been both tested and strengthened amid a dynamic and often challenging healthcare environment. I am pleased to say that not only have we met those challenges head-on but have transformed them into opportunities for positive change.

Throughout the year, our staff have worked tirelessly to advance innovative solutions, expand access to essential services, improve operational efficiency, uphold the highest standards of care and compassion, and, to remain steadfast in our mission and values. Our collaborative efforts have not only improved patient outcomes but have also strengthened partnerships with local agencies and stakeholders, reinforcing our role as a vital pillar of our diverse community's health and wellbeing.

In this regard, the hospital treated in excess of 127,000 patients during 2024, an increase of 5% overall compared to 2023. On a poignant note, the hospital's paediatric service transferred to Cork University Hospital (CUH) in June marking the end of 111 years of caring for the children of Cork and beyond in MUH. However, by bringing together the expertise and resources of both MUH and CUH, the region is ensuring that children receive the best possible care.

Work on the hospital's new 5-year strategy 2025–2030 and accompanying clinical strategy was largely completed during the year and I look forward to the Strategy's formal launch and implementation in 2025.

Financially, the hospital has maintained sound stewardship ensuring fiscal responsibility, while delivering the essential services it is contracted to, under the Service Arrangement with the HSE. The hospital ended the year with a deficit of €0.523m compared to €3.7m in 2023. Discussions will continue with the HSE to ensure a sustainable funding model that underpins safe, high-quality, and patient-centred care.

There were a number of changes to the membership of the board during 2024. Firstly, I would like to thank Mr Neil O'Carroll and Ms Irene O'Donovan who both retired in September. Neil served on the Board for 11 years and as Chair for 5 of those. During his term in office, Neil oversaw significant development of the hospital and was a staunch advocate for both the Mercy and the wider voluntary healthcare sector through his role on the Irish Voluntary Healthcare Association. I thank Neil for his tireless passion and dedication to both the Board and hospital. I would also like to extend a warm 'Mercy' welcome to the three new Directors who were appointed during the year: Dr Paddy Ryan, Professor Fergus Shanahan and Ms Marguerite Gallaher.

Like the Board, there were a number of changes to the executive team during 2024. August saw the departure of Ms Anne Coyle, CEO to take up post as CEO in Beaumont Hospital and on behalf of the Board, I would like to place on record our sincere gratitude for all she achieved during her tenure at MUH. Ms Margaret McKiernan was subsequently appointed to the role of CEO in August following formal ratification of her appointment by Mercy Care South and the Board of Directors.

Finally, I am pleased to have this opportunity to express my profound appreciation to everyone who supported 'The Mercy' during the year in various different ways including the board and staff of the Mercy University Foundation, the HSE South West Region and Dr Andy Phillips (REO), other healthcare agencies, volunteers, the public and all our partners whose professionalism and dedication are fundamental to MUH's continued success. Equally, sincere gratitude is extended to the Chair of Mercy Care South, Ms Margaret Lane and her fellow trustees for their valuable work and unwavering commitment to the hospital.

As we move forward, I am confident that we will continue to deliver equitable, quality health services that respond to the evolving needs of those we serve. We will continue to drive positive change and improve health outcomes for all members of our community.

**Ms Ann Doherty**

Chairperson

# CHIEF EXECUTIVE OFFICER REPORT



I am privileged to present my first Annual Report as Chief Executive officer (CEO) of Mercy University Hospital. While I assumed the role of CEO in August, I have had the honour of witnessing the ongoing growth of the hospital as a member of the Executive Team in my previous role as Director of Nursing.

Comparable with recent years in the hospital's history, it is fair to say that 2024 was a challenging year for the hospital (and health providers nationally). However, the hospital continues to outperform regional benchmarks, providing exceptional care while addressing disproportionate social and demographic inequalities.

2024 was a year of important internal transformation for the hospital with a focus on consolidating both new **clinical governance structures** and changes to the executive management structures and executive portfolios. The new structures were designed to improve and enhance patient quality and safety.

We have continued to provide high quality services at the Mercy Hospital, through the many services which support our clinical activity. January saw the launch of the **Mercy Homecare Service** in which Healthcare Assistants deliver quality personal care to patients in the community. Over 1,500 bed days were saved with 93 patients availing of the service. It is envisaged that this service will expand further in 2025, given the positive reception and response to it.

Our staff have been recognised in many ways this year, through awards for both individuals and departments, invitations to present talks and posters at conferences. The hospital hosted its **6th Clinical Audit & Quality Improvement Day** in June. An impressive 63 projects were submitted varying from Clinical Audit, Patient Centred Care, Improvement to Services and the Use of Resources. Please see **Page 58** for more.

In the spirit of Mercy hospitality, we welcomed various visitors to MUH during the year including facilitating an undergraduate nursing clinical placement from the **Schools of Business and Law, Endicott University, Boston** and in July, we welcomed 13 students in the third year of their BSc Nursing programme.

**HIQA** visited MUH in April to conduct an unannounced inspection which focused on eleven national standards from five of the eight themes of the National Standards for Safer Better Healthcare. More information on the visit is at **Page 49**.

The **transfer of Paediatric Services from the hospital to Cork University Hospital** occurred in June. The transfer of paediatric services to CUH represents a pivotal advancement in our healthcare delivery. While MUH has been proud to provide paediatric care for over 100 years, this move allows for resources and expertise to be focused on a more integrated paediatric service at CUH and is in line with the recommendations of the 2010 HSE Reconfiguration of Acute Hospital Services Plan and the National Clinical Programme for Paediatrics and Neonatology.

A service transfer of this magnitude required a coordinated and collaborative working relationship across the region and within the hospital itself whilst ensuring that our patients remained the focus of all our endeavours. I fully recognise the impact this consolidation had on our staff, patients, and their families, and I am deeply grateful for the collaboration and support that made this possible.

Work on developing a 5-year strategy for MUH began in February 2024. The development of the **MUH Strategy 2025-2030** strategy took cognisance of the needs of MUH's patients and what hospital care might look like in the next 5 years within the emerging HSE Southwest Regional Structure. The Strategy Development team worked with all staff across the hospital in shaping MUH's collective future, whilst keeping high quality patient care, our values, and our mission at the centre of all that we do and we will also continue to engage and work with our partners in HSE South West and collaborate with our colleagues in Public Health.

The design and development of the Strategy 2025-2030 is grounded in six strategic pillars, each aligned with the mission, vision and values of the hospital. These Pillars are Mission, Quality, Stewardship, Digital, Sustainability and Research and have enabled the identification of four Big Moves which focus on Staff, Continuous Operational Improvement, Sustainability and Technology, and Partnership.

On a more sombre note, Secretary/Manager and first CEO of the hospital, Mr John Murphy, died in December. John was a strong advocate for MUH for over 20 years and played a significant role not only in the development of MUH but in the delivery of healthcare in Cork. In June we also learned of the death of Mr Micheál Sheridan, CEO of the Mercy Hospital Foundation. May they both Rest in Peace.

The hospital is very grateful for all the support it received from so many different sources throughout the year. I would like to especially mention the **Mercy University Hospital Foundation** and the wider community for their continuous and generous support.

Finally, I would like to take this opportunity to sincerely thank Mr Neil O'Carroll (former Chair), Ms Ann Doherty (Chair) and the Board of the hospital for their invaluable support. I also wish to pay tribute to the professionalism and commitment of my executive colleagues and all staff who continue to deliver a safe and quality service to our patients.

Looking forward to 2025, MUH is wholly committed to the partnership principles that guide voluntary hospitals' collaboration with the HSE, ensuring cohesive regional healthcare planning that aligns with Sláintecare's vision for accessible, efficient, and equitable care. We will continue to work with, and fully engage with, the new South West regional structures and Integrated Health Areas when established. I look forward to commencing the implementation of the first phase of the strategic actions from the MUH Strategy 2025-2030 and I am confident that MUH will build on its delivery of exceptional clinical outcomes while continuing to demonstrate a commitment to service efficiency, quality improvement, service innovation and operational excellence in 2025 and beyond.

**Margaret McKiernan**  
Chief Executive Officer

# 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 process. 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 & Risk, Finance, Capital & Digitalisation, People and Quality & Safety.

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



# Directors- 2024



**Mr Neil O'Carroll**  
*Retired in September*



**Ms Ann Doherty**  
*Appointed in March*



**Ms Marguerite Gallagher**  
*Appointed in December*



**Mr Eoghan Lynch**



**Prof. Ciaran Murphy**



**Ms Edwina Nyhan**



**Mr Barry O'Brien**



**Ms Irene O'Donovan**  
*Retired in September*



**Ms Ann-Marie O'Sullivan**



**Mr Joe O'Shea**



**Dr Paddy Ryan**  
*Appointed in March*



**Prof. Fergus Shanahan**  
*Appointed in March*



**Mr Jim Woulfe**

## Mr Neil O'Carroll Chair (Jan – June)

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

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

## Ms Ann Doherty Chair (August onwards)

Ann Doherty took the helm at the Port of Cork Company Ltd as Chief Executive Officer in late 2024. For the 10 years prior, Ann served as the Chief Executive of Cork City Council, where she was responsible for the strategic leadership and successful direction of the organization, delivering on strategic infrastructure, housing, and economic development for a city of over 224,000 people. Before her tenure at Cork City Council, Ann had a distinguished 30-year career in the health service, both in the UK and Ireland. A trained nurse, she held the position of National Director with the HSE for 10 years, working in areas such as Acute Hospitals, Change and Performance, Cancer Control, and establishing the UL Hospitals Group.

Ann is an experienced business leader who places a strong emphasis on team engagement and empowerment, having spent over three decades in senior management roles. She has successfully implemented transformative programs to deliver change and operational success at local, regional, and national levels. Ann is a passionate advocate for sustainability and the promotion and implementation of a climate-neutral economy. She holds an MBA and is a Chartered Director. Ann also serves as the Chair of UCC Campus Accommodation DAC and is a Board Member of the Irish Voluntary Hospitals association (IVHA). A keen supporter of equality, diversity, and inclusion, Ann was honored to be recognized as one of Ireland's Most Powerful Women by the Women's Executive Network in 2014.

## Ms Marguerite Gallagher

Marguerite Gallagher is Head of Legal Affairs and Cork City Solicitor at Cork City Council. In addition to her qualification in Ireland, she is also qualified to practice in England and Wales and is a member of the New York State Bar in the USA. Prior to joining Cork City Council, Marguerite worked in Dublin for one of Ireland's largest commercial law firms for many years and, on moving to Cork, worked for a short time for a Cork City commercial law firm. The focus of her work was Commercial Property, Banking and Insolvency. In addition to her role as Cork City Solicitor, Marguerite is part of the Senior Management Team of Cork City Council and a member of the board of directors of Cork Opera House.

## Mr Eoghan Lynch

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

## Professor Ciaran Murphy

Ciaran Murphy is a native of Cork city and is Emeritus Professor of Business Information Systems and Emeritus Dean of CUBS, UCC. He is a graduate of UCC, Lancaster University and the University of Galway. In the early 1990's he set up the Business Information Systems degree at UCC. He founded and was the first Dean of Cork University Business School and developed the plan for the growth and expansion of the School to where it was the largest business school, in terms of student numbers, in the university system in Ireland. He is a member of the Board of Trustees of the Honan Chapel. Ciaran has served as Chairperson of the National Council for Education Awards (NCEA) and of the Higher Education and Training Awards Council (HETAC). He has also served on the Higher Education Authority and on the Governing Body of UCC. He was a member of the secretariat of the NEW Ireland Forum in the 1980s which was the first all-Ireland initiative to bring peace to Ireland North and South. He has held Directorships of several companies and has worked as a consultant to a number of international companies and organisations, including the Royal College of Physicians of Ireland. Ciaran is an internationally recognized expert on decision support systems and on the role of information technology in large organisations. Ciaran is chair of the Audit & Risk Committee.

## Ms Edwina Nyhan

Edwina Nyhan joined the Board of the Mercy University Hospital in 2023 and she is a member of the People committee. She is an experienced Director having previously served as an Executive Director on the Board of Gas Networks Ireland. Edwina is also currently a Board member of two Gas Networks Ireland Subsidiaries and the Board of the Cork Opera House and she chairs the Cork Opera's House Finance Committee.

An experienced leader with over 20 years experience in leadership, finance, transformation, strategy and governance roles. She is currently the Director of Strategy & Regulation in Gas Networks Ireland the semi-state organisation responsible for operating Ireland's €3bn national gas network. She is responsible for defining Gas Networks Ireland's strategy, sustainability focus and regulatory affairs as well as managing stakeholder and policy engagement for the organisation. Edwina is a Fellow of the institute of Chartered Accountants Ireland. Prior to being appointed to her current role, Edwina held a number of senior Finance positions in the Ervia and Gas Networks Ireland.

### Mr Barry O'Brien

Barry joins the Board of Directors as an experienced Human Resources practitioner. Recently retired having spent over 46 years as a career public servant. Barry is a graduate of UCC and is a Fellow of the Chartered Institute of Personnel and Development. FCIPD. He spent 38 years of his career working in the public health system and was the National Director for HR in the HSE. The last 8 years were as Director of HR in UCC. With over 25 years senior management experience and a strong track record of service delivery improvements Barry continues to have a strong interest in our Health System. He was a lead negotiator on the government side for both the Croke Park and Haddington Road national agreements. Barry has previous board experience as a board member of the Public Appointments Service, Pre Hospital Emergency Care Council and CORU. Barry is currently a board member of the Workplace Relations Commission. Barry is chair of the People 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.

### Mr Joe O'Shea

Joe is a graduate of the University Galway and is a Fellow of The Institute of Chartered Accountants in Ireland. He was formerly a partner in PwC and was managing partner of the firm's Cork practice from 1995 until his retirement from the firm in 2012.

Joe is a part time lecturer on a post graduate business programme at University College, Cork and is a lecturer on the education programme for final year accountancy students at Chartered Accountants Ireland.

Joe is a former Chairman and director of a number of healthcare companies in Ireland and the USA. He is currently a member of Council at the Royal College of Physicians; and is Chairman of the Audit Committee at the Office of the Attorney General and Chief State Solicitor. He is a director/advisor with a number of other private companies and organisations. Joe chairs the Finance, Capital and Digitalisation Committee.

### Ms Ann-Marie O'Sullivan

Founder and Chief Executive of AM O'Sullivan PR, Ann-Marie O'Sullivan has been a communications professional since 1988, providing strategic communications counsel to large and small organisations countrywide, across a broad spectrum of industry sectors. Ann-Marie holds an honours BComm. Degree from University College Cork. She was conferred with the title of Life Fellow of the Public Relations Institute of Ireland in December 2020. Ann-Marie is a member of the Institute of Directors (MIoD) and she served as Chairman of the Public Relations Consultants Association (PRCA) Ireland from 2009 to 2011. In July 2020, Ann-Marie was recognised as a Thought Leader in Communications by the All-Ireland Business Foundation.

Ann-Marie is the Global President of IPREX, the international network of independent communication agencies, the Chair of the Public Relations Institute of Ireland Fellowship Committee, a member of the Board of Mercy University Hospital and a member of the Board of Chambers Ireland.

She previously held Board positions with the UCC Alumni Board, Cork Chamber, Good Shepherd Cork, daa plc and Barryroe Offshore Energy plc, and was a member of the Cork Strategic Tourism Taskforce and the Ceann Comhairle's Taskforce on Safe Participation in Political Life.

### Dr Paddy Ryan

Dr Paddy Ryan has been a general practitioner in Ballyphehane Cork City for over forty years from 1983 until his retirement in 2023. He is a graduate of UCC and did his GP training in the North of England in the early 1980s. He was involved in GP training for his entire career and was Programme Director of the Cork GP Training Programme from 1994 until 2022. He is a founder member of the Irish College of general practitioners where he has served on many committees. He was made a Fellow of the Royal College of General Practitioners in London 2010 and a Life Member on his retirement from practice. Paddy chairs the Quality & Safety Committee.

### Professor Fergus Shanahan

Fergus Shanahan, MD, DSc, MRIA is Professor emeritus of Medicine at University College Cork, is a clinician, a teacher, a researcher, an entrepreneur, and an author. He graduated from University College Dublin, trained in immunology at McMaster University, Canada and in gastroenterology at University of California Los Angeles (UCLA). He founded one of the world's first microbiome research centres (APC Microbiome Ireland) and is co-founder of three successful start-up companies. He was recently listed in the top 1% of highly cited scientists by Clarivate. He has received many awards for contributions to medical science and the medical humanities, including a gold medal from the Royal Irish Academy. He has numerous patents, was recently elected to the National Academy of Inventors (NAI) in the USA, published over 600 scientific papers, and has co-written or edited several books, one of which won the BMA book award for gastroenterology. His recent books for a lay audience, The Language of Illness and Listen to your Microbes have been published by Liberties Press, Dublin <http://www.libertiespress.com/shop/the-language-of-illness>. He loves people, words and microbes.

### Mr Jim Woulfe

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

Jim successfully led the Dairygold organisation through the EU deregulation of dairy controls and the subsequent growth and expansion. Today, Dairygold is one of Ireland's largest Co Operatives exporting to in excess of fifty countries. The business has grown substantially over the past decade with revenues of €1.17 billion and profitability of €30m in 2021.

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

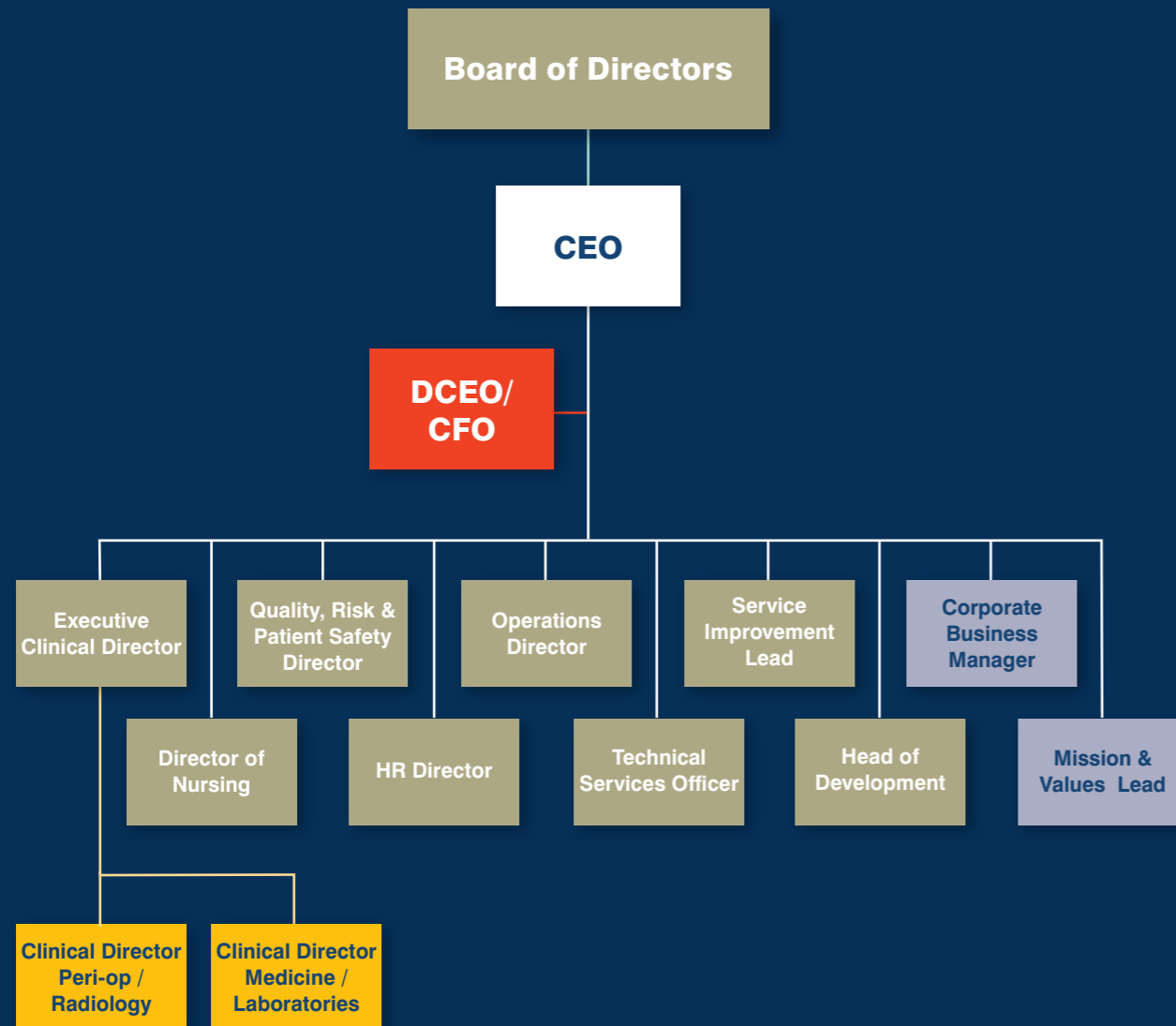
During 2022 he was appointed to the Boards of Enterprise Ireland and Bord Bia and currently serves as Chairman of the Board at FOTA Wildlife Park.

# ATTENDANCE AT BOARD MEETINGS - 2024

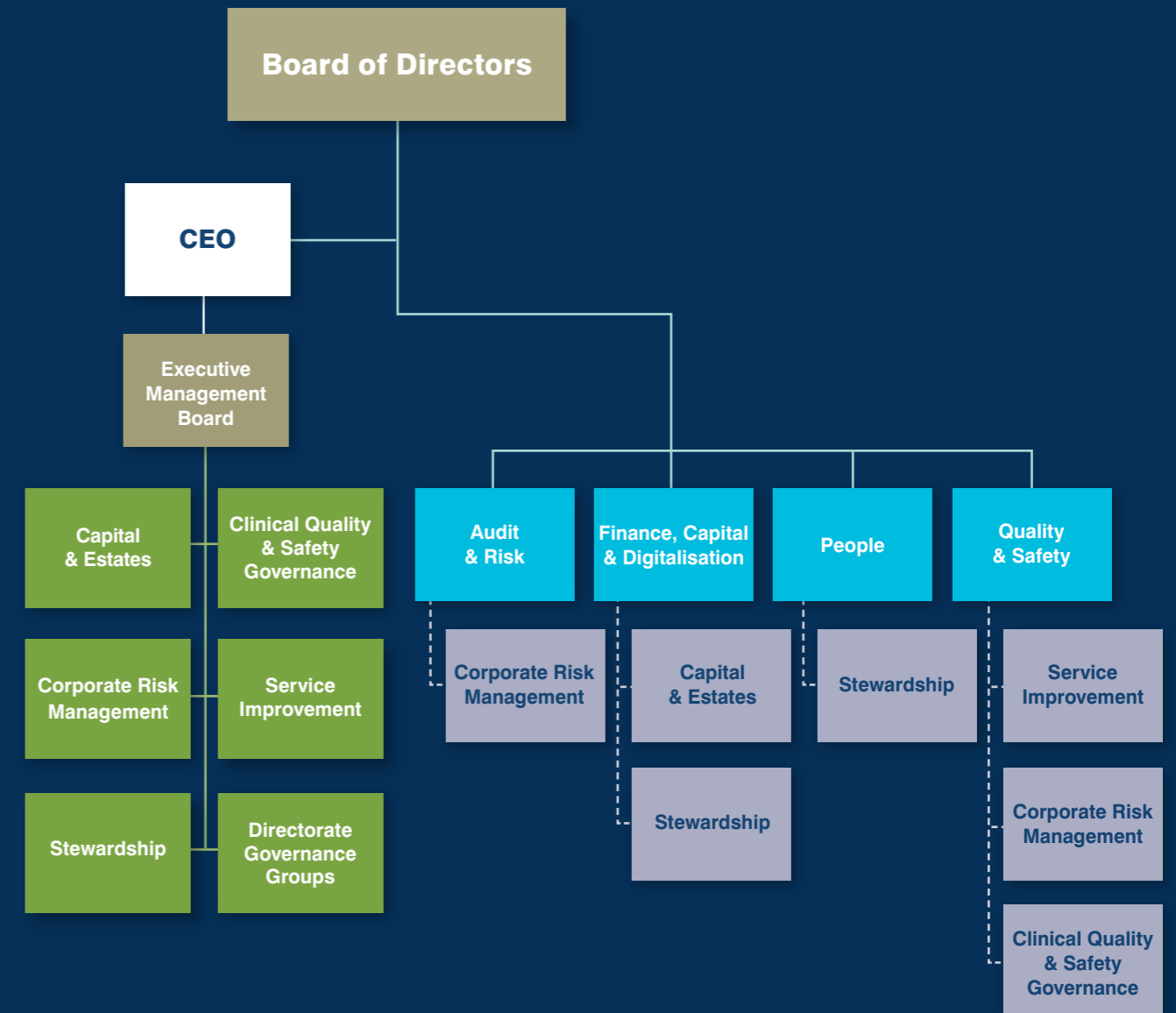
Name	No. of Meetings Qualified to Attend in 2024	No. of Meetings Attended in 2024
Mr Neil O'Carroll	8	8
Ms Ann Doherty	8	6
Ms Marguerite Gallagher	1	1
Mr Eoghan Lynch	10	7
Professor Ciaran Murphy	10	9
Ms Edwina Nyhan	10	9
Mr Barry O'Brien	10	9
Ms Irene O'Donovan	8	8
Mr Joe O'Shea	10	10
Ms Ann-Marie O'Sullivan	10	9
Dr Paddy Ryan	8	7
Professor Fergus Shanahan	8	6
Mr Jim Woulfe	10	2

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

# MANAGEMENT STRUCTURE



# COMMITTEE STRUCTURE



# PROFIT AND LOSS ACCOUNT

for the Financial Year ended 31st December 2024

	2024 €	2023 €
Turnover – continuing operations	<b>192,384,356</b>	<b>170,956,914</b>
<b>COSTS</b>		
Payroll and related costs	(129,495,859)	(118,759,313)
Non payroll costs	(61,956,008)	(54,569,509)
Depreciation	(4,858,643)	(4,666,606)
Grant amortisation	<u>3,433,385</u>	<u>3,356,115</u>
Total operating costs	<b>(192,877,125)</b>	<b>(174,639,313)</b>
Operating deficit – continuing operations	(492,769)	(3,682,399)
Finance costs (net)	(30,234)	(24,410)
<b>DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	<b>(523,003)</b>	<b>(3,706,809)</b>
Tax on deficit on ordinary activities	-	-
<b>DEFICIT ON ORDINARY ACTIVITIES AFTER TAXATION</b>	<b>(523,003)</b>	<b>(3,706,809)</b>

# BALANCE SHEET

as at 31st December 2024

	2024 €	2023 €
<b>FIXED ASSETS</b>		
Tangible Assets	<b>77,690,046</b>	<b>76,890,622</b>
<b>CURRENT ASSETS</b>		
Stocks	3,483,317	3,356,925
Debtors	11,433,807	14,337,343
Cash at bank and in hand	<u>6,334,999</u>	<u>6,923,507</u>
	<b>21,252,123</b>	<b>24,617,775</b>
<b>CREDITORS</b>		
Amounts falling due within one year	<u>(24,058,261)</u>	<u>(27,602,810)</u>
<b>NET CURRENT (LIABILITIES)/ASSETS</b>	<b>(2,806,138)</b>	<b>(2,985,035)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>74,883,908</b>	<b>73,905,587</b>
<b>CAPITAL GRANTS</b>	<b>(70,800,004)</b>	<b>(69,615,232)</b>
<b>NET ASSETS</b>	<b>4,083,904</b>	<b>4,290,355</b>
<b>CAPITAL AND RESERVES</b>		
Profit and loss account	(3,798,744)	(4,524,054)
Revaluation reserve	4,696,023	5,363,755
Donated assets reserve	3,186,625	3,450,654
<b>SHAREHOLDERS' FUNDS</b>	<b>4,083,904</b>	<b>4,290,355</b>



# CLINICAL ACTIVITY

## ACTIVITY AT MUH THROUGHOUT 2024 INCLUDED:

• In-patients:	10,197
• Day-cases:	27,310
• Inpatient (Emergency Department and Injury Unit):	52,069
• Out-patients:	37,365

## Clinical Governance

Governance for quality in clinical care involves having the necessary structures, processes, standards, and oversight in place to ensure that safe, person centred, and effective services are delivered. The Clinical Quality & Safety Governance Committee which is chaired by the Executive Clinical Director and has broad executive, and clinical membership provides oversight of the governance for quality in clinical care in the hospital. This committee held eight full meetings throughout 2023. The clinical committees in the hospital report to the Clinical Quality and Safety Governance Committee on a structured basis

The clinical governance structures work on the triumvirate model of Professor David Kerins, as Executive Clinical Director, Mr Paul Sweeney as Clinical Director for Perioperative and Radiology and Dr Darren McLaughlin as Clinical Director for Medicine and laboratories.



L-R: Dr Darren McLaughlin, Professor David Kerins and Mr. Paul Sweeney

# CLINICAL CARE

## Laboratories

PATHOLOGY TEST FIGURES	2024 figs	Comparative with 2023
• Microbiology	<b>143,835</b>	<b>131,175</b>
• Haematology	<b>613,725</b>	<b>602,189</b>
• Blood Transfusion	<b>5,041</b>	<b>4,990</b>
• Biochemistry	<b>2,038,895</b>	<b>2,001,730</b>

*Overall workload increased between 2-4 %*

The Pathology Department had a year marked by growth, leadership, advances in technology and academic achievement.

- The appointment of a dedicated **Laboratory Manager** for the first time in the department's history was a significant milestone, providing improved co-ordination, strengthened communication between the laboratory services and clinical teams, and providing clear strategic direction for the department.
- The Department had another successful **INAB visit** with all four laboratories' achieving accreditation. This continual recognition reflects the departments commitment to maintaining the highest standards of quality, compliance and safety for our patients.
- Five members of the Pathology Department successfully completed a **Master's Degrees**, while ongoing professional development for all other staff members continues to ensure best practice and enhance expertise. A Poster based on one of the research projects carried out for an MSc in Health Profession Education won the post-graduate category at LabCon in October 2024.



## Speech and Language Therapy (SLT) Department

	2024 activity	Comparison to 2023 activity
No of inpatient referrals received by the service:	1,094	894
Clinical time (i.e. patient-related)	4,045 hrs	3729.3 hrs
No of inpatients discharged without any service	63	93
Average monthly referral rate	91	74.5
Average monthly 'dc before seen' rate:	5.5%	10%
No. of outpatients seen by the service	2	20
No of FITT/ED referrals to service:	131	158
No. of videofluoroscopy studies conducted:	29	48

Referrals to the service significantly increased in 2024, representing a 22% increase on 2023 numbers.

### Response times to referrals

The SLT department has developed Key Performance indicators for responding to inpatient referrals, based on international best practice and local service constraints. See table below:

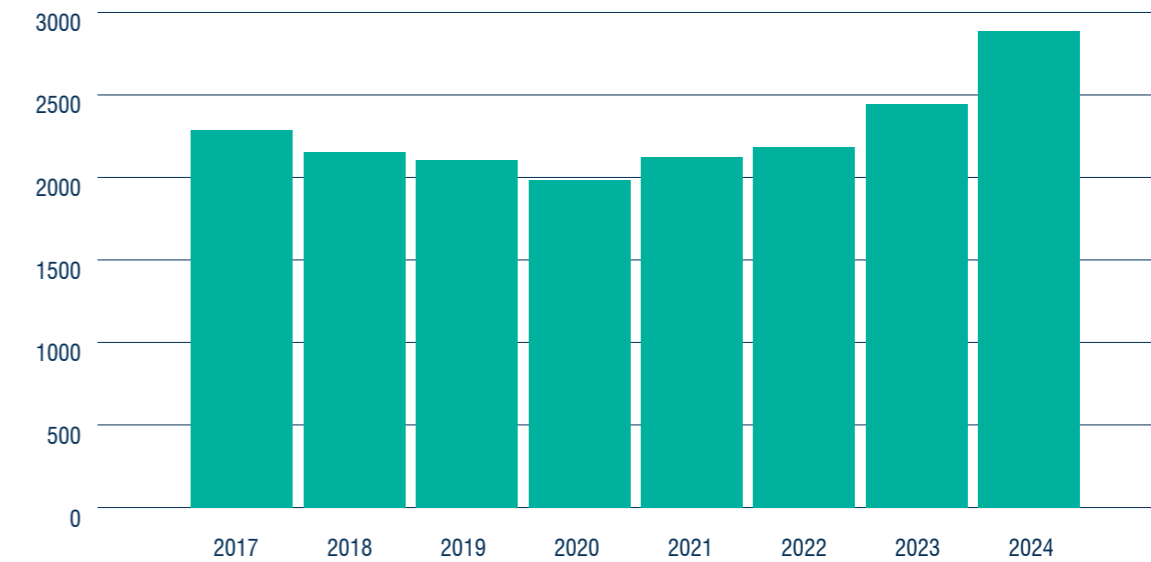
PRIORITY	REFERRAL TYPE	SLT KPI
P1	Severe Dysphagia and/or Communication impairment	Assessment within 24 hours of receipt of referral
P2	Mild-moderate Dysphagia (+/- communication impairment)	Assessment within 48 hours of receipt of referral
P3	Mild communication impairment	Assessment within 72 hours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

### Response times for 2024 are outlined below

- **P1 average response times:** KPI met 94% of the time (met 91% of the time in 2023)
- **P2 average response times:** KPI met 88% of the time (met 56% of the time in 2023)
- **P3 average response times:** KPI met 72% of the time (met 72% of the time in 2023)
- **Overall referral response times:** KPIs met 85% of the time (met 62% of the time in 2023)

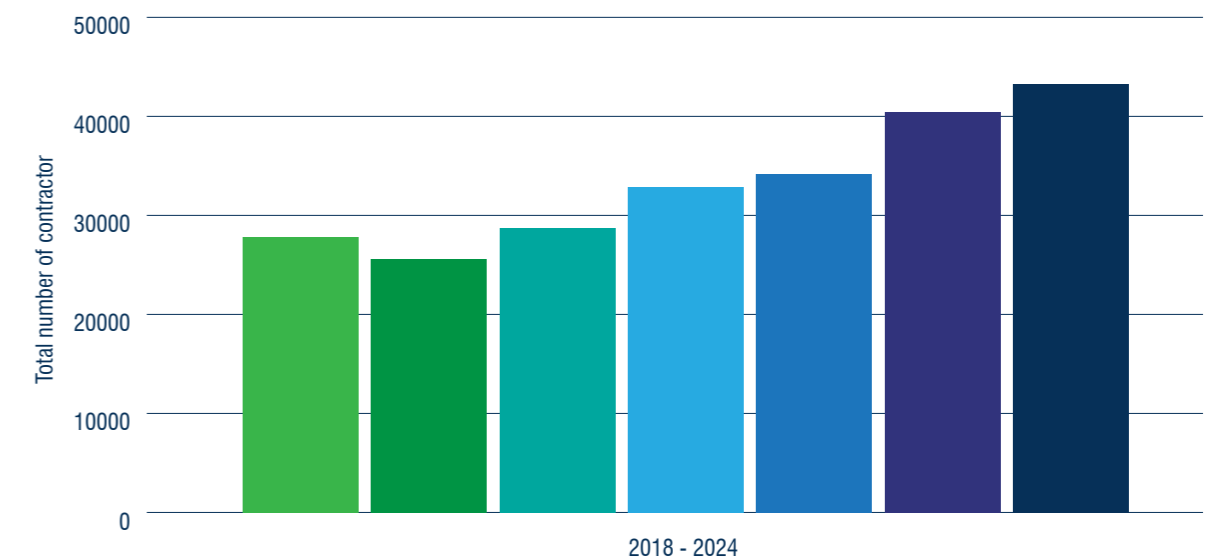
## Occupational Therapy

Total New Inpatients Referrals



Demand for OT services remained high in 2024 with an additional 400 referrals made to OT from the previous year (See graph 1).

Total Number of Contacts (Direct & Indirect)  
2018 - 2024



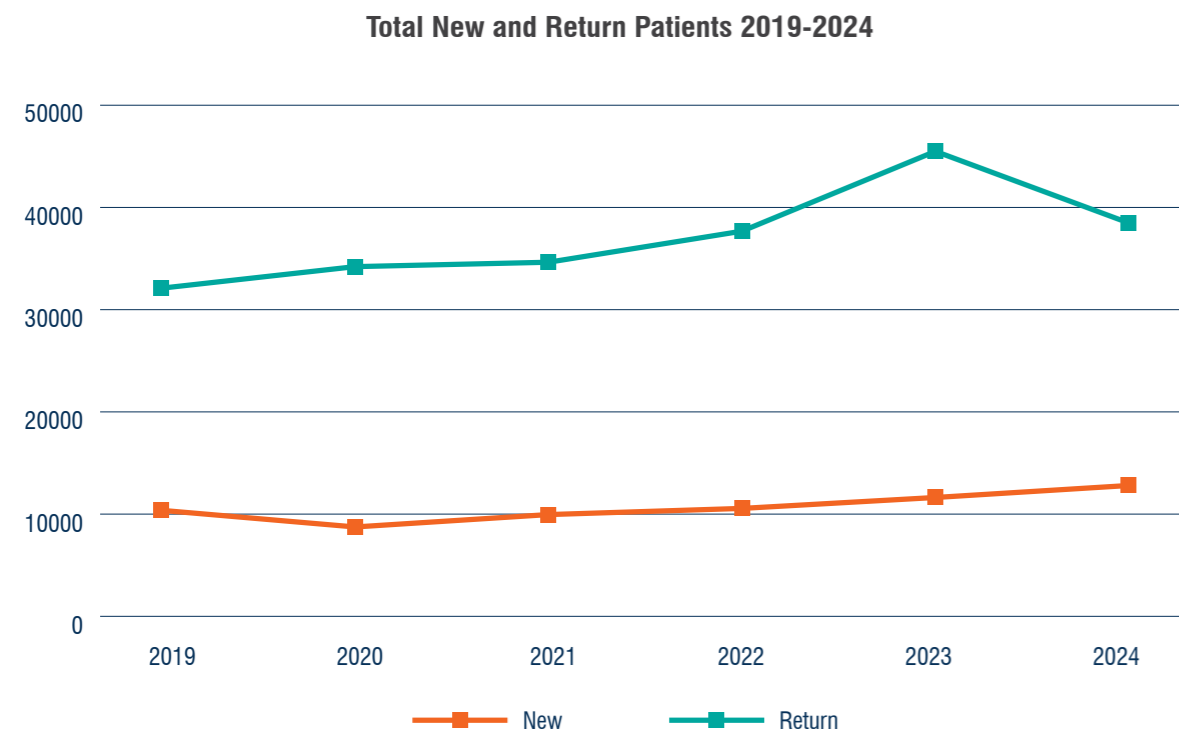
The total number of patient contacts increased by approximately 3000 units (750 hours or 21 weeks of therapy time) in 2024 compared to 2023 (see graph 2).

## Physiotherapy

	2024 figs	Comparative with 2023
<b>New Referrals</b>	<b>6384</b>	<b>+10%</b>
<b>Average time per treatment</b>	<b>30.01</b>	<b>+13%</b>
<b>Total number of treatments provided</b>	<b>25587</b>	<b>-10%</b>
<b>Average Appointments per patient</b>	<b>3.21</b>	<b>-13%</b>

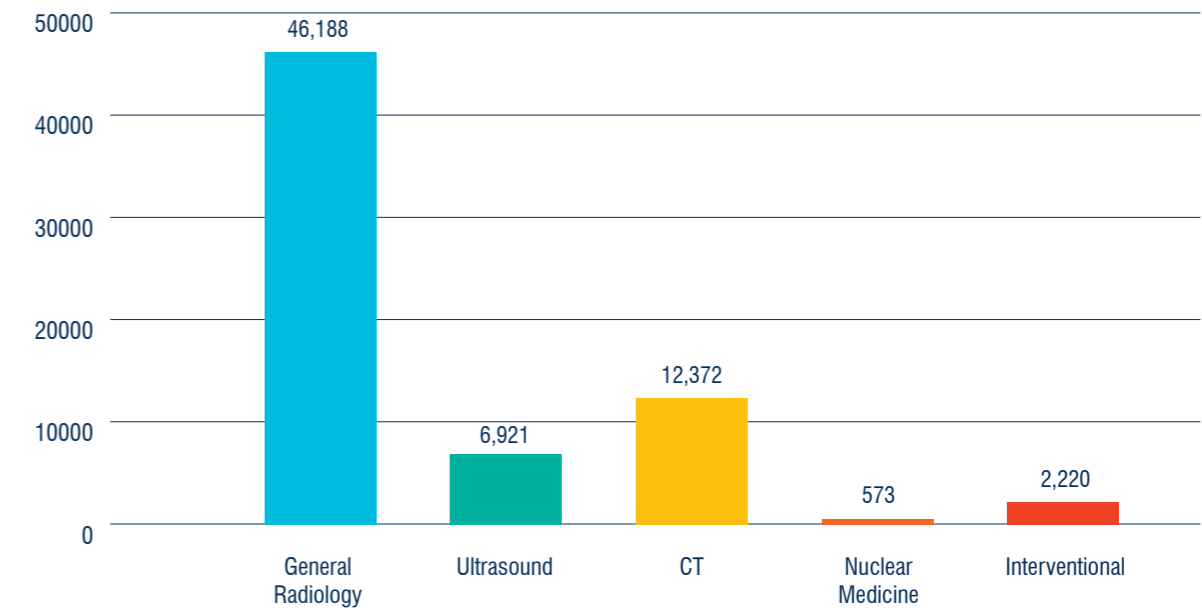
Referral rate to physiotherapy increased in 2024 10% compared to 2023. There was a focus on quality of each patient interaction this year as in-patient staffing was maintained at a consistent level, so duration of treatment increased (13%) while frequency of return visits decreased (10%).

## Physiotherapy New and Return Patients 2019-2024



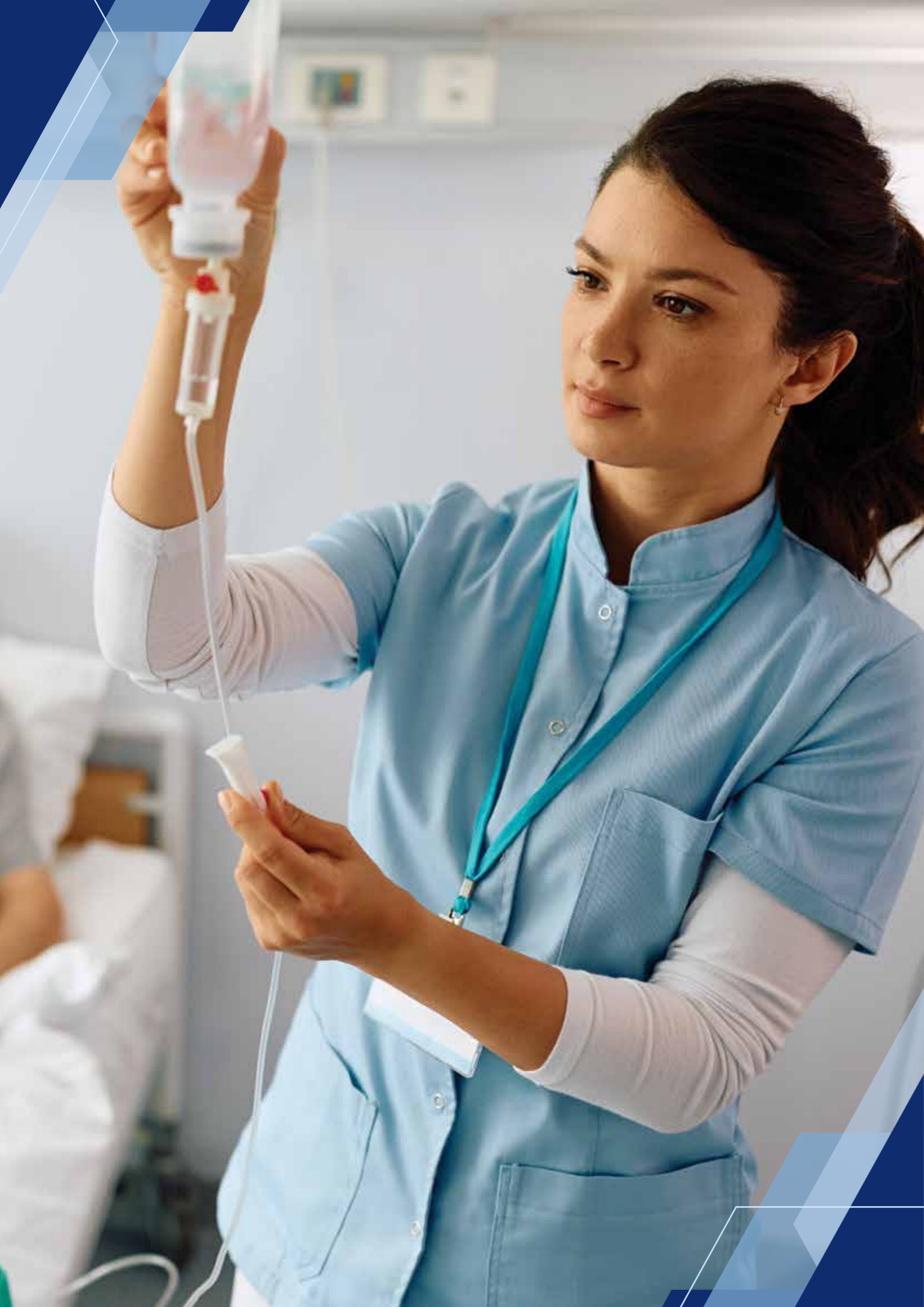
## Radiology

### Diagnostic Imaging Activity 2024



The Mercy University Hospital Radiology Department provides an extensive range of radiological services comprising of both diagnostic imaging and interventional procedures.

- Radiology performed over **68,000 examinations** in 2024 for inpatients, outpatient, and emergency referrals 24/7/365.
- The Department remained an **approved training site** for the National Diagnostic Radiology training programme as well as a placement site for the UCC graduate entry MSc Diagnostic Radiography programme.
- In March 2024, the office of the **Environmental Enforcement of the Environmental Protection Agency (EPA)** conducted an announced site visit to assess compliance with both the licence conditions of Mercy University Hospital and the requirements of the **Ionising Regulations of 2019 or IRR19 (S.I No. 30 of 2019) of Nuclear Medicine services**. A key take home finding was Radiology's commitment to radiation safety and compliance.
- In August 2024, Health Information and Quality Authority (HIQA) also performed an announced site visit to assess our compliance with the **European Union (Basic Safety Standards for Protection against Dangers Arising from Medical Exposure to Ionising Radiation) Regulations (S.I 256 of 2018)**. Of the 13 regulations assessed, Radiology successfully demonstrated full compliance in 12 and were substantially compliant in 1 regulation.



## NURSING AND COMMUNITY

In 2024, Mercy University Hospital strengthened its commitment to excellence in patient care while embracing innovation and change. The Nursing Department has continued to expand and diversify, creating new opportunities for professional growth, including the development of additional services such as the Mercy Homecare service. These initiatives not only enhance the quality and breadth of services offered to our patients but also reinforce our dedication to supporting nurses and healthcare assistants in achieving their full professional potential.

### **Mercy Homecare Service – “Hospital Without Walls”**

In January 2024, The Mercy Homecare service was established at Mercy University Hospital (MUH) whereby Healthcare Assistants (HCA's) deliver quality personal care to patients in the community. It enables the patient to be safely and effectively discharged into the community setting while awaiting the provision of a HSE home care package (based on a model in Dublin's Beaumont Hospital). This ensures continuity of care with the Clinical Nurse Manager 3 (CNM3) lead for this service, together with Health Care Assistants, acting as a link between the hospital and community.

A central tenet of the Sláintecare national healthcare reform plan is that the best place for a patient to receive care, whenever possible, is in their own home and community. The purpose of the Mercy Homecare Service is to reduce length of stay in hospital and reduce the use of transitional care beds. The first patient was accepted to the Mercy Homecare Service on January 12th, 2024. A total of 93 patients were admitted to the Mercy Homecare Service over the year, resulting in 1525 bed saving days in 2024. The average length of stay was 16.39 days in the Mercy Homecare Service. Current staffing levels accommodates 7-8 calls per day.

*“We couldn't manage without your service and honestly you hand-picked the best. They are kind, caring and experts in their field.” (Patient Feedback)*



## Nurse Education (Cross-Cultural)

### Magnet - Nurse Exchange Programme



In September 2024, nursing personnel from Northwestern Medicine Lake Forest Hospital, Ms. Kerry Wanner and Ms. Katherine Olesky, visited Mercy University Hospital as part of the Magnet Annual Collaboration Nurses Exchange Programme 2024. This program provides an invaluable opportunity for both hospitals to engage in a cross-cultural exchange of knowledge, best practice learning, and nursing leadership strategies, with a particular focus on Magnet recognition standards.

During their time at MUH the students spent time in critical areas such as ICU and the Emergency Department, met with Clinical Nurse Specialists, and End of Life Care Co-ordinator. Both Kerry and Katherine remarked on the depth and richness of the nursing culture at MUH – the patient-centred approach, teamwork and the compassionate end of life care proved at MUH.

### Endicott College Cummings School of Nursing and Health Sciences Boston



In July Mercy University Hospital (MUH) were delighted to welcome eleven Nursing Students from the Endicott College Cummings School of Nursing and Health Sciences in America, based in Boston, Massachusetts.

The Nursing Students spent their first week on a scheduled orientation programme. On the second week the Nursing Students commenced their first rotation of clinical placement across a number of areas including Surgical and Medial Wards, Theatre, Emergency Department, Intensive and Critical Care Units. The students also “buddied” some of our Clinical Nurse Specialists, Advanced Nurse Practitioners and RGN’s on the ward and completed five weeks of clinical placement in total.

Amy R. Smith, DNP, MSN, CNM, RN, Dean of Endicott College Cummings School of Nursing & Health Sciences, acknowledged what this internship has meant for the Endicott Nursing Students, *“This program gave them a unique opportunity to immerse themselves in a different healthcare system, enhance their skills, and broaden their perspectives on patient care. During their time at Mercy Hospital, these student nurses were able to engage in hands-on learning, working alongside experienced Irish nurses and medical professionals. They gained important insights into the differences and similarities in healthcare practices between the two countries, as well*

*as developed a deeper appreciation for the cultural aspects of patient care. This international experience has enriched their clinical competencies and fostered a sense of global citizenship and professional growth. The Endicott College Cummings School of Nursing is extremely grateful to have had this transformative opportunity for our students”.*

### Salve Regina University

Mercy University Hospital welcomed a visiting delegation from the Salve Regina University (Rhode Island) on May 29th. Founded in 1934 by the Sisters of Mercy, Salve Regina’s visit to MUH formed part of their Mercy Heritage Site Visit with a particular focus on nursing practices in Ireland.



A comprehensive overview of the Department of Nursing was presented focusing on nurse led initiatives in train and a Q&A session was facilitated which included participation by our current cohort of Nursing Students.

The visit was hugely positive for all involved and it was agreed that such visits enable greater shared learning experiences, opportunities and connections for the hospital with our wider Mercy family and global healthcare and education system.

## End-of-Life Care (EOLC)

As healthcare providers, MUH strive to provide the highest standard of end-of-life care to our patients and their families. The hospital is a member of the Hospice Friendly Hospital Network in Ireland and is focussed on enhancing all aspects of end-of-life care in our hospital.

One of the many initiatives introduced by our End-of-Life Care Coordinator in 2024 was the Development of Age-Appropriate Packs for Children and Young Adults. The purpose of these packs is to support children and young adults whilst visiting in hospital by providing items to allow the child/adult to be comfortable in the hospital environment and provide the opportunity for open discussion.



## Social Inclusion/Inclusion Health



### #16Days

Led out by the MUH ED Inclusion Health Focus Group MUH, once again, supported the Global 16 Days of Activism against Gender Based Violence which ran between November 11th to December 10th.

MUH was delighted to support this initiative, in partnership with our local NGO's, including the Sexual Assault Treatment Unit, Cork Sexual Violence Centre, An Garda Siochana, Mna Feasa etc.

### Sanctuary Hospital Training Day

In the spirit and tradition of Mercy and the vision of foundress, Catherine McAuley, in caring for the marginalised in society, Mercy University Hospital hosted its first **Sanctuary Hospital Training Day on September 25th** under the theme of "Safe Equitable Care for all".

The day brought together many of MUH's sanctuary partners as the hospital continues in its tradition of over 160 years in meeting the needs of the community it serves. Topics covered included Trauma Informed Care, Human Trafficking (Know it, See it, Say it), Social Inclusion and Domestic Violence. Staff from across all disciplines attended this vital Training Day. *Anti-Human Trafficking Training continued for staff during 2024, facilitated in partnership with MecPaths.*



## Shaping the Future



### Advanced Nurse Practitioners

The newest Mercy University Hospital Advanced Nurse Practitioners (ANPs), graduated on October 29th having completed a MSc. in Advanced Practice Nursing in UCC. Together with their new qualification, each ANP already has substantial clinical expertise and experience in their particular fields.

*Congratulations L-R Sharon Crowley, Mercy Injury Unit, Aimee Dempsey, Mercy Injury Unit, Clara Minihane, Acute Medicine, Linda McCarthy, Diabetes, Caitriona O'Sullivan, Inflammatory Bowel Disease*

## Nursing Students – Graduation Ceremony

Mercy University Hospital (MUH) celebrated the graduation of its newest cohort of nurses in November. To mark this wonderful milestone, a Graduation Mass was held in the chapel followed by a reception in the Drawing Room.



MUH CEO, Margaret McKiernan, commented, "These graduates embody the unwavering dedication and commitment required to excel in the nursing profession. Their achievement is a testament to their hard work and perseverance, and we are incredibly proud to celebrate this milestone with them."

## Transition Year Programme

Mercy University Hospital were delighted to facilitate the Transition Year (TY) Programme for 2024 which, due to very high demand, saw 50 students participate this year. The TY programme takes places over a three-day period (within a three-week timeframe) .



The students gained an insight into the many roles that bring a hospital to life. Physiotherapy, Pharmacy, Occupational Therapy, Dietetics and Speech & Language Therapy delivered presentations on their professions whilst our UCC colleagues also kindly provided the students with an insight into Nursing as a career.



# OUR PEOPLE

<b>Number of employees in MUH</b>	<b>1500 +</b>
<b>Number of nationalities</b>	<b>47</b>
<b>New Appointments</b>	<b>422</b>
	<ul style="list-style-type: none"> <li>• 236 NCHD's</li> <li>• 10 Consultants</li> <li>• 118 Nurses</li> <li>• 58 General</li> </ul>

## New Permanent Consultant Appointments to Mercy University Hospital in 2024

- **Dr Anne Walsh**, Consultant Radiologist
- **Dr Dermot Bowden**, Consultant Radiologist
- **Dr Patrick Coghlan**, Consultant Respiratory

## Wellbeing Award

In November 2024, MUH were awarded the **IBEC KeepWell Mark** and became accredited in Workplace Wellbeing. This award was achieved by staff working in partnership from key Departments across the hospital.

Following a commitment to a Wellbeing philosophy for many years in 2024 the MUH sought accreditation for the Keep Well Mark.

The Keep Well Mark is an evidence-based workplace wellbeing accreditation awarded to Companies who have enrolled in the Keep Well programme and have successfully met the standards of the framework. In 2024 we commenced the accreditation process by setting up a cross-discipline committee targeting Employee Wellbeing in MUH.





A key component of the accreditation process was the evidence portfolio across 8 key areas, namely:



These 8 standards were further subdivided across three levels (Commitment, Achievement & Excellence) and each level had sub-standards to be met (114 different sub-standards in total). Examples of the evidence assembled included policies, reports, training schedules, photos etc that all related to meeting each sub-standard. The final submission was an immense success and contained over 700 pieces of evidence. The MUH is delighted and proud to confirm its success in achieving the KeepWell Mark following this accreditation process. It was truly a team success and solidifies our positive culture and wellbeing philosophy.

## Training, Development and Education

MUH Training and Development programmes focus on developing the hospital's next generation of Line Managers with MUH bespoke offerings including "Induction", "Managing People Skills", "Line Manager Fundamentals", "Performance Achievement Reviewer" and Induction Training on offer.

"Managing People Skills" is an annual programme in the MUH was rolled out Quarters 1 and 3. This programme is designed for all new and aspiring leaders of people in the MUH and covers Leadership, Motivation, Performance Management, Change and Conflict Management. This programme has been rolled out to over 200 staff since its inception. Empowering the Mercy's future leaders and equipping them with the relevant competencies is important in terms on delivering on our value of EXCELLENCE. Embedding all the Mercy values of Excellence, Compassion, Team Spirit, Justice and Respect is a key message delivered in this programme and a requirement for how we act as leaders.

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

In 2024 MUH further developed its training strategy to reflect the following:

Six new training offerings were provided in 2024 including: Project Management Introduction, Emotional Intelligence, Excel, Mindfulness, Interview Skills and Coaching skills.



## Non- Consultant Hospital Doctors (NCHDs)

Mercy University Hospital has approximately 162 NCHD posts across all disciplines. The hospital has a long and proud tradition of post graduate training of NCHDs across all disciplines. Dr Ashley Lloyd and Dr Ciaran Sheehan were Lead NCHDs up to July 2024. Following the NCHD change-over in July, the hospital appointed Dr Daniel Fenton and Dr Aoife Wallas as Lead NCHDs.

## Post Graduate Medical Education

Mercy University Hospital provides post graduate training across all disciplines, 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. Undergraduate Medical Training. Mercy University Hospital also has an enduring and successful partnership with University College Cork (UCC) in relation to teaching and training medical students. Potentially up towards 50 different medical students are on site over any week in the Mercy University Hospital. Many medical students also are supported in undergraduate research projects through the hospital over the year.



## Cultural Diversity Day

A total of **47 nationalities** are employed in MUH and so this year, celebrations for Mercy Week were opened with a morning of celebration of Staff cultural diversity.

Every continent was represented, and Staff prepared food traditional to their birth countries, wore traditional dress and educated each other on the traditions particular to their native homes. The event was a great success enabling opportunities for everyone to sit, chat, understand, appreciate and gain new perspectives about each other.



## Staff Recognition | Long Service Pins

Mercy University Hospital annually acknowledges the long service of Staff members. In 2024, the hospital was delighted to acknowledge **8** members of staff for reaching 30-year service, while **40** members of staff received Long Service Pins for 20-year service, and **26** members of staff received Pins for 10-year service.



# PATIENT EXPERIENCE, QUALITY AND SAFETY



<b>Incident Reporting</b>	<b>2885</b>
<b>Complaints Activity</b>	<b>71 Stage 2 - 79% KPI 43 Stage 1</b>
<b>FOI/SAR/PAC Requests</b>	<b>780</b>
<b>Policy Approvals Committee Stats</b>	<b>23 policies approved</b>
<b>Open Disclosure Training</b>	<b>As of end of 2024, 1016 staff members were compliant with the completion of Module 1, "Communicating effectively through Open Disclosure", with 496 completions in 2024.</b> <i>This represents a completion rate of just under 60% of total staff numbers, with an overall completion rate over the last 3 years of 74%</i>

## Launch of ePOE

The Quality and Risk Management Department (QRMD) were delighted to announce the introduction of the National Incident Management System (NIMS) Electronic Point of Entry on October 14th. To enhance the quality and safety of care, NIMS now offers a comprehensive incident management solution, allowing services to manage incidents throughout their lifecycle on a single platform.



A key advantage of this national platform is system-wide learning. Incidents that seem isolated within one service may be occurring on a larger scale in other services. Frontline staff can now report incidents directly into the National Incident Management System, eliminating the need for paper reporting.

**The Benefits of ePOE include:**

- Real time data on incident occurrences/ near-misses
- User-friendly, intuitive, reliable system
- Initiates prompt for review & risk mitigation processes
- Supports the monitoring of KPIs in patient safety
- Eliminates duplication of work
- Eliminates common issue of illegibility in incident reporting
- No licence fees
- Dedicated support team with no support fees

**Feedback, Compliments and Complaints Online Portal**



In June of 2024, Quality, Risk Management Department successfully launched the hospital's new Feedback, Compliments, and Complaints online portal, designed to make it easier for patients, families, and visitors to share their experiences with the hospital.

To support awareness and accessibility, posters were erected throughout all service areas, comment cards were updated, and business cards with a QR code were introduced to allow instant access to the portal. The portal is also accessible via our hospital website, and the feedback form is now available in four languages: English, Irish, Polish, and Ukrainian.

During its initial year of launch, the portal received **20 feedback comments and complaints**, providing the hospital with valuable insights to inform ongoing service improvements

**HIQA Unannounced Inspection 2024**

HIQA carried out a 2-day unannounced inspection in April 2024. This inspection was carried out to assess compliance with the National Standards for Safer Better Healthcare. Eleven national standards were assessed during the inspection

<p><b>The Inspection team focused on four key areas of known harm:</b></p> <ul style="list-style-type: none"> <li>• Infection Prevention and Control</li> <li>• Medication Safety</li> <li>• Deteriorating patient (sepsis)</li> <li>• Transitions of care</li> </ul>	<p><b>Four clinical areas were visited:</b></p> <ul style="list-style-type: none"> <li>• Emergency Dept and AMAU</li> <li>• St. Brigid's Ward</li> <li>• St. Catherine's Ward</li> <li>• St. Francis Unit</li> </ul>
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A compliance plan was submitted to HIQA following the visit outlining the short, medium and long term actions being employed to bring the hospital into full compliance

**HSE Enterprise Risk Management Policy and Procedures 2023**

HSE Enterprise Risk Management Policy and Procedures 2023 came into effect on 1st November 2023. In line with this new policy, all risks identified on the Corporate Risk Register underwent a full review in 2024. Risk Assessment and Risk Register training was provided to staff during 2024.

**Patient Safety (Notifiable Incidents and Open Disclosure)**

The Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023 was signed into law in May 2023 and came into effect on 26 September 2024. The Act introduces a legal requirement to disclose a list of 13 specific incidents called notifiable incidents. The notifiable incidents are described in the Act which outlines a process for open disclosure, ensuring that patients, their families, or both, receive truthful and timely information in any healthcare setting when a notifiable incident happens. The open disclosure process must be followed as set out in the Act and must occur within mandated time frames. The Act also requires mandatory notification of the notifiable incidents to the appropriate regulatory body, for example HIQA. No notifiable incidents occurred at MUH in 2024.



# INFRASTRUCTURE, DEVELOPMENT AND SUSTAINABILITY

The continuous development of the hospital is critical to ensuring the expansion of services and the delivery of exceptional patient care. Mercy University Hospital continued developing its built environment throughout 2024.

## Major Capital Projects 2024

### Mansion House Restoration Works

Conservation and refurbishment of the façade to the Mansion House at Mercy University Hospital, Cork were successfully completed in March 2024.

The three-storey former Lord Mayor's house, built in the mid-18th century, was representative of architectural design (designed by Davis Ducart) and construction at that time, and is enhanced by the retention of notable features and materials, such as various window openings and limestone dressings.



#### The scope of the works included but were not limited to the following:

- Re-plastering of North and West Elevation: removal of external cement-based plaster from elevations and replacement with an appropriate lime-based render with an appropriate breathable paint.
- Repair of Parapet Gutter
- Repair of stone window surrounds bands and cappings.
- Stone / mortar repairs to cut limestone banding, architraves, quoins and parapet capping / cornice
- Works to downpipes and surface water disposal system.
- Refurbishment / restoration to 5nr windows in the Drawing Room.
- Reinstatement / restoration to 1nr oval window located on level 3 northern façade.
- Restoration of "Mercy Hospital" lettering.
- Installation of electrical services including a new light over the Mansion House entrance and new CCTV cameras.

The overall success of the project was not only based on meticulous planning and coordination of the works, but it would not have been possible without the collaborative efforts from all stakeholders.

The project was part funded by the Department of Housing, local Government and Heritage Historic Structures Fund 2023, administered by Cork City Council, and showcases the highest level of conservation skills and expertise.

## Minor Capital Works 2024

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

## Hygiene Upgrade Works

Several refurbishments were completed this year across the hospital including Utility Rooms, Showers, Ensuites, Handrails and Flooring. These refurbished rooms/areas provide better facilities for patients and staff along with improved compliance.

## Fire Safety

A total of **1263** staff members received fire safety training in 2024.

### Fire Emergency Response Team (F.E.R.T.)

The F.E.R.T team attended all 110 alarm activations during 2024.

F.E.R.T attended offsite training at the fire training centre offered by EHS International, Little Island, in September and October on 2024 (three sessions in total).



## Sustainability

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

The MUH Sustainability Committee, **Greenway 57**, actively drives progress toward the hospital's 2030 public sector sustainability targets by fostering engagement and collaboration across the organization. The committee meets regularly to plan, review, and advance key sustainability initiatives, ensuring continuous momentum and accountability. To broaden involvement, Greenway 57 welcomes new members from all departments, encouraging diverse input and shared responsibility. Communication plays a central role in their efforts, with updates and initiatives shared through hospital-wide emails and informative public stands on the link bridge, helping to raise awareness and inspire staff participation in building a greener, more sustainable future.

### In 2024

- Increase of 5% more than 2023 in terms of energy performance. MUH were 48% better than its energy efficiency baseline from 2009. A further 5% improvement is required to meet the 2030 energy efficiency targets.
- MUH primary energy consumption was 13.2GWh. A reduction of 4.3% in consumption compared to 2023. This will improve further in 2025 due to the continued roll-out of energy efficiency projects.
- MUH energy related CO2 emissions were 2,120 tonnes of CO2 which was 5.3% less than 2023. A further 35% reduction of CO2 emissions is required to reach the 2030 targets.

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

## Energy Projects

In 2024 energy projects completed and funded by **HSE Energy Bureau** were the changing out of end-of life equipment for newer more energy efficient plant and equipment with improvement upgrades. These projects include the upgrading of the Building Management System (BMS) in the Lee View Block and Mansion house block, installation of internal wireless temperature sensors and installation of LED lights to some ward areas. MUH continue to reduce heating requirements through these new BMS system initiatives. The HSE Energy bureau assisted the project both in terms of funding and technical expertise.

## Membership

MUH are part of the **HSE Waste Reduction and Recycling Programme** which looks at all the waste streams produced in the hospital and how these can be reduced. MUH continue to focus on reducing water usage and as a member of the **Water Stewardship Ireland Community of practice** the hospital's aim is to further improve efficiency in water use through a comprehensive programme of initiatives and monitoring throughout the year. MUH replaced high flow taps with low flow saving hot and cold water in many locations throughout the hospital. This work will continue into 2025.

# ACHIEVEMENTS AND AWARDS

## Employee Choice Values Award

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

In 2024, a total of **5** Awards (two joint) were made, with **40** Commendations presented to staff.



## The Daisy Award

Mercy University Hospital announced its collaboration with the DAISY Foundation and launched the DAISY Award® for Extraordinary Nurses. The first Daisy Award winner in MUH was Karen O'Hanlon, Advanced Nurse Practitioner – Vascular Surgery.



## Excellence in Collaboration – Quality Improvement

The Health Service Excellence Awards is an opportunity to showcase and celebrate examples of the great work that happens every day across our health service. The awards also promote shared learning for other teams through our awards success stories.

The South/South West Hospital Group (SSWHG) project entry was a winner in the category **“Innovation in Service Delivery” - Operationalising a Perioperative Initiative across the South/South West Hospital Group (SSWHG).**



Utilising Lean methodology, the (SSWHG) initiated a structured programme of theatre governance reform, data collection, communication, staff training, and quality improvement focused on perioperative services. Ten hospitals in the Group took part and the programme was fully aligned with relevant national clinical programme. SSWHG can now model future theatre capacity and compare with the demand of surgical waiting lists. This framework is an applicable model to any similar healthcare services.

Mercy University Hospital focused on a quality improvement which was underpinned by the Perioperative initiative, which gives the hospital the necessary tools to undertake a review of late Anaesthesia starts which were affecting utilisation of theatres time. Overall, the project aim was more effective utilisation of Theatre time by reducing minutes lost in the mornings due to late starts. On the commencement of the quality improvement the Mercy University Hospital theatre team reduced the numbers of minutes lost from 2015 to 284 an improvement of time lost to late anaesthetic starts by 85.9%.

## Gold Standard – Happy Hearts

Fuelling a productive and healthy workforce! The MUH Catering Team were awarded the Gold Standard in the Happy Heart Healthy Eating Award in 2024. The Award is part of a collaboration between the Irish Heart Foundation and HSE Ireland focused on making the healthier choice the easier choice.



## Special Merit - Better Buildings Awards 2024

Mercy University Hospital was nominated for the Cork Business Association Better Buildings Award 2024. Specifically, it was the MUH (Entrance) which was a finalist in the category – Best in Heritage, Conservation and Sustainability.

It was a highly competitive category including the Munster Technological University (MTU) School of Art and the newly refurbished Cancer Care Unit (MUHF), who were the overall winner.

MUH did win a Special merit award and all the winners and shortlisted finalists were acknowledged for their work as “a testament to the dynamic growth of Cork City”.



*Pictured: Shane O'Donnell, Technical Services Officer and Robert Reynolds, Engineer, receiving the Award.*

## Professor Davis Coakley Award | Medical Humanities

Dr Samuel (Sam) McGreal won the 2024 Professor Davis Coakley Award at the Irish Gerontological Society for his painting “Spectators”. Sam was an intern in Geriatric Medicine at MUH between July and October 2024



Professor Davis Coakley (1946–2022) was a renowned academic geriatrician of international stature who played a pivotal role in advancing geriatric medicine across Ireland. Throughout his life, Professor Coakley also promoted integration of medicine and the humanities, combining his personal interest in the arts with his distinguished career in medicine. To honour Professor Coakley’s legacy, the Davis Coakley Award has been established and is awarded at IGS Annual Scientific Meeting since 2023. Submissions may include anything inspired by the theme of aging from poem to sculpture to painting and may be based on the theme of the conference of that year.

## Annual Clinical Audit and Quality Improvement Day

On June 27th, Mercy University Hospital hosted its **6th Annual Clinical Audit and Quality Improvement Day**. This day exemplifies the pioneering spirit of Mercy and proved, once again, to be a tremendous success with an impressive **63** projects submitted varying from Clinical Audit, Patient Centred Care and Improvement to Services.

MUH welcomed guest speaker, **Prof. Oscar Traynor**, Director of International Surgical Training Programmes, RCSI who spoke on Clinical Governance for Patient Safety. MUH was also delighted to welcome back previous winners of its 2023 Clinical Audit Day to discuss their winning projects and how they have progressed, including Consultant Urological Surgeon, Mr Derek Hennessy, Discharge Co-ordinator, Sarah Power, Dr William Jones, Geriatric Medicine and Mary Hayes and Dr Megan Alcock, Older Person Services.

### The prize winner for the 2024 Annual Mercy University Hospital Clinical Audit & Quality Improvement Day were as follows:

#### Overall Winner

#### Sr. Laurentia Perpetual Award for the Overall Achievement of Excellence



**Poster No: 25** -Cognitive-behavioural therapy in the management of supragastric belching – preliminary results of a GI physiologist delivered intervention.

*Department of Gastroenterology and Department of Clinical Health Psychology*

**Project team:** Lucy Quinlivan, Dr. Martin Buckley, Prof. Dónal G Fortune, Julie O'Neill, Renu Singh, Fiona Buckley, Prof. Helen L Richards



#### Clinical Audit Category

**Poster No: 6** - Timing of PPI administration

*Department of Gastroenterology and Department of Surgery Department*

**Project team:** Dr. Kristali Ylli, Dr. Mar Cotter, Ms. Wala ElJack



#### Improvements in Effective Care & Support Category

**Poster No: 62** - Introducing a Falls Prevention Package in The Emergency Department

*Emergency Department*

**Project team:** Emma Murphy, Orla McGovern, Vipin Mathew, Anne Healy



#### Improving Patient Experience Category

**Poster No: 58** - Evaluation of the Physical and Psychosocial Sequelae of ICU admission at 3, 6 and 12 months post ICU Discharge using a Validated Scoring System and a Post-ICU Discharge Telephone

*Department of Anaesthesiology*

**Project team:** Dr. Bianca Nicholls, Dr. Roisin McCarthy, Dr. Michelle O'Mahony



#### Improved Use of Resources

**Poster No: 29** - Improving Ambulance Turnaround Times

*Emergency Department*

**Project team:** Emma Murphy, Anne Healy, Vipin Mathew, Yvonne O'Donoghue, Rosanne O'Donovan, Susie Quinn, Collette Walshe, Helena Curtin, Clodagh Harrington, Parvathy Panicker, Barbara O'Donnell



# EVENTS

## Ministerial Visit

The Minister for Finance, Michael McGrath, TD, visited Mercy University Hospital (MUH) in February 2024. The purpose of this engagement was to showcase/highlight the work to date of the Gastroenterology Service and to present the rationale and critical need for its expansion thus ensuring Mercy University Hospital continues to provide world-class endoscopy services to the South/Southwest Region.



The second item scheduled for the Minister's attention was to discuss the advancement of Social Inclusion Services at MUH, in collaboration with Cork City Council, Cork Kerry Community and HSE Social Inclusion Services and the innovation of the Mercy Homecare Service. In keeping with its heritage and ethos, Mercy University Hospital retains a strong focus on developing a "hospital without walls" and caring for the marginalised in our society.

## Mayoral Visit

MUH was delighted to welcome Lord Mayor, Cllr Dan Boyle who visited MUH, as part of the annual Christmas Mayoral hospital visits in the city. The Lord Mayor visited several Wards, met and chatted with patients and also took the time to meet with Staff, many of whom would be working over the Christmas period.



## Mercy Day Mass

September 24th is a very important date in the Mercy diary as it was on this date in 1827, the foundress of the Mercy Order, Catherine McAuley dedicated the first house of Mercy (on Baggot Street) thus bringing to life The Mercy Way. Together with our wider Mercy family, MUH dedicates this time to celebrating “being Mercy” – honouring the past, present and future and affording us, as a healthcare provider, the opportunity to reflect on our Vision, Mission and Values.



A dedicated Mercy Day Mass pays tribute to Catherine McAuley, the Sisters of Mercy and all Mercy colleagues, past and present. The hospital was delighted to welcome Bishop of Cork and Ross, Fintan Gavin, who celebrated Mercy Day Mass on September 19th.

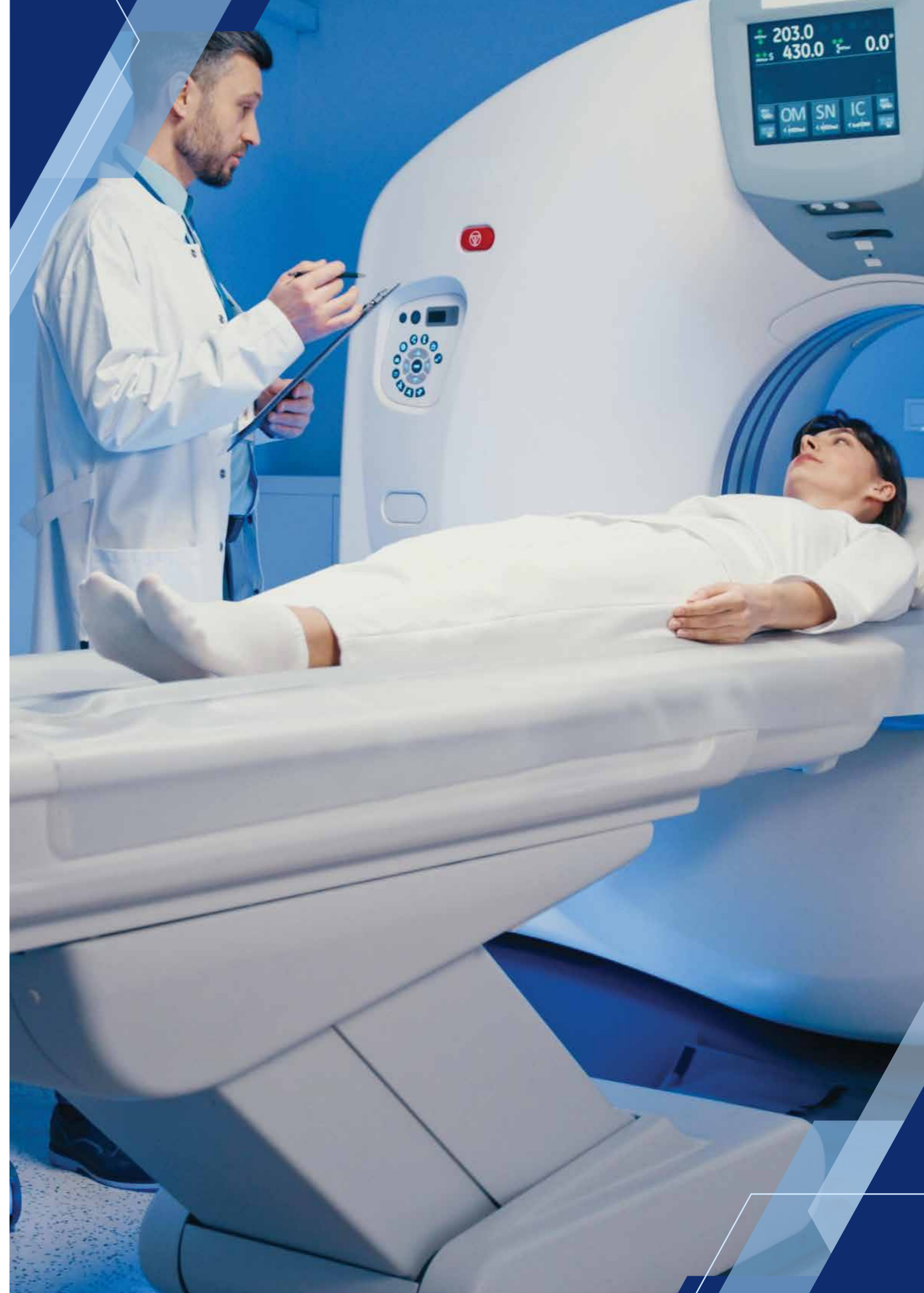
## UCC Summer School – Approaches to Comparative European Healthcare History

In August MUH welcomed a visiting group of 25 PhD students from across the globe participating in the UCC Summer School – Approaches to Comparative European Healthcare History.



This advanced summer school in comparative healthcare history will equip early career researchers with methods, sources and frameworks for understanding healthcare in Europe at a national, international and transnational level. It will explore historical approaches to analysing healthcare across European countries with a particular focus on financing and control of health. Sessions will focus on comparative methodologies, undertaking oral histories and using archival sources. Interdisciplinary sessions will also draw on health economics and ethics.

Dr Sean Lucey, Research Manager, College of Business and Law University College Cork, together with Prof Barry Doyle (University of Manchester), organised the session with a specific focus on the voluntary status of Mercy University Hospital and its place in Irish Healthcare. Values & Culture Lead, Siobhán Kenny presented on the history of Mercy University Hospital and how it has sustained its voluntary status across the decades, whilst Chief Financial Officer, Brendan Doyle spoke to the group on the governance and financial structures of a voluntary hospital within the wider healthcare structure.



# MERCY UNIVERSITY HOSPITAL FOUNDATION

## About the Mercy University Hospital Foundation

The Mercy University Hospital Foundation fundraises to provide a variety of supports to the Mercy University Hospital including life-saving equipment, the refurbishment of hospital areas, the production of patient information literature etc. The Foundation also supports patients and their families, and the education, training and wellbeing of staff.

Since its establishment in 2007, the Foundation has allocated almost €16 million in donor funding to projects that enhance patient care across the hospital. Funds are raised from individuals, community groups, and companies, and in 2024 this kind and generous support totalled €3.5million.

It was with great sadness that, on June 4th, 2024, the Foundation announced the passing of its CEO, Micheál Sheridan, following a short battle with cancer. Micheál joined the Foundation in 2007 as its first employee and went on to lead its growth into one of the country's leading hospital foundations. While no words can adequately express the sense of loss felt by all who knew him, the Foundation team remains deeply grateful for the opportunity to have worked alongside Micheál and to have benefited from his leadership, commitment, and vision.

## Board of Directors

The voluntary Board of Directors of the Mercy University Hospital Foundation bring an extensive and expert skill set to the organisation. With broad ranging experience across a variety of sectors, the Board is responsible for setting the strategic direction of the Foundation. In 2024, Board members were:

<b>Mr Eoin Tobin (Chair)</b>	<b>Mr Brian Dunphy</b>
<b>Sr Coirle McCarthy</b>	<b>Mr Diarmuid Nolan</b>
<b>Mr Will Roche</b>	<b>Mr Fergal Lennon</b>
<b>Mr Michael O'Brien</b>	

## Here's how just some of the funds raised were spent in 2024...



### Critical Care Transport Trolley - €59,000

On occasion, critically ill patients are transferred on an emergency basis from MUH to critical care specialist centres and hospitals, both locally and nationally. The new state-of-the-art Critical Care Transport Trolley funded by the Foundation ensures the safe and efficient transfer of these patients, while maintaining the high standard of care needed during critical interventions.



### FibroScan - €132,000

Previously, when there was a need to establish the extent of damage in a patient's liver, a liver biopsy was required. The new FibroScan funded by the Foundation is an alternative to a biopsy. The FibroScan works like an ultrasound – it is quick, non-invasive, and painless. It is now possible to readily determine which patients with liver disease are at risk of complications and need to undergo regular checks for complications, and possibly be referred to transplant assessment.



### CT Hoists - €15,000

Two ceiling-mounted, motorised hoists were purchased by the Foundation for the CT Department. The hoists ensure patients can be transferred safely and comfortably to and from the CT scanner, whilst also reducing the need for physical intervention by healthcare staff. The hoists will be of particular assistance to patients with limited mobility, including older people, patients with neurological or musculoskeletal conditions, and those recovering from injuries.





Mercy

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Compassion Excellence Justice Respect Team Spirit