

Annual Report



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.

2021



Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit



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Vision, Mission & Values

VISION

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

Our Vision:

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

MISSION STATEMENT

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

Our Mission Explained

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

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

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

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

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

TEAM SPIRIT – working together to achieve our common purpose.

A photograph of two healthcare professionals, likely nurses, in a hospital setting. They are both wearing purple scrubs. One is standing and smiling, while the other is sitting on a white ledge, looking at a clipboard. A large blue graphic with a white arrow shape is overlaid on the left side of the image, containing the text 'About The Hospital'.

About The Hospital

MUH is a city-centre model 3 acute hospital
treating over 135,000 patients per annum.

About The Hospital

Mercy University Hospital Cork Limited (MUH) founded in 1857 by the Sisters of Mercy is a public voluntary hospital and became a company limited by guarantee in 2003. The affairs of the company are managed by a Board of Directors who are responsible to a trustee company - Mercy Care South which was established in 2016. The hospital is a registered charity and operates as a not for profit entity.

MUH is a city-centre model 3 acute hospital treating over 135,000 patients per annum. The hospital has a workforce of circa 1,500 staff who provide complex diagnostic, medical and surgical services at local, regional and national levels on 24/7 basis. The hospital currently has 337 beds providing a general hospital function of acute unscheduled care as well as a wide range of scheduled elective diagnostics and both daycase and complex elective surgery. There is an on-site acute mental health service with 50 in-patient mental health beds.

The hospital is a leading provider of healthcare education affiliated with UCC and many of the post graduate training bodies. MUH is committed to being an exemplar model of 'one hospital on multiple sites' and this is evidenced through the governance of off-site MUH services on St Mary's Health Campus including the Mercy Local Injury Unit and the Transitional Care Unit and the off site Medical Oncology Unit at the Lee Clinic.

The Mercy University Hospital offers the following services:

MEDICAL

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

SURGERY

- Oncology
- Respiratory Medicine
- Ophthalmology
- Paediatrics (incl Paediatric Leukaemia)
- Pain Medicine
- Palliative Care
- Psychiatry
- Radiology and Imaging
- Rehabilitation Medicine
- 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 & 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
Mr	Derek	Hennessey	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	MacFarlane	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	Elizabeth	Moloney	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	Michelle	O'Mahony	Anaesthesiology
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	Aoife	Ronayne	Microbiology
Dr	Clodagh	Ryan	Paediatric Haematology
Dr	James	Ryan	Endocrinology
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., 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



Chairman's Report

The year commenced with a great sense of hope as the newly manufactured vaccines against Covid-19 were rolled out for all hospital staff on January 1st.

Chairman's Report



I am happy to introduce the 2021 Annual Report for the Mercy University Hospital, Cork.

The year commenced with a great sense of hope as the newly manufactured vaccines against Covid 19 were rolled out for all hospital staff on January 1st and by early February the second dose had been administered to over two thousand employees and contractors. However, the disease continued to be rampant in society despite the national lockdown. All hospital activities were restricted, the wearing of full PPE (Personal Protective Equipment) was mandatory, the testing and isolation of Covid and non-Covid patients placed severe restrictions on planned hospital procedures.

There is great credit due to the Mercy Staff who adapted to this new situation and continued to support patients.

Thankfully by year end the levels of Covid in society had reduced significantly allowing the partial restoration of normal activities.

The year will also be remembered for the May 14th criminal ransomware attack on the Health Service Executive IT system which immediately extended nationwide. Once again, the staff responded to this new emergency which impacted every single activity/procedure in the hospital. Over the following six weeks the whole ICT system was rebuilt.

Despite these challenges the hospital continued to handle over one hundred and twenty-seven thousand patients, with one hundred and ten thousand at its city centre hospital and over sixteen thousand patients at the Emergency Care Centre in the city Northside medical centre. The development of the concept of "The Hospital without Walls" continued with the opening of an offsite Medical Oncology Day Service and the transfer of St Therese's Ward to the Lee Road Clinic.

With the support of the HSE the hospital continues to develop both the buildings and the services it makes available to the public.

Five additional consultant posts have been approved, a new state of the art Radiology Unit was constructed and should open to patients before mid-year and a new 30 bed unit, and two operating theatres are under construction with target completion before year-end 2022. The recruitment of additional staff has commenced.

The hospital continues to engage with the Department of Health and the HSE to identify appropriate new services that this voluntary city centre hospital can provide in line with the Government commitment of additional funding for health.

FINANCIAL RESULTS

The financial statements presented today show an operating deficit amounting to €1,389,177 (2020 surplus €1,349,103) for year ended 31 December 2021.

BOARD OF DIRECTORS

I want to thank departing Board Member Maurice O'Connor who retired in December 2021. I would also like to welcome Eoghan Lynch and Anne Marie O'Sullivan who joined the Board in March 2021.

GRATITUDE

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

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

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

Mr Neil O'Carroll
Chairman





Board of Directors

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

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.

DIRECTORS - 2021



Mr Neil O'Carroll



Prof Colin Bradley



Mr John Buttmer



Professor Stephen Cusack



Ms Margaret Lane



Mr Eoghan Lynch
** Appointed in March*



Mr Maurice O'Connor
** Resigned in December*



Ms Irene O'Donovan



Ms Ann-Marie O'Sullivan
** Appointed in March*



Mr Joe O'Shea



Mr Michael A O'Sullivan



Dr Sheila Rochford

Mr Neil O'Carroll - Chairman

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

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

Prof. Colin Bradley - Vice Chairman

Colin graduated from Trinity College Dublin with degrees in Medicine and Physiology. In 1997 he was appointed as the first professor of general practice in UCC Medical School. He also works 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 Buttimer

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

Health Forum from 2007-2014. John served as Lord Mayor of Cork 2012-2013.

Professor 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.

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 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.

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 organizations and private companies. Joe chairs the Audit & Governance Committee

Ms Ann-Marie O'Sullivan

A communications professional since 1988 when she graduated from UCC with a BComm., Ann-Marie provides strategic communications counsel to large and small organisations across Ireland, in a broad spectrum of industry sectors. Ann-Marie was conferred with the title of Life Fellow of the Public Relations Institute of Ireland (PRII) in December 2020. This is the highest honour that can be awarded by the PRII, championing those practicing at the highest standards within the profession. Ann-Marie is Chair of the UCC Alumni Board and is a member of the Cork Airport Development Council (CADC). She previously served on the boards of Good Shepherd Cork, Cork Chamber and daa Plc. AM O'Sullivan PR was named PRCA Agency of the Year Award at the Annual Awards for Excellence in Public Relations in June 2020.

Mr Michael A O'Sullivan

Michael is a Civil Engineer, Chartered Management Accountant and holds an MBA from UCC. He is also a member of the Institute of Directors in Ireland. With significant experience at Executive Director level in a variety of Finance, Regulation and Business Planning roles, he is presently the non executive Director of a number of companies and trusts and provides consultancy advice to clients in the Utilities sector. Michael was formerly the Group Commercial Director of Bord Gais Eireann. Michael was the Chairman of the Board between 2012 and 2020.

Dr Sheila Rochford

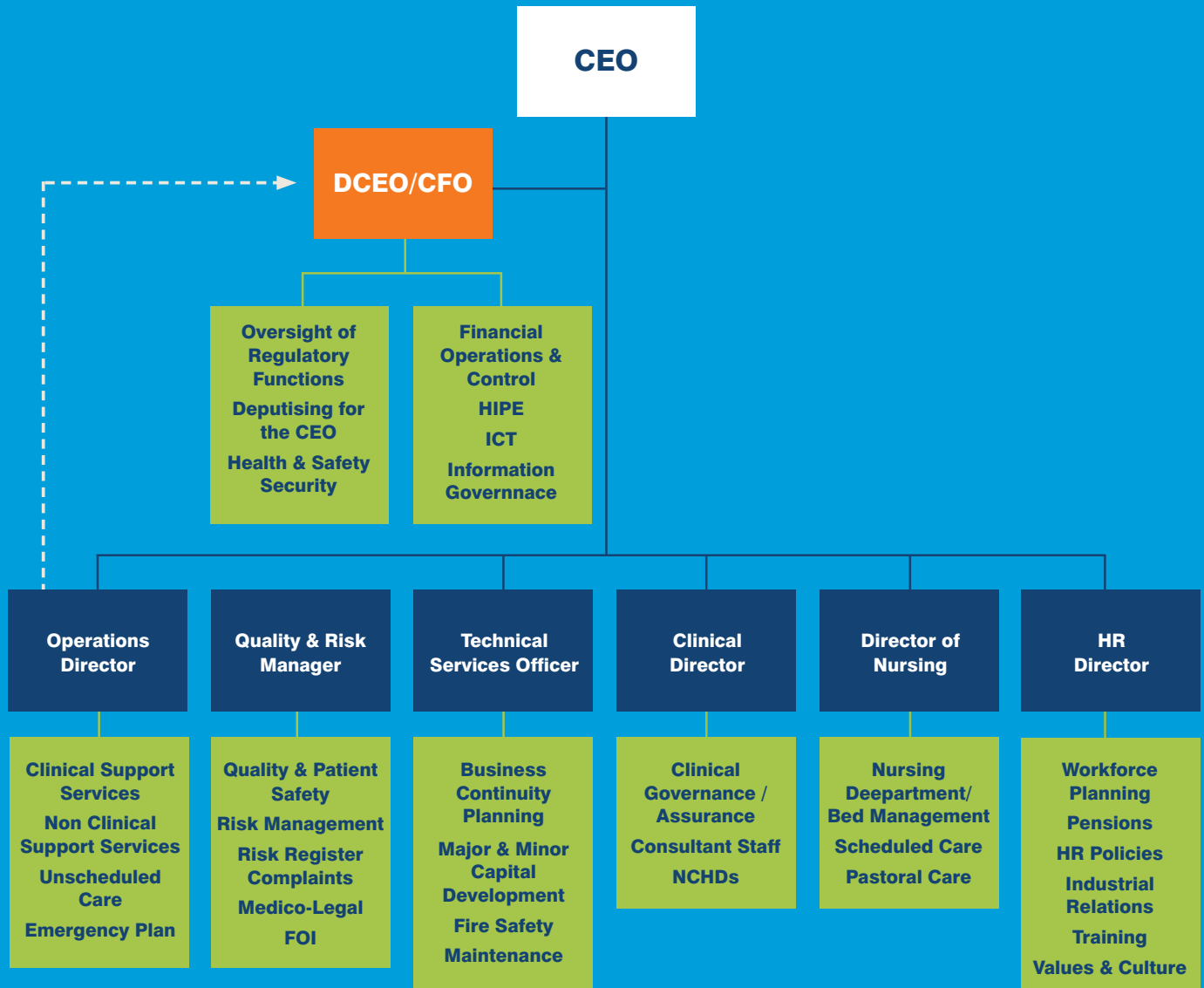
Sheila Rochford (MB, BSc (hons), DCh, DObst, MICGP, MMedEd, FAcadMED, FRCGP) joined the Mercy Hospital Board of Directors in Sept 2017. She has worked as a GP in Cork city since 1988 and has been an Assistant Programme Director of the Cork GP Training Programme since 2005. She has served two terms on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

ATTENDANCE AT BOARD MEETINGS - 2021

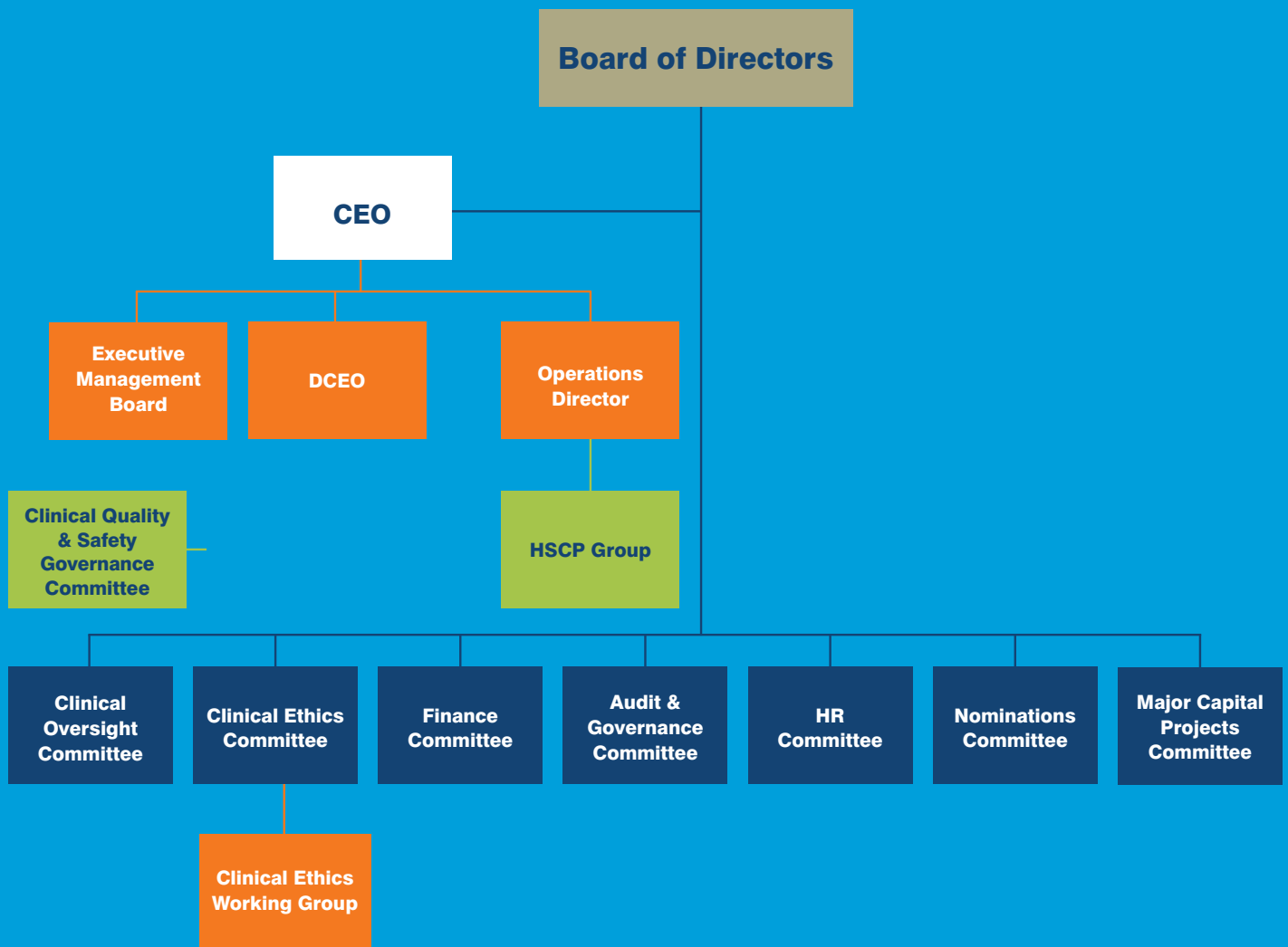
Name	No. of Meetings Qualified to Attend in 2021	No. of Meetings Attended in 2021
Mr Neil O'Carroll (Chair)	11	11
Professor Colin Bradley	11	9
Mr John Buttimer	11	9
Professor Stephen Cusack	11	5
Ms Margaret Lane	11	11
Mr Eoghan Lynch	9	9
Mr Maurice O'Connor	11	11
Ms Irene O'Donovan	7	7
Mr Joe O'Shea	11	11
Ms Ann-Marie O'Sullivan	9	7
Mr Michael O'Sullivan	7	4
Dr Sheila Rochford	11	11

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

MANAGEMENT STRUCTURE



COMMITTEE STRUCTURE



The background of the slide features a high-angle, silhouetted view of several business professionals in a modern office setting. They are standing near large windows that look out onto a bright, overcast sky. The office interior has a glass railing and a polished floor that reflects the people and the light from the windows. A large, semi-transparent blue arrow points downwards from the top of the page, framing the title text.

Profile of Executive Management Team

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.



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 - Deputy CEO, 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. Margaret is a 2022 Florence Nightingale Leadership Scholar.



Ms CAROL HUNTER - Operations Director

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

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

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



Ms OONAGH VAN LAREN - Human Resources Director

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

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



Ms MARIA CONNOLLY – Quality & Risk Manager

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

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



Chief Executive Officer's Report

I wish to pay tribute to every member who gave their time most generously to what was, at various times throughout the year a very onerous commitment.

Chief Executive Officer's Report

It is my great pleasure to present to you Mercy University Hospital's (MUH) 2021 Annual Report. Incredibly, the exceptional challenges experienced in 2020 continued well into 2021 which I will outline below, however despite these difficulties the hospital and its staff carried on developing and growing throughout the year.

The onset of Covid-19 in 2020 ushered in an extraordinary and previously unseen crisis in healthcare and whilst hospitals have learned and developed strategies, protocols and responses to adversity and major incidents, nothing could have prepared any hospital, globally, for this great unknown disease. Once again in 2021, I have had a front row seat in experiencing the capability for immediate action within the hospital particularly where, following the cyber-attack, our staff immediately adapted their ways of working and speedily re-engineered MUH's services.

2021 started on a positive note for the hospital with the delivery of supplies of the Pfizer/BioNTech COVID-19 vaccine to enable **Staff Vaccination Clinics** to commence on New Year's Day 2021. The speed and efficiency of the roll out was truly a visible demonstration of the Mercy Values in action. I would especially like to commend Ms Margaret McKiernan, Director of Nursing, who is the hospital's Vaccination Lead for the stellar work done by Margaret and her team in successfully establishing efficient vaccination clinics and working tirelessly to ensure that all vaccines received by the hospital were administered correctly and timely. This was a mammoth task required at short notice but completed in a clinically safe and efficient manner.

The focus at the start of 2021 remained on managing **Covid-19**. Whilst January was a particularly difficult month for the hospital, from February onwards, the volumes of Covid-19 patients were beginning to decrease significantly, and the Executive's attention turned to a recovery plan for returning to business as normal and scheduled care particularly surgery. In September, unfortunately, the incidence of Covid-19 began to rise in the community, and so too did the number of Covid-19 positive admissions to MUH. This wave of Covid-19 in late 2021 had a significant impact on the hospital's scheduled care programme. The hospital's Covid-19 Management Team continued to meet regularly throughout 2021 and was not stepped down until early 2022. I wish to pay tribute to every member who gave their time most generously to what was, at various times throughout the year a very onerous commitment.

In May as the Covid-19 situation was becoming manageable and hospital activities returning to normality somewhat, during the early hours of the 14th the hospital was hit by a previously unimaginable crisis when its IT systems were severely impacted by the **criminal ransomware attack** on the Health Service Executive. The hospital had to revert to being paper based on 14th May and the concomitant workload was significant. The MUH ICT department focussed on rebuilding the environment and subsequently all PCs were rebuilt and recovered to a 12th May time point. By the end of June, the final new/rebuilt PCs were rolled out and the temporary ICT hub set up in the Drawing Room was closed down. All this work was undertaken in a methodical manner and was in line with the direction and instructions being issued by the HSE's cyber security experts.

The restoration and recovery of the MUH systems was a herculean task undertaken by a small core team and thanks to their efforts, MUH was 'back online' before many other hospitals. I wish to commend Mr Peter O'Callaghan, Head of ICT and his team who worked nonstop to restore functionality across the hospital most expediently and safely, and indeed continue to manage and repair the ongoing consequences of the attack to this day. It is an absolute tribute to their dedication and efforts that the hospital recovered normal functioning so well and so quickly. A key priority for the hospital in 2022 will be the ongoing implementation of robust solutions to mitigate against any future cyber attacks and ensure business continuity.

Covid-19 and cyber-attacks notwithstanding, the hospital attempted to continue with business as usual and there have been many exceptional initiatives and awards which are captured across the pages of this Report. I would like to take the opportunity to outline some highlights here:

The MUH laboratories underwent their annual inspection by **Irish National Accreditation Board (INAB)** on 20th April 2021 (albeit virtually) and were successful in maintaining INAB Accreditation. Despite the challenge of working in an environment of a pandemic the ISO standard (ISO15189) and the quality system which the hospital is obliged to meet and maintain 24/7 365 days was implemented in all aspects of daily work as well as coping with the challenges that arose within the Covid-19 pandemic. I would like to congratulate all the staff involved in the visit as the preparation for the visit was extensive and the excellent feedback from the Audit Team was testament to those endeavours.

On 10th May, the **Medical Oncology Day Service**, St Therese's Ward transferred to an off site facility at the Lee Road Clinic. In the Covid-19 environment, it was determined that it was no longer feasible to deliver the full day case oncology service from its existing location on the Mercy University Hospital site and a new satellite unit was identified and procured. The new state of the art facility includes private treatment spaces with separate triage and isolation units and the increased capacity along with specialised oncology nursing staff and access to the latest drug therapies will benefit patients.



The safe transfer of clinically appropriate activities to this new unit was overseen by a dedicated project team which was chaired by Ms Carol Hunter, MUH Operations Director and I would like to commend everyone involved for such a successful transition. By way of note, this is the third off site unit commissioned under MUH's governance in line with the principle of 'a hospital without walls' (along with the Local Injury and Transitional Care Units located on St Marys Health Campus).

2021 was an auspicious year for MUH in terms of capital developments as the sod was turned on two major capital projects:

- A combined 30 bed ward/Operating Theatres modular build. This development will include the provision of 30 additional inpatient beds across levels 2 and 3 of MUH and two new "state of the art" operating theatres on level 4 of the new building.
- A new Radiology Development. This contemporary new building will accommodate 5 purpose-built ultrasound rooms, supporting clinical and patient areas and staff accommodation over 2 floors with a plant room overhead.

These two projects represent circa €50m in capital investment to MUH and are in addition to the normal annual minor capital and equipment replacement work programmes.

The hospital also worked closely with UCC throughout the year on a Revised Joint Master Plan for the shared North Mall Campus. Following the completion of this work, a meeting was arranged between MUH, UCC and Cork City Council on Thursday, 18th November to present the Revised Joint Master Plan for the North Mall Campus and how it will be incorporated into the new City Development plan.

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, the Mercy University Hospital Foundation and the wider community for their ongoing and unstinting support to the hospital.

On a personal note, it was with great sadness, on 21st May, that we learned of the death of Sr M Concepta Twomey. Sr Concepta had a distinguished career in nursing, education and health care in the Mercy University Hospital. She was a Ward Sister on various surgical wards and looked after the Nurses Home & Staff Canteen. In 1986 she transferred to the Catherine McAuley School of Nursing when she was appointed as the Principal Nurse Tutor and trained future nurses for more than a decade. Sr Concepta left the hospital and returned to live in St Maries of the Isle in 2018. May she rest in peace.

The disruption of the pandemic and the cyber-attack has opened a space for something new, and new beginnings hold hope and promise. There is a great incentive to focus on new pathways and in doing so there is no doubt this hospital is more sustainable, with more capital investment and approvals to hire for the next generation of Mercy. We are building our campus and our people and I have great confidence in our collective capability, and whatever comes in 2022 we will face it together.

Sandra Daly

Chief Executive Officer



Clinical Director's Report

The year commenced with a great sense of hope as the newly manufactured vaccines against Covid-19 were rolled out for all hospital staff on January 1st.

Clinical Director's Report

Throughout 2021, the clinical staff of Mercy University Hospital continued to deliver the highest possible level of care in very challenging circumstances for the Irish Health Service. The Mercy University Hospital, like all hospitals in the health service, faced challenges and changes in dealing with the on-going effect of the COVID-19 pandemic throughout the year. In addition, we had to deal with the impact of the HSE ransomware cyberattack in May 2021 when many of the clinical IT systems had to be shutdown. The staff and management of the Mercy University Hospital adapted to these significant challenges and continued to provide high quality person-centred care to the patients in the Mercy University Hospital.

COVID-19 PANDEMIC

The COVID-19 pandemic continued to be a dominant factor in clinical services in the Mercy University Hospital throughout 2021. The Covid Management Team continued to manage COVID19 through structured meetings between senior management and senior clinical staff throughout the year. The hospital dealt with three waves of COVID-19 throughout the year. The third Irish wave of COVID-19 ran from November 2020 through February 2021 with the Alpha variant becoming dominant. The fourth wave with the Delta variant occurred mainly over the summer months in 2021. The fifth wave where the Omicron variant was dominant started in December 2021.

CLINICAL ACTIVITY

Clinical activity in the Mercy University Hospital increased significantly across in-patients, out-patients and day cases compared to 2020. The unscheduled emergency care activity increased throughout the year returning toward per-pandemic levels.

Mercy University Hospital activity throughout 2021 included:

• Emergency Department attendances:	29,347
• Mercy-Urgent Care Centre Attendances:	16,512
• In-patients:	9,274
• Day-cases:	23,155
• Out-patients:	47,491

Consultant Retirement

On November 23rd, 2021, after 19 years as a Consultant Paediatrician in the Mercy University Hospital **Dr Deirdre Rafferty** retired. Dr Rafferty had provided enormous commitment to the Mercy University Hospital, the children of Cork and their families over these years. Her time in the Mercy University Hospital was celebrated in the hospital with staff and friend on the week of her retirement.

NEW PERMANENT CONSULTANT APPOINTMENTS

- **Dr Elise Alexander** was appointed to the post of permanent Consultant Anaesthesiologist at the Mercy University Hospital in February 2021.
- **Dr Aoife Ronayne** was appointed to the post of permanent Consultant Microbiologist between the Mercy University Hospital, Cork University Hospital and Cork-Kerry Community Healthcare in September 2021.

Clinical Projects Facilitator

Ms. Anna Higgins commenced in a new role of Clinical Projects Facilitator on May 24th 2021. This post was resourced to support the Clinical Director in planning and managing clinical projects with the aim of implementing the clinical strategy of the Mercy University Hospital



NON-CONSULTANT HOSPITAL DOCTORS (NCHDS)

The Mercy University Hospital has 132 NCHD posts across all disciplines. In addition, we also have three trained GP's providing support in the emergency department. Our NCHDs showed enormous flexibility and support to the hospital throughout 2021 in the very challenging environment they found themselves working.

Dr Siofra Bennett and Dr Laura Walsh were our Lead NCHDs up to July 2020. Following the NCHD change-over in July, the hospital appointed Dr Ciarán McDonald and Dr Sherdya (Sher) Tio as the Lead NCHDs for the year 2021 – 2022.

In 2021, the gastroenterology service in the Mercy University Hospital was successful in getting funding for a post –CSCST Fellowship in Gastroenterology covering GI Physiology and Inflammatory Bowel Disease. Dr John O'Grady was the first post-CSCST fellow in gastroenterology in the Mercy University Hospital commencing in July 2021.

On June 17th 2021, the inaugural SimStars competition final for the SSWHG was held. The competition was to increase the visibility of simulation-based teaching across the hospital group. It was supported by the National Doctors Training & Planning (NDTP) in the HSE.

The final had six teams presenting & showing a video of their training scenario. The Mercy University Hospital was very well represented with these three teams in the final:



*CHD Awards – Outstanding Service Award
– Dr Ibrahim Hislam and Dr Laura Walsh*

Dr Colm Neary (General Surgery - SHO - Mercy University Hospital) with his aptly named team "Simply the best" were the overall winners of the competition.



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 nine full meeting throughout 2021. The clinical committees in the hospital report to the Clinical Quality and Safety Governance Committee on a structured basis.

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

CLINICAL AUDIT & QUALITY IMPROVEMENT DAY

The third annual **Mercy University Hospital Clinical Audit and Quality Improvement Day** was held on Thursday September 30th 2021. This was a rescheduled date as the original date in June 2021 was not possible as a result of the HSE ransomware cyberattack. We were delighted to run a successful event in September 2021 and we had 49 projects presented on the day. It was a very successful event celebrating all the excellent work done in maintaining and improving services across the hospital over the year.

In 2021, we were also delighted to welcome back the previous winners of the Sr Laurentia perpetual award for the overall achievement of excellence at this annual meeting and to unveil an Honour Board recording the annual winners in the Drawing Room in the Mercy University Hospital.

Anne O'Keeffe (Emergency Department) and James O'Connor (Microbiology Department) presented an update of their projects at the event as the previous winners. We also had two superb talks from our external speakers Ms Olivia Wall and Prof. Orla Healy.

The prizes winner for the 2021 Annual Mercy University Hospital Clinical Audit & Quality Improvement Day were as follows:

Overall Winner - Sr Laurentia Award for overall achievement of Excellence

Compliance with Venous Thromboembolism Protocol Amongst Surgical Patients in Mercy University Hospital – Danny Shehata, David Cagney, Mr Gerald McGreal – Vascular Surgery Department



Best Clinical Audit Category

Using the AMAU pathway as an alternative to the “admission-to-investigate” pathway – José María Martínez Ávila. James Ryan. Hannah O'Sullivan. Síofra Bennett. Abbey Murphy, Medical. Conor Martin, Medical – Acute Medical Assessment Unit

Improving Patient Experience

The Introduction of Inflammatory Bowel Disease Preconception and Pregnancy Education Clinics. Sarah Gleeson, Kathleen Sugrue, Caitriona O Sullivan, Grainne O'Sullivan, Carthage Moran Martin Buckley, John O' Grady, Jane McCarthy – Gastroenterology Department- IBD Centre

Improvement in Effective Care and Support Category

Severe Asthma Clinic: Improving patients outcomes. Bernie O Connor, Ciaran Halleran, Maeve Dennehy, David Curran, Terry O Connor - Respiratory Department

Improved Use of Resources

Troponin Testing in the Emergency Department in MUH. Stephanie Yates, Eithne Barden, Anne Healy, Samuel Dairiam, Abhishek Sharma. Biochemistry and Emergency Department.

Post-graduate Medical Training

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

Undergraduate Medical Training

The Mercy University Hospital has a long and successful partnership with University College Cork (UCC) in relation to teaching and training medical students.

The approximate numbers of students on site in the Mercy University Hospital:

- 3rd Year Medical – 8-9 students present Tuesday, Wednesday & Thursday – (mornings only)
- 4th Year – Surgery attachment – 4 students
- 2nd Year post-graduate entry medical students ~ 8 on a Friday (morning only)
- Final Year Medicine attachment – 6 students
- Final Year Geriatric medicine attachment – 4 students
- Final Year – Surgery attachment – 4 students
- Paediatric Attachment ~ 4 students
- Psychiatry students ~ 4 students
- Team / intern shadowing – 4 students

Potentially up towards 50 different medical students are on site over any particular week in the Mercy University Hospital.

Research

Dr Evelyn Flanagan (Research Manager) continues to support individuals in managing research projects from conception to completion. She provides some day-to-day support any research staff employed in the hospital.

Dr. Kieran O'Connor,
Clinical Director

A photograph of three nurses in a hospital setting. Two women are in the foreground, smiling warmly at the camera. The woman on the left has blonde hair and is wearing light blue scrubs. The woman on the right has dark hair and is wearing white scrubs. A third person, seen from the back, is on the left side of the frame, wearing purple scrubs and having blonde hair tied back. A large, semi-transparent blue rectangle is overlaid on the image, containing the title text.

Director of Nursing Report

I remain in awe of my nursing colleagues and
so proud of the profession we belong to.

Director of Nursing Report

It has been an incredible last 18 months where the MUH nursing teams have been consistently responsive and creative in facing the rapid changes, service disruptions and challenges brought about by the ongoing Covid-19 pandemic. It has been very humbling to witness their focus on the delivery of care, which is safe, effective and compassionate. Out of this adversity I have witnessed true bravery and compassion with nursing teams embracing new roles, leading and delivering care in a range of different environments and in new ways to be responsive to the patient need. I am pleased to share this report which outlines the contributions made by nursing staff in MUH in 2021 to the achievement of our strategic nursing objectives.

It clearly demonstrates our progress, achievements, and ambition for the future. We have also taken time to reflect on the impact of the Covid-19 pandemic, highlighting within this report many of the challenges, but also the learning and improvements that have emerged. These have influenced the ways in which we work, strengthening our partnership working with social care colleagues to find solutions to the way we deliver our health service.

Despite the challenges we faced, our core focus in the department of nursing in MUH in 2021 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.

I remain in awe of my nursing colleagues and so proud of the profession we belong to. I am privileged to work in MUH alongside fantastic teams of nurses and healthcare assistants who have excelled and shown great resilience when faced with unprecedented times.

STRATEGIC NURSING PRIORITIES

The development of these strategic nursing priorities was the result of extensive collaboration across the SSWHG with participation from Directors and Assistant Directors of nursing, all grades of Registered Nurses, undergraduate student nurses, Healthcare Assistants and community and academic partners. These priorities align with the national policy context which focuses on service reform and transformation to meet the healthcare needs of the population and will deliver on agreed improvements and initiatives. We work in partnership with the Nursing and Midwifery Board of Ireland (NMBI), Office of the Chief Nursing Officer, DoH, Chief Director of Nursing, SSWHG, Office of the Nursing and Midwifery Services Director (National Clinical and Integrated Care Programmes).



COVID 19 VACCINATION CLINICS

It was a very hopeful start to 2021 when MUH received supplies of the Covid-19 vaccine enabling Vaccination Clinics to commence on New Years Day 2021. The Director of Nursing was the assigned clinical lead for setting up and administering the clinics for MUH staff as well as community services which included mental health, hospice care, addiction and homeless services. The teamwork demonstrated across specialities and departments was exemplary.



PASTORAL CARE DEPARTMENT

The pastoral care service in 2021 continued to respond to patient and family needs as part of the wider healthcare team in MUH. Ways of working continued to evolve. Supporting families was 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 Annual November Remembrance Mass took place virtually again this year, which made it available to a wide audience.



CLINICAL NURSING LEADERSHIP



The National Clinical Leadership Centre for Nursing (NCLC) supports the clinical leadership development of all grades of nurses nationally. In collaboration with the Centre for Nurse Education, MUH, the department of nursing supports a number of programmes which aim to engage staff in clinical leadership development. It was evident that there was significant clinical leadership demonstrated by nurses nationally during the pandemic and the department of nursing recognises

the opportunity to build on this. The New Graduate Transition to Practice programme supports newly graduated nurses to make to transition to qualified nursing practice over the first year of employment in MUH, enhancing communication skills, leading a team and care coordination. The future of nursing depends on educating and supporting all levels of nursing leaders which facilitates excellent nursing practice environments. We are committed to investing in career pathway and professional development for our nursing staff to meet the future healthcare needs of patients and communities. This will enable us to continue to recruit and retain the high calibre of excellent nursing staff to MUH.

MAGNET4EUROPE

Mercy University Hospital is taking part in Magnet4Europe, a study funded under the European Union's Horizon 2020 Research and Innovation programme (2020-2023). It will take place in six European countries simultaneously and it aims to improve mental health and wellbeing of healthcare professionals in the healthcare workplace. Our hospital has been twinned with NorthWestern Lake Forest Hospital which is a Magnet accredited organisation. Magnet hospitals are recognised as benchmarks for nursing innovation, practice and excellence.



Our collaboration involves regular meetings with our partner organisations sharing of nursing practice, knowledge and innovation and learning from each other. There is an MUH working group with representation across all grades of nursing staff leading out on this work.

NEW NURSING GRADUATES

Congratulations to the 19 nurses who graduated in 2021 - their contribution as fourth year intern students was considerable. The Annual November Remembrance Mass took place virtually again this year, which made it available to a wide audience.



Ms. Margaret McKiernan,
Director of Nursing



Operations Director's Report

The response, commitment, dedication and innovation exemplified by all Departments within my Directorate was inspiring.

Operations Director's Report

Welcome to the Annual Report of the Operations Director for 2021 – once again an exceptional and challenging year dominated primarily by three Covid19 waves throughout and a cyber-attack mid year. The response, commitment, dedication and innovation exemplified by all Departments within my Directorate was inspiring and the reports below and initiatives captured in the Hospital Highlights provide some insight into the patient centred work undertaken by all the various Teams

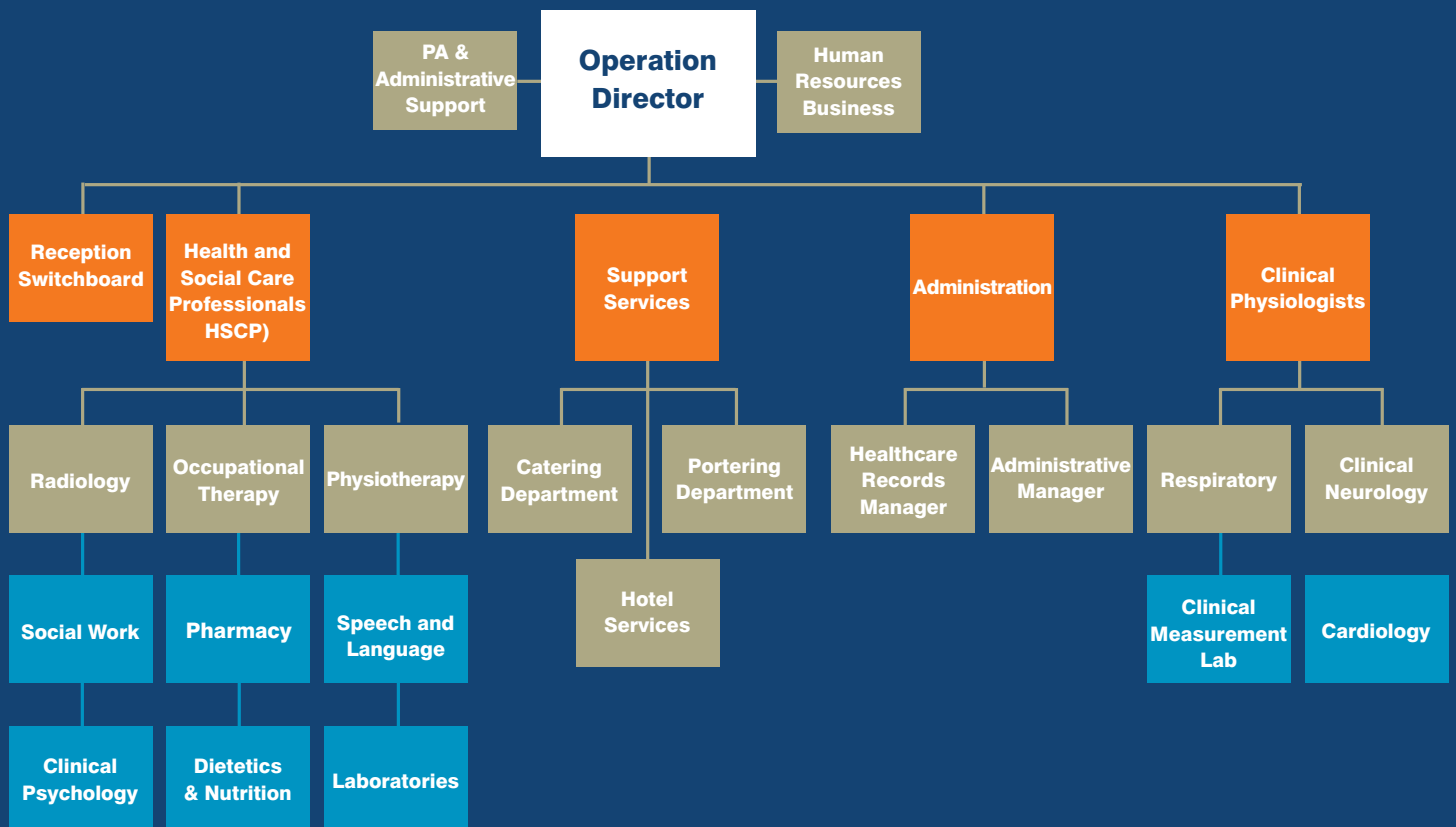
The Operations Director seeks to:

- Promote a culture of excellence in delivery of the service
- Grow and empower managers
- Assessing training needs analysis thus informing improvements for staff development
- Lead on staff development programmes and Performance
- Prioritise compliance with regulatory and accreditation standards, namely:
 - HIQA - Standards for Safer Better Health Care
 - Decontamination
 - Hygiene Standards – utilise Medical Audits technology
 - Mealtimes Matter
 - INAB
 - JAG Accreditation
 - HACCP
 - EHO
 - EPA

During 2021, the Operations Director led out the following projects

- Unscheduled Care Lead
- Five Fundamentals Unscheduled Care Lead
- Review Catering Department Structure, Plant & Infrastructure
- Radiology Accommodation Development
- MRI Replacement Project
- Capital Projects, including:
 - Radiology Build
 - 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

OPERATIONS STRUCTURE



ADMINISTRATION

2021 was a particularly difficult year for administrative staff due to the Cyber-attack in May. The staff were faced with running clinics and ED without having access to the systems required and the backlogs that followed required many staff to work late evenings and weekends to assist. I would like to acknowledge the hard work and commitment demonstrated by staff during this very difficult time. During and post the cyber attack:

- Radiology clerical supported the extra clinics that ran during weekends through September/October to clear the backlog of ultrasound appointments that were carried over from the cyber-attack.
- Total Healthcare clinics ran on the weekends to clear endoscopy lists, this involved organising a detailed SOP, staffing the weekends with a ward clerk 8.00am to 4.00pm on both the Saturday and Sunday, organising chart prep prior to the weekends and liaising with the Healthcare Records Manager in relation to chart management and follow up on the Mondays following lists as well as BMU.
- During the cyber-attack a manual census system had to be implemented at ward level to capture ward attendances/admission dates/Consultants etc which was reflective of patients present. Ward clerks also had to work on Saturdays and Sundays to make sure that the census was manually updated over the weekend. A manual list also had to be kept of charts at ward level, white chart etc so that the ward clerk could track and trace when ipms system returned.



HEALTH AND SOCIAL CARE PROFESSIONALS



Speech and Language (SLT)

The SLT department was founded in 2003 and has grown and developed since that time. The team ethos reflects the Mercy Values of Compassion, Excellence, Justice, Respect and Team Spirit. By the end of 2021, the team was comprised of 5 SLTs equating to 4.5 WTE permanent posts. 2021 continued to be a challenging year for the SLT dept and health services in general. Despite the ongoing demands and significant pressures associated with the Covid pandemic and the cyberattack, the dept continued to endeavor to provide a quality service to our patients while striving to improve and develop the service.

Table 1: OVERVIEW OF SLT DEPARTMENT ACTIVITY 2021

	2021 activity	Comparison to 2020 activity
No of inpatient referrals received by the service:	779	10 % increase from 706
Clinical time (i.e. patient related)	3639.6 hrs	3008.77 hrs
No of inpatients discharged without any service	52	65
Average monthly referral rate	65	58.83
Average monthly 'dc before seen' rate:	6%	9%
No of FITT/ED referrals to service:	179	199
No of videofluoroscopy studies conducted:	28	22

Of note referrals to the service for patients with tracheostomies increased in the context of Covid related respiratory failures. In addition, referrals of patients with a background of Head and Neck cancer also increased as this patient cohort presented to MUH for treatment of other medical issues.

- **SLT Service to ICU:** There was good news for the department with the securing of a 0.5 Senior dedicated post for ICU to allow for development of the service. The role of SLTs in critical care is to assess and manage the range of speech, swallowing and cognitive impairments that patients experience following critical illness, trauma or major surgery. SLT plays an integral role in tracheostomy weaning as part of the MDT with positive impacts including earlier facilitation of speech and safe commencement of oral intake. This can help prevent complications, improve mood and support a reduction of length of stay in ICU.
- **IDDSI:** Direct staff ward-based training sessions on the International Dysphagia Diet Standardisation Initiative were recommenced in 2021.
- **Acknowledgement:** the hard work and dedication of the SLT team throughout the Covid pandemic and cyberattack is to be commended and a demonstration of the Mercy Values in action.

Dietetics

As a clinical department, the aim is to provide a high quality, patient-centred service to all patients who are referred for nutritional advice. This is achieved through developing patient resources, performing ongoing audits and with the use of evidence-based practice.

In 2021, 3 undergraduate nutrition students from MTU (Cork) completed their 3rd year work placement in MUH, and 8 post-graduate dietetic students from the new course in UCC attended MUH for practice placements.

- **Nutrition Screening:** An online training Modified MUST resource training tool for Nurses was developed by dietetics for use by nursing staff in 2021. See "MUH Intranet\Departments\Nursing Nutrition Screening MUST\Modified MUST training video". The MST (Malnutrition Screening Tool) was rolled out on St. Therese's ward for oncology patients in Oct 2021.

Medical Social Work Department

The Medical Social Work team in Mercy University Hospital supports the day-to-day implementation of the Mercy ethos. The department is particularly focused on addressing the needs of patients and their families in a spirit of promoting compassionate social justice. In practical terms, this means that the MSW Department often deals with issues such as homelessness, domestic violence, and alcohol and drug abuse, and child protection and welfare issues, as they present in the Emergency Department and among admitted patients. In addition, there are social workers attached to the specialist Care of the Elderly, Paediatric Haematology/Oncology, Adult Oncology and Palliative Care multi-disciplinary teams.

- The Medical Social Work Department, working collaboratively with Quality and Risk Management, shares the lead in the implementation of Children First National Guidelines in the hospital.
- The impact of Covid-19 on patients, and the emotional/psychological ramifications of living with Covid-19, was evidenced by the number of Social Work Referrals received in 2021. Across the hospital, Emergency Department, Mercy Urgent Care Centre and St Francis Unit, a total of 1196 referrals were received and allocated across the MSW team.

- The Medical Social Work Department commenced collaborative work with Emergency Medicine colleagues (MUH, CUH, Connolly Hospital, and Emergency Medicine Programme, RCSI) in establishing a standardised Domestic, Sexual and Gender Based Violence Screening Tool.
- Two members of the Medical Social Work team completed Managing People Skills Training.



Physiotherapy

Much of the focus of the Physiotherapy Department during 2021 was on addressing the continuing impacts of the pandemic and newer challenges like the cyber-attack, while reinstating a number of services and practices that had been affected during 2020.

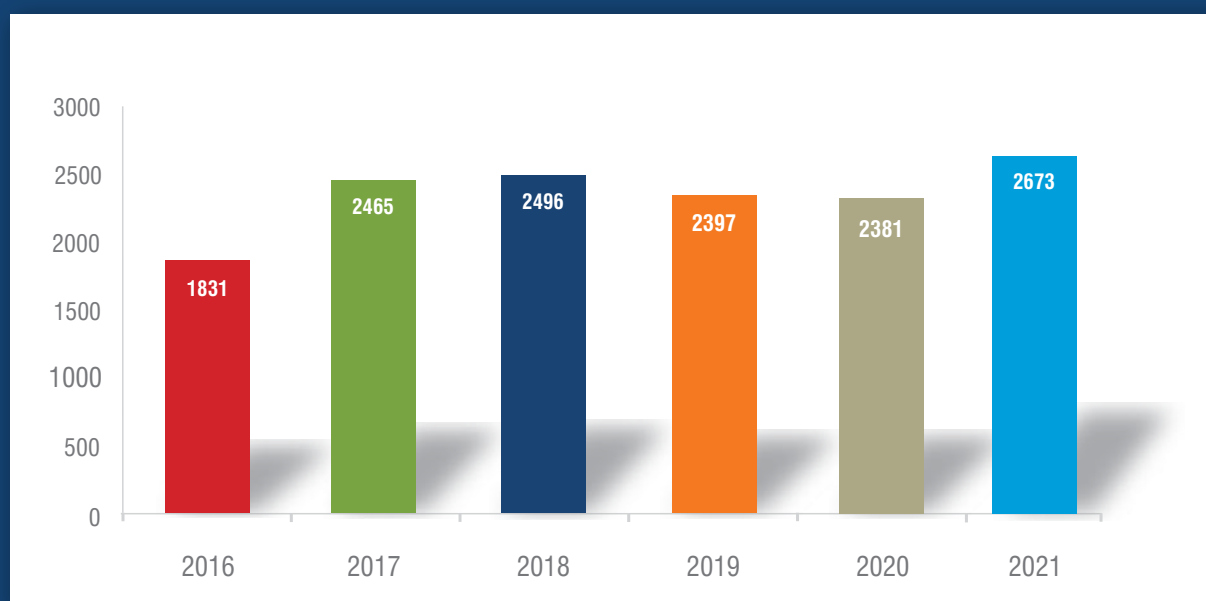
- The in-patient teams dealt comprehensively with COVID and non-COVID patients alike, noting an increased demand for rehabilitation of frail older adults.
- The out-patient teams were able to restore a number of classes and services, namely Pulmonary Rehabilitation successfully moved to the MUH facilities at St. Mary's Health Campus. In-person appointments in our musculoskeletal and continence services have returned to pre-pandemic levels.
- Meanwhile, MUH physiotherapists facilitated the on-site training of student physiotherapists from the UL undergraduate and UCC postgraduate programmes, maintaining important links with our academic colleagues. This was further enhanced by the continued provision of guest lectures by a number of our physiotherapy staff to several different third level programmes and by the Interprofessional Education sessions which were held with our colleagues from the MUH CNE & UCC School of Medicine for physiotherapy, nursing and medical students.
- Training was also facilitated in-house, where the ALERT programme and Tracheostomy study days were two examples of excellent multi-disciplinary co-operation and learning.

Lastly, the POLAR unit marked 10 years of operation in 2021, providing a leading example of multi-disciplinary working. While linking with the National Rehabilitation Hospital in Dun Laoghaire, the MUH Rehabilitation Consultant, Nurse, Prosthetist, Occupational Therapist, Administrative staff and Physiotherapist give a comprehensive service to limb absence and amputation patients, conveniently placed within their locality.

Occupational Therapy

Occupational therapists (OTs) help people to engage in the everyday occupations that make up life. Our philosophy is to set goals collaboratively with our patients and to use meaningful occupation as a medium to help our patients to resume the lives they had before encountering illness and disability. We continue to be key members of the multi-disciplinary team in the Mercy University Hospital (MUH) in terms of assessment, intervention and discharge planning. Our statistics demonstrate that OT activity levels and the demands on our service increased on the acute wards and in ED in 2021. This is reflected in the total number of new referrals seen by OT across MUH (See below chart).

TOTAL NUMBER OF NEW OT REFERRALS 2016 TO 2021



LABORATORIES

Microbiology

Microbiology provides a 24/7 service to MUH, SIVUH, MPC, several local GPs and Nursing Homes and a H. pylori Breath Testing service nationally. The services provided include routine and urgent Covid testing, Molecular Enteric, Respiratory and CSF testing, Bacteriology and Antimicrobial Susceptibility testing (including Blood cultures and Sepsis screening), Virology, Antibiotic levels, TB screening, H.pylori Breath testing, screening for Multi-drug-resistant organisms such as MRSA, CPE and VRE, Environmental screening for MUH and SIVUH Pharmacy and post Building works, as well as a referral service of specialist tests to Reference Laboratories.

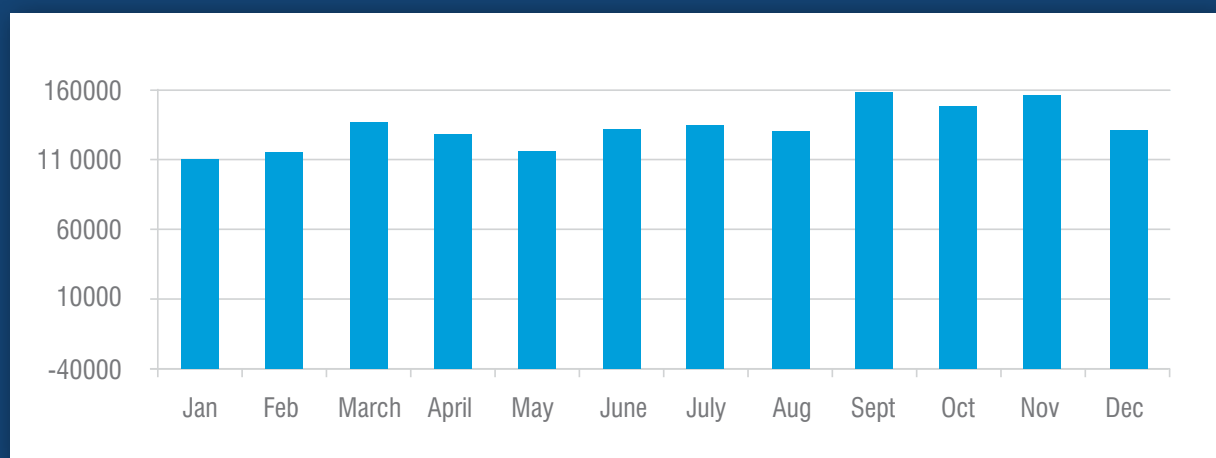
Number of Tests in 2021: 143,293 tests processed, which was an increase of 19.9% on 2020

Clinical Biochemistry

Clinical biochemistry refers to the analysis of blood plasma/ serum for a wide variety of substances—substrates, enzymes, hormones, etc—and their use in diagnosis and monitoring of disease. Analysis of other body fluids (eg, urine, fluids, CSF) is also included. One test is very seldom specific to one clinical condition, so groups of tests or profiles are used which can provide information pointing to a wide variety of different conditions by a process of pattern recognition. During 2021, the Department

- Won first price on the Clinical Audit and Quality Improvement Awards day. We performed an audit on the Review of Troponin Testing in the Emergency Department in MUH in conjunction with some of the ED staff.
- Performed a study looking at introducing a quantitative FIT test for Faecal Occult blood here in the MUH in conjunction with the gastroenterologist team. The current FIT test we use has a fixed cut-off thereby limiting the test to a qualitative one (either positive or negative). This new process will be introduced in 2022.
- Worked closely with other members of the newly appointed Near Patient Testing Committee in the advancement of a new connected blood glucose/ketone system into the MUH. This would aim to improve the accuracy of these monitoring devices, eliminate sources of error, and improve safety and efficiency with standardization of equipment. The system will send all patient test results, quality control results, instrument messages and instrument maintenance events all electronically back to the NPT co-ordinator in the Biochemistry Dept. All the systems can also be managed remotely from the lab. The use of glucometers will require training, resulting in tracking certification and controlled user ship. The business case has been passed by management and we are awaiting the signing of the SLA to further progress this very exciting project.

2021 TOTAL TEST NUMBERS



Occupational Therapy

The GI function Lab at the Mercy University Hospital is one of the largest in Europe and provides a full array of GI physiology investigations including oesophageal and anorectal function testing, SIBO and Lactose intolerance breath testing and Small Bowel Video capsule, Upper GI Video capsule and Colon Capsule examinations. The lab also runs an extensive clinical research program. In 2021, two trainee GI Physiologists successfully completed a Certificate of competency to practise as GI Physiologists with this converting their trainee roles to Basic Grade GI Physiologists.

Number of patients seen, activity etc for 2021 (including appointments): 710

During 2021, the Department completed high resolution anorectal manometry (HRAM) testing on 40 patients as part of a study to introduce a seated position to determine if this improves rectal drive and recto-anal pressure gradients which is normally carried out in the left lateral position. This study will be submitted to the Neurogastroenterology and Motility, with this study there were many areas of professional development within the lab such as; gaining experience in the skills to design clinical studies and performing them to a high standard, skilled at overcoming the difficult challenge of recruiting patients to a difficult and awkward study and improving on skills at writing clinical communication.

Respiratory

The Respiratory Department offers a wide range of services including Pulmonary Function Test (PFT), Methacholine Challenge Test (MCT), FENO test, Cardiopulmonary exercise testing (CPET), Sleep Study or Polysomnography (PSG) and Limited sleep study which is an overnight test that can be done at home or in hospital.

• PFT (outpatient)	1516
• PFT (in patient)	94
• MCT	6
• PSG	47
• Limited study	270
• Total	1933
• DNA	211

Ms Carol Hunter,
Operations Director



Department of Human Resources

We Put the Care in Careers.

Department of Human Resources

Welcome to the HR section of the Annual Report. During 2021 we continued the implementation of a number of initiatives driven by the multiyear HR strategic plan. The Human Resources Department plays a key role in helping shape the organisation through key organisational changes and developments. The scope HR is both strategic and operational covering the following areas:



Key achievements in 2021 are numerous; I will now share some of these.

TALENT ACQUISITION

420 people joined MUH in 2019. 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.

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

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

Other recruitment initiatives included more direct sourcing and investment in our very successful recruitment branding “**We put the care in careers**”. As part of this we organised a staff photoshoot in 2021 to update our stock recruitment images. **Some samples are included below:**



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

VALUES & CULTURE

2021 saw significant traction in relation to the Values & Culture role in the MUH. Please see Page 80

TRAINING AND DEVELOPMENT

“Managing People Skills” is an annual programme in the MUH. 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. This programme has been rolled out to over 130 staff since its inception. Empowering our future leaders and equipping them with the relevant competencies is important in terms on delivering on our value of EXCELLENCE. Embedding all the Mercy values of Excellence, Compassion, Team Spirit, Justice and Respect is a key message delivered in this programme and a requirement for how we act as leaders.

Other Leadership, Training & Development initiatives rolled out and supported in 2021 include:

- Induction
- Dignity at Work
- Pension Knowledge Sessions
- Children First
- Managing People Skills
- Managing Probation
- Line Managers – the HR basics
- Performance Management – Reviewer and Reviewee

COMPLIANCE

Compliance continues to be a key feature of our work in HR. In 2021 we continued to monitor our employee files through internal audit to ensure 100% compliance on areas such as Garda Vetting, Personal Identification, International Police Clearance, and all mandatory training. A huge focus was also placed on our on-boarding process to ensure new employees are complaint from the beginning. We now have a robust new starter checklist which was started in 2021.

The 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.

NCHD EWTB (European Working Time Directive) Compliance remains excellent with 100% compliance for not breaching 24 hour shifts and average of 92% compliance for maintaining a 48 hour working week average.

Wellbeing - #Wellbeing – The Mercy Way”

Earlier on in 2021 as a result of COVID restrictions we were unable to run our Spring Employee Wellbeing Week. Instead we organised treats for staff such as chocolate, Easter Eggs, Freddy’s Ice-cream van came for a few days, free tea and coffee for staff for different periods just to say thank you to our staff and to show how much they are appreciated.

In October 2021 the MUH Employee Wellbeing committee ran a week long employee wellbeing week. This was a very exciting event and very welcome by all staff. We had a wide variety of fun and engaging events throughout the week such as free treats for all staff members daily, dinky donuts van who provided staff with delicious mini donuts. We had a mindfulness tree, vision screening, blood pressure checks, daily information from our Dietetics Department, talk on Men's Health, foot and hand massages, chair massage and back by popular demand a squat challenge.



NCHD Projects and initiatives

During 2021 a number of NCHD projects and initiative took place namely:

- A "get to know NCHDs better/NCHD Perspective" survey was distributed, and the findings are at analysis stage to improve NCHDs work flow.
- Lead NCHDs included in Induction to "show the ropes" to New Interns and SHOs on day 1. This allowed for better communication and will be done going forward.
- A Medical Registrar/Specialist Registrar Shadow Rota was introduced to mitigate the risk of have only 1 Registrar/SpR on call in a 24hr period.
- NCHD reps were appointed to various committees such as End of Life and Wellbeing committees to ensure the NCHD voice was heard throughout the hospital.
- The Doctors Residence facilities were upgraded.
- NCHDs were included in COVID meeting updates.

Other

A number of other initiatives took place in 2021, namely:

- Team Spirit is alive and kicking in HR with the Department winning a prize in 2021:
€ “Deck the Halls” – Overall winner 2021 for the “HR Christmas Market”



2021 has been an exciting and busy year for the HR and Occupational Health Departments; I would like to thank my colleagues for delivering on many initiatives for employees that support the delivery of patient services and the wellbeing of staff in MUH. We have equally ambitious plans for 2022 as we continue to implement initiatives driven by the multi-year HR Strategic Review & Plan.



Mr Michael Hanrahan
Interim HR Director

A photograph of construction workers in safety gear (hard hats and high-visibility vests) working on a large structure, possibly a bridge or industrial facility. The image is partially obscured by a blue semi-transparent rectangle containing the title text.

Technical Services Department

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

Technical Services Department

2021 has been a very busy year for the Technical Services Department (TSD) team with additional challenges and pressures from the continuing response 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 always the single point of focus. At times during the year, there were scenarios whereby the team needed to think outside the box, 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”, continues to be the challenge we all set out to achieve. We would like to acknowledge our colleagues across the entire hospital who worked with us as part of an overall collaborative approach on the many different projects including some outlined below.

The activities of the department can be summarised as:

- **Capital Projects,**
- **Maintenance Department**
- **Energy & Sustainability**
- **Fire Safety**

A brief outline of some aspects from each section is detailed now.



CAPITAL PROJECTS

2021 has seen some significant developments take place on the MUH campus which were projects in response to the Covid pandemic and completed under the emergency legislation enacted by government in 2020. In MUH these projects included the extension to the Emergency department completed in 2020, new Radiology building and the new 30 bed ward and Theatre project.

2021 has seen some significant developments take place on the MUH campus which were projects in response to the Covid pandemic and completed under the emergency legislation enacted by government in 2020. In MUH these projects included the extension to the Emergency department completed in 2020, new Radiology building and the new 30 bed ward and Theatre project.

Combined 30 Bed Ward Accommodation & Theatre Project

Early 2021 saw extensive planning, coordination, and execution of wide-ranging enabling works packages to support the overall new ward block and operating theatre development project.

Clancy Construction were appointed as Design & Build Contractor for the project and commenced on site end Q1 2021. Their first activities on site involved site setup, site surveys and the erection of a tower crane. Excavation works, diversion of underground services and piling works all continued across the summer months and were substantially completed in September '21.

Temporary support works to 31 Sheares Street were completed to facilitate demolition works of the adjoining former workshop buildings. These demolition works were completed as another enabler in providing a new medical gas compound to serve the hospital. The new oxygen compound went fully operational in October '21.

The main building structure progressed well towards the latter stages of the year, with the large steel trusses being installed in December. This would go on to provide the podium structure for the building. Clancy Construction progressed detailed design of the ward areas and theatre floors and they also concluded on the appointment of sub-contractors in advance of works ramping up in early 2022.

It is planned that the light gauge steel installation will commence in January 2022 and it is projected that the building will be weather tight by Q1 2022 with fit-out works substantially complete later in 2022.

Radiology Expansion and Upgrade project

MUH received HSE approval for the replacement of the Radiology accommodation in September 2020. ESS were appointed as Design and Build contractor and works commenced on site in early 2021 and the building modules were installed in June 2021 with the internal fitout works progressing after. This new development will replace the existing end of life radiology accommodation and will come into service in 2022 providing new patient treatment rooms and support spaces along with new radiology reporting suites.

Lift Upgrade works – 2 new replacement lifts in Lee View Block and 1 lift refurbishment to Sheares street block lift

Replacement works to the 1st lift in Lee View Block commenced in November 2020 and were completed in January 2021. Work to the second new lift in the Lee View Block commenced in early February and was completed in mid-March. Refurbishment works to Sheares Street Block lift we completed in August 2021.

MAINTENANCE DEPARTMENT

2021 was a busy year in the maintenance department providing many essential services for the hospital ensuring that all hospital systems are working efficiently providing the necessary services for the safe treatment of all MUH patients.

This includes co-ordinating over 30 maintenance contracts across a wide variety of disciplines. The management of same involved planning, scheduling and supervising works and monitoring a wide range of plant, systems, buildings and infrastructural elements.

In 2021 the maintenance helpdesk encountered substantial disruption to its day-to-day reactive maintenance services due to the cyber-attack which occurred in May. The ability to record both preventative and reactive maintenance through designated software was lost and existing service records were not retrievable. Nevertheless, a temporary system which utilised available resources was implemented to enable some structure to return to both reactive and preventative helpdesk planning and recording. The total number of reactive jobs logged through the temporary system in 2021 was 4341 but the actual number is likely to be far higher than this.

The Maintenance Department aim to implement new maintenance software in 2022. The new system (Tririga) is designed by IBM and has been procured by HSE Estates. Tririga will improve the maintenance department's ability to plan, track and improve on all aspects of reactive and preventative hospital maintenance.

In 2021 the Maintenance Department also co-ordinated some minor capital project works including ward refurbishments, installation of the Endoscopy Washer, Façade Works, Oil boiler and Chiller installations.

Training

In 2021 the maintenance department organised two rounds of passenger release lift training for MUH leading to 18 staff members being trained in total. Further to this our general operatives completed annual medical gas cylinder training. Fire Safety training was also completed by all staff department wide as is statutory.



ENERGY & SUSTAINABILITY

The MUH Greenway57 team was reconvened in 2021 with new members coming on board and the team worked on various initiatives to increase staff engagement and awareness in relation to energy and sustainability including the running of an Energy Awareness Day on the 12th of November 2021.

- SEAI Monitoring and Reporting
- As a public sector body we are legally obliged to report our energy performance annually using an SEAI Monitoring and Reporting online system. We must achieve a 51% reduction in energy related greenhouse gas (GHG) emissions and a 50% improvement in energy efficiency by 2030.
- In 2021 we were 2.1% better than 2020 in terms of energy performance. We were 36.2% better than our energy efficiency baseline from 2009. A further 27.5% improvement is required to meet our 2030 targets.
- In 2021 MUH energy consumption was 13,155 MWh. An increase in consumption compared to 2020 was to be expected as the hospital was attempting to revert to a normal service post Covid. As a result of this our energy consumption was 10.1% more than 2020. Our energy related CO² emissions for 2021 was 2,398 tonnes of CO² which was 15.8% more than 2020.
- In 2021 MUH received funding of just over €30,000 from the HSE Energy Bureau to support the replacement of a chiller unit serving Theatre 1 & 2. The Energy bureau assisted the project both in terms of funding and technical expertise.
- MUH continue to focus on reducing water usage and as a member of the Water Stewardship Ireland Community of practice our aim is to further improve efficiency in water use through a comprehensive programme of initiatives and monitoring throughout the year.
- An Energy Audit was conducted at the Mercy Hospital in accordance with the European Energy Efficiency Directive which is transposed into Irish Law by SI 426 of 2014. The purpose of this energy audit was to develop further energy efficiency opportunities for MUH to implement and contribute to achieving the 2030 energy efficiency and decarbonisation targets.



FIRE SAFETY

2021 has certainly been a challenging year for many areas within the hospital. However, despite the complex and unique challenges such as the Covid Pandemic or the Cyber-attack presented to the hospital, one area which has made substantial progress is fire safety.

The main target for the hospitals position is to ensure statutory compliance is achieved but equally a message was continuously promoted for a safe place of work. There has been a substantial amount of work undertaken to work on achieving these requirements with the development of new management procedures, updating and creation of fire documentation and equally education practices.



Among many, one the biggest and main achievements in 2021 was the launch of the interactive fire safety e-learning module which offers huge flexibility as it is available 24/7 and on-demand. This piece of training is bespoke and niche to the MUH and is considered one of the first type training in any hospital in Ireland. This is a huge step forward for fire safety training in healthcare.

Something that is extremely important to successfully continue the promotion and practice of fire safety and fire prevention is staff engagement and participation. It's understandable that sometimes 'change' can be difficult and not welcomed, especially with all that was involved in the year that was 2021. However, when it comes to fire safety, the staff of the Mercy University Hospital across all departments have adopted the new procedures (where applicable) and welcomed changes with open arms. This is evident from the constant follow up engagement on any communications or training delivered. This has been very welcomed and will continuously be promoted by the MUH Fire Safety Officer.

It is safe to say that 2021 has been an extremely busy year for all things fire safety. However, the momentum is only starting and there's a lot more work ahead in 2022 and beyond.

Fire Alarm Activity

- Fire Alarm Activations - 76 (4% decrease on 2020)
- Highest Activation Cause - Smoking (40 activations)
- Fire Service Callouts - 35 (25% increase on 2020)
- External Building Alarm Activations -7.

Fire Training Statistics

2021 presented a number of challenges with the year that it was with the Covid Virus Pandemic. However, a number of fire safety training courses and initiatives were successfully established and run.

Some of the training was delivered in the following forms:

- Fire Safety Inductions
- Evacuation Fundamentals
- Evacuation Drills
- On Ward Training
- Familiarisation Tours
- Emergency Response Training

549 staff members received a form of fire training.

A comprehensive fire safety training register was also developed which will now track staff training each year from 2021 onwards.

Initiatives and Developments

2021 seen a number of new fire safety initiative and developments implemented in the MUH. **A non-exhaustive list is as follows:**

- A newly built fire alarm activation reporting and tracking procedure
- Robust weekly fire alarm testing reporting procedure developed
- 150 evacuation ski-sheets were acquired and distributed out accordingly
- New fire inspection procedures established
- Fire alert procedure implemented
- New fire safety and emergency signage installed

Progression of Existing Projects and Services

- Fire door survey was undertaken
- Quarterly fire alarm inspections continued
- Annual Firefighting equipment servicing was undertaken
- Servicing of the fire suppressions systems was completed

Staff Achievements

2021 also seen the successful launch of the Fire Safety E-Learning module which was built by Karl Harris (Fire Safety Officer). It is understood.

Mr Shane O'Donnell,

Acting Technical Services Officer



Quality and Risk Management Department

The Quality and Risk Management Department supports the hospital in its commitment to deliver high quality safe and effective patient care.

Quality and Risk Management Department

SERVICE ACTIVITY

Introduction

The Quality and Risk Management Department (QRMD) supports the hospital in its commitment to deliver high quality safe and effective patient care. QRMD does this through the application of the HSE Incident Management Framework, 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 2021 the QRMD provided advice and guidance to the hospital as it responded to the challenging demands of the HSE Cyber Attack as well as 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 which encompasses both the clinical and non-clinical risks that can have an impact on the delivery of services. The Corporate Risk Register assists the MUH to establish a prioritised agenda for managing its risks. It provides the Executive Management Board (EMB) and Board of Directors (BOD) with a high level overview of the organisation's risk status at a particular point in time and is a dynamic tool for the monitoring of actions to be taken to mitigate risk. The risk register is a live tool which is ever-changing, with monthly re-evaluation and update.

In 2021 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 2021, a Cyber Risk Register was established in response to the HSE Cyber attack. This risk register documented the evolving risks for the hospital as a result of the cyber attack 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 2021. A dashboard summary is used to demonstrate new risks and changes to risks. The corporate risk register is submitted to the South/South West Group (S/SWHG) Management Team quarterly for review and escalation at scheduled performance meetings.

Clinical Audit and Service Evaluation

All applications for Clinical Audit and Service evaluation are processed by the QRMD office. In 2021, **46** applications to carry out clinical audit /service evaluation were received and approved by QRMD. These were from all Health Care Professional disciplines in the MUH seeking to improve the care/ service that we provide for our patients.

Incident Reporting

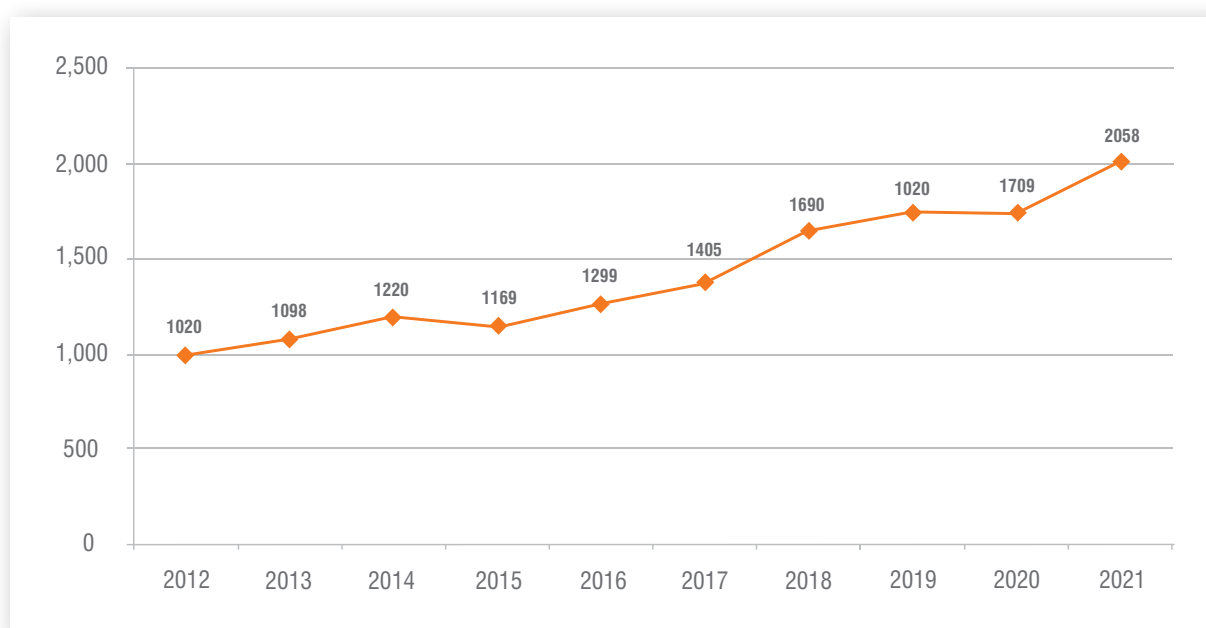
The MUH reports all incidents in line with the HSE National Incident Management Framework (2020). This framework provides services with a practical and proportionate approach to ensure that all incidents (clinical and non-clinical) are reported and managed effectively. The framework places particular emphasis on the need, in the aftermath of an incident, to adopt a supportive, emphatic, person centered and practical response to patients and staff affected by the incident. All National Incident Report Forms (NIRF) are sent to QRMD and are entered onto the National Incident Management System (NIMS) database. NIMS is the principal source of national data on incident and claim activity for the Irish Health Service. This system is monitored by the State Claims Agency (SCA) and the Health Service Executive (HSE). The QRMD is committed to learning from patient safety incidents and engages with departmental heads by producing quarterly reports on incidents reported from their service areas. Quality improvement plans are also instigated when the QRMD observe a trend in incident reporting from areas/ or an area. MUH Data stored on (NIMS) is presented at a number of forums across the hospital for learning and quality improvement proposes.

Feedback to the various committees in the hospital including:

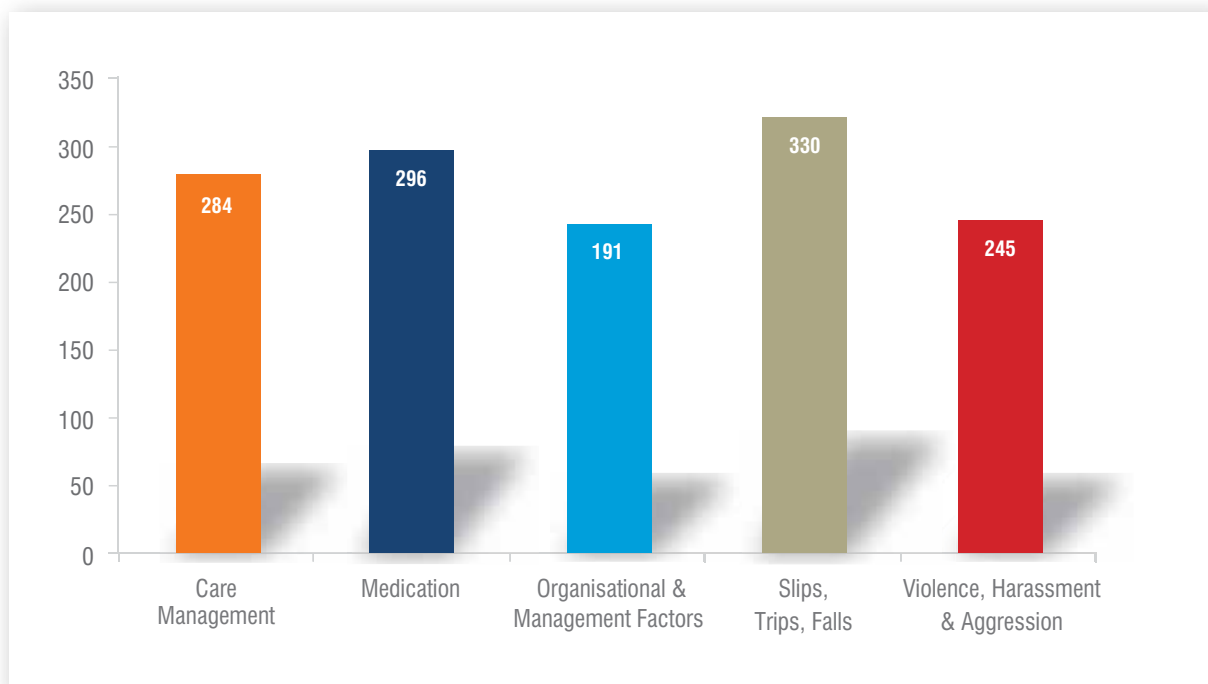
- Clinical Quality and Safety Governance Committee
- Hygiene Committee
- Patient Falls Committee
- Drugs and Therapeutics Committee
- Radiation Safety Committee
- Infection Control Committee
- Nutritional and Hydration Care Committee

2,058 incidents were reported to the QRMD in 2021. The highest reported incident for 2021 related to Clinical Care with 724 incidents of which 296 were medication related errors. (Examples of Clinical Care incidents are Blood/Blood products, Clinical Procedures, Medical Radiation Procedures, and Medication & Nutrition.) 11 incidents reported were categorised as Serious Reportable Events (SREs). SRE's are a defined subset of incidents which are either serious or that should not occur if the available preventable measures have been effectively implemented.

MUH REPORTED INCIDENTS 2012-2021

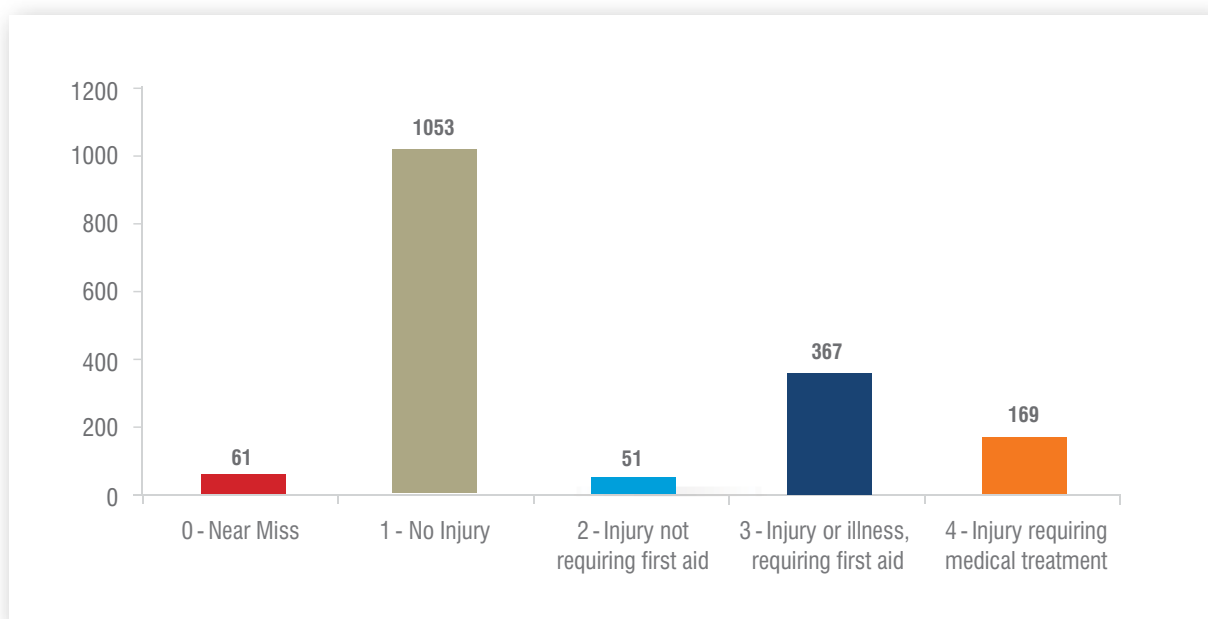


TOP 5 INCIDENTS REPORTED IN 2021



OUTCOME AT THE TIME OF REPORTING

The outcome at the time of reporting is recorded on all incidents where a person was involved/affected (1701). **The outcomes are reflected below;**



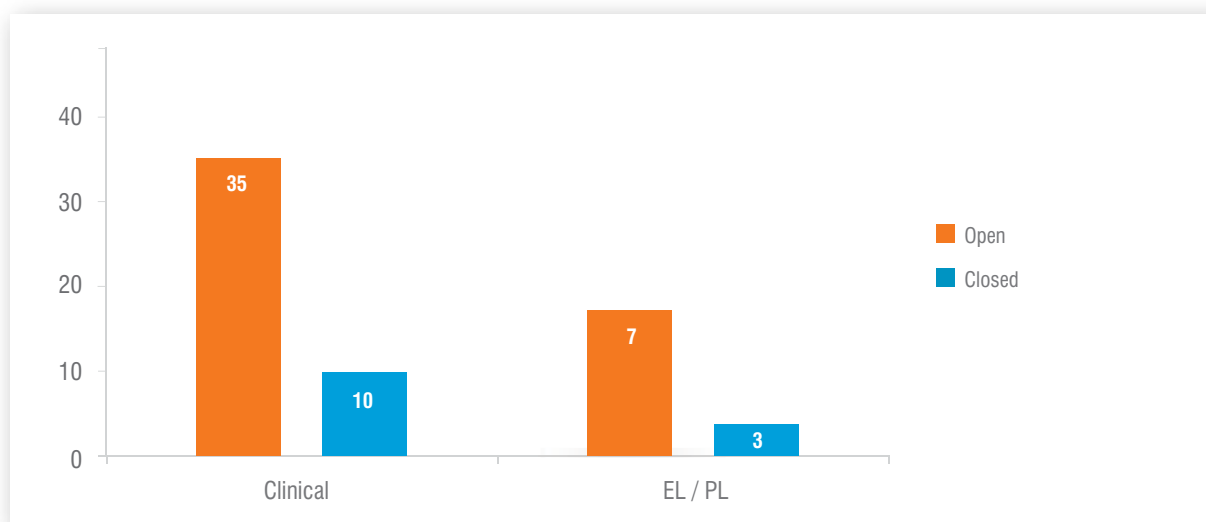
Outcome at the time of Incident Reporting (1701).

Excluding Dangerous Occurrence (384) & Property Lodd/Damage (9).

Indemnities

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). **13** new claims were received during 2021 and 13 were either closed or discontinued or struck out. A total of **52** claims remain open at end of 2021.

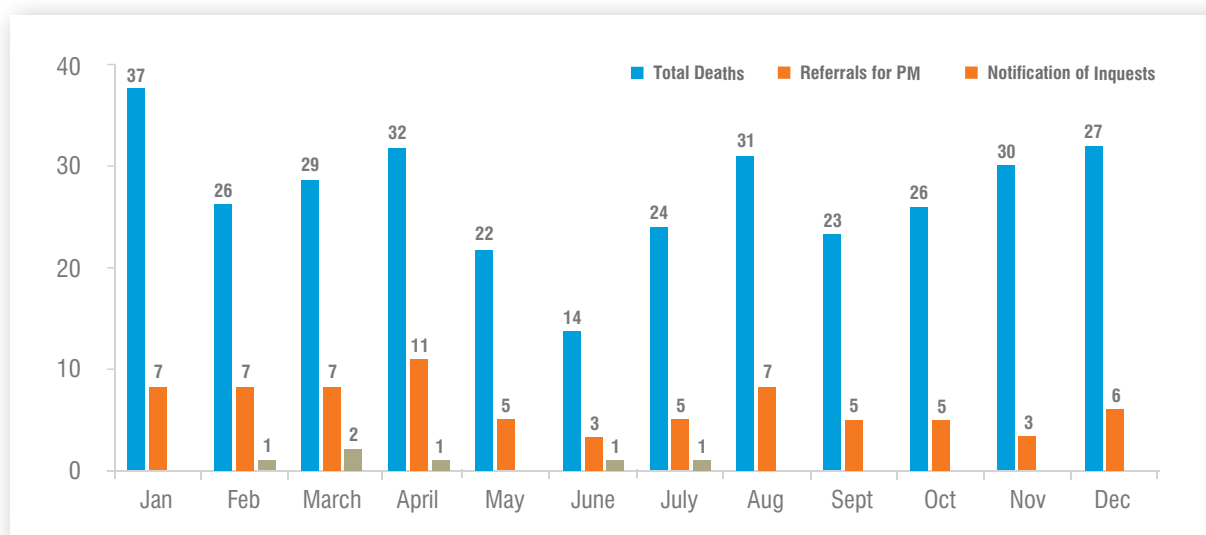
MUH CLAIMS STATUS AT END OF 2021



Coroner's Court

The Cork City Coroner's office regularly liaises with the QRMD in respect of queries, requests for reports or statements from staff in advance of Inquest Hearings. The QRMD provide support and advice for MUH staff if requested in addition to arranging legal advice and/or legal representation at Inquests where deemed necessary.

In total, **321** deaths were recorded in Mercy University Hospital (MUH) by the end of Q4 2021. **71** (23%) of these deaths were referred for Post Mortem Examination at Cork University Hospital Mortuary. The Quality & Risk Management Department (QRMD) received formal notification from the Cork City Coroner's Office that an Inquest Hearing was arranged in 6 (8%) of the cases who had under Post Mortem Examination (i.e. requests for statements from staff were requested).



COMPLAINTS ACTIVITY

The operational management of the formal complaints process is overseen by the QRMD. A total of **68** complaints (verbal and written) were received in QRMD in 2021. Complaints statistics are presented at Executive Management Board, 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 outline of the various categories of complaints received in 2021:

1 Access	2 Dignity and Respect	3 Safe and Effective Care	4 Communications and Information	5 Participation	6 Privacy	7 Improving Health	8 Accountability
9	7	41	10	0	6	1	1

Complaints Audit

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 Organisation's (CMPVO) policy.

The audit findings indicate that the level of assurance that may be provided to management about the adequacy and effectiveness of the governance, risk management and internal control system in the area reviewed is **SATISFACTORY**.

UNSATISFACTORY	There are weaknesses in the system of governance, risk management and controls which create a serious and substantial risk that the system will fail or has failed to meet its objectives. Urgent action is required to improve the adequacy and/or effectiveness of the system.
LIMITED	There are weaknesses in the system of governance, risk management and controls which create a significant risk that the system will fail to meet its objectives. Action is required to improve the adequacy and/or effectiveness of the system.
MODERATE	There are weaknesses in the system of governance, risk management and controls which create a moderate risk that the system will fail to meet its objectives. Action is required to improve the adequacy and/or effectiveness of the system.
SATISFACTORY	Overall there is an adequate and effective system of governance, risk management and controls. Some improvements may be required to enhance the adequacy and/or effectiveness of the system.

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 2021, the QRMD carried out its fourth self assessment against the 53 Essential Elements - see table 1 below.

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.

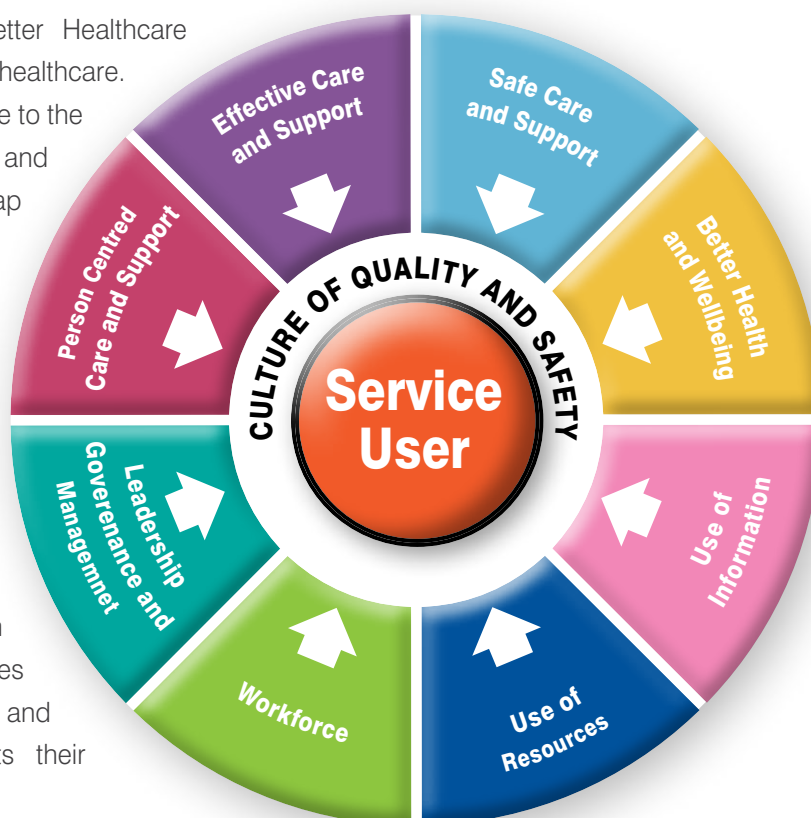


TABLE 1

	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	0/10 (100%)	✓	0	9	1	0
Safe Care and Support	2/12 (100%)	✓	0	12	0	0
Better Health and Wellbeing	1/1 (100%)	✓	0	1	0	0
Leadership, Governance & Management	2/12 (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%)

FREEDOM OF INFORMATION OFFICE

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

In 2021 there were **811** requests for health care records a reduction on previous years requests and reflects the reduced in-patient activity that occurred during the COVID 19 pandemic. **34** of the requests were deemed not valid. In August the HSE discontinued processing requests for records under administrative access (ADMIN) and all these request reverted Data Protection (DP) requests and were processed as Subject Access Requests (SAR *).

OVERALL REQUESTS 2021

Request Type	Requests Number	Invalid Requests	Total Requests
FOI	121	5	126
ADMIN*	296	15	311
DP*	63	7	70
SAR*	179	7	186
Total	659	34	693
PAC**	118	0	118
overall TOTAL	777	34	811

Table 2

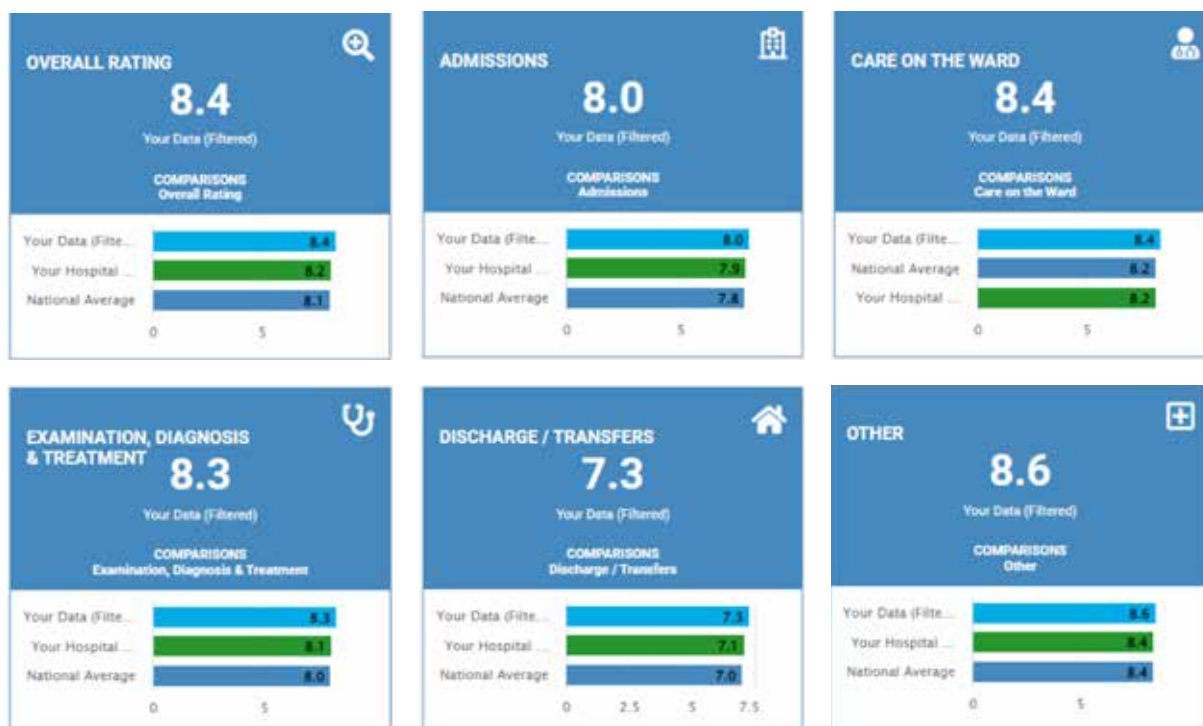
Records request FOI/Data Protection (DP)/Administrative (Admin)/ PAC

**Admin and DP requests process from 01.01.2021 till 31.07.2021; SAR requests processed from 01.08.2021 till 31.12.2022*

***Requests processed by Radiology Department*

NATIONAL CARE EXPERIENCE PROGRAMME

The 2021 National Care Experience Programme took place during September 2021 and was adapted to reflect the changed acute hospital care landscape during the pandemic. While the majority of the survey questions were unchanged from previous years, seven questions on Covid-19 were included. A total of **693** MUH patients were invited to participate in the survey; **290** responses were received (**42%** response rate). **88.3%** of patients indicated that they had either a good or very good experience while in the MUH.



HIGHEST RATING QUESTIONS

Survey Question	Your Data	National Data
Q16 - Were you offered a choice of food?	9.2	-
Q10 - In your opinion, how clean was the hospital room or ward that you were in?	9.2	-
Q31 - Were you given enough privacy when being examined or treated?	9.2	-

OPPORTUNITY FOR IMPROVEMENT

Survey Question	Your Data	National Data
Q45 - Did a member of staff tell you about medication side effects to watch for when you went home	5.8	-
Q48 - Did the doctors or nurses give your family or someone close to you all the information they needed to help care for you?	6.0	-
Q31 - Did a member of staff tell you about any danger signals you should watch for after you went home?	6.2	-

Committee Participation

The QRMD Department was also represented on the following Mercy University Hospital Committees in 2021 (many of these meetings were held via Zoom due to the Covid-19 pandemic):

- Executive Management Board
- Clinical, Quality and Safety Governance committee
- Policy Approvals committee (including administration support)
- Radiation Safety Committee
- Children First Committee
- Infection Control Committee
- Decontamination Committee
- Hygiene Services Committee
- Patient Falls Committee
- Medical Records Committee
- Health and Safety Representatives Committee
- Nutrition and Hydration Care Committee
- Information Governance Committee
- Drugs and therapeutic Committee incorporating the Medication Safety Working Group
- Open Disclosure Trainers Working Group
- Visiting Times Committee
- Covid-19 Management Team
- Cyber Attack Incident Management Team

Networks

The Quality and Risk Managers are members of the South/South West Hospital Group Quality and Patient Safety Group. This group meets every 2 months with an aim to share quality improvements and learning across the group.

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 May 2022. The committee met 8 times in 2021 and approved 19 hospital policies during that timeframe. Administration of the committee is managed by the PAC Coordinator within the Quality and Risk Management Department.

The purpose of the PAC is to provide guidance to hospital staff on the process of developing and reviewing hospital policy documents in keeping with the vision, values and mission of the Hospital. This arrangement is reflected in the policy document for the Development and Review of Policies, Procedures, Protocols and Guidelines (PPPG's) ensuring compliance with the hospital's legislative responsibilities. The PPPG Committee discuss, review and approve PPPG's and submit to the Executive Management Board for endorsement. All approved PPPG's are listed for staff access on the MUH Intranet. In addition, guidelines on the formatting and submission of PPPG's have been developed and are also available on the Intranet.

Open Disclosure

The QRMD promotes the HSE Open Disclosure policy. Open Disclosure is defined as Communicating effectively in a compassionate, empathic and thoughtful manner, especially when providing information about a patient safety incident, is a crucial part of the therapeutic relationship and if done well can mitigate anxiety and enhance trust in the staff and the hospital. The hospital is committed to ongoing training and development in respect of Open Disclosure.

As the Covid pandemic had a direct effect on the ability of organisations to deliver training on Open disclosure the HSE Open Disclosure Office developed 2 Open Disclosure Online Modules:

- **MODULE 1: Communicating Effectively through Open Disclosure**

All MUH staff are expected to complete the training and to provide a copy of their certification of completion to their Head of Department/ line manager. In 2021, 39 staff members had completed module 1.

- **MODULE 2: Open Disclosure: Applying Principles to Practice Clinical:**

Module 2 assist staff when preparing for and managing a formal open disclosure meeting, including some of the complexities that may arise. This module is for all staff that may be involved in formal open disclosure meetings. In 2021, 12 staff members completed module 2.

Open Disclosure Workshops

In addition to completing the on-line modules, 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 2021, 9 staff members attended the Open Disclosure Workshops. Due to Covid 19 restrictions only 1 workshop was held during 2021.

Education/Training Delivered or Attended (i.e. in house, conferences, participation with external bodies etc.)

During 2021 the QRMD presented at general hospital induction programmes run by the Human Resources Department as well as an induction session for NCHD's. At these sessions the QRMD presented an overview of our functions and how we support staff working in the MUH.

QRMD supported the Office of the Clinical Director in hosting the 3rd Clinical Audit and Quality Improvement Day (please see Report of the Clinical Director page 76).

EXTRACTS FROM FINANCIAL STATEMENTS 2021

SUMMARY OF FINANCIAL ACTIVITIES

	2021 €000	2020 €000
INCOME		
Patient Income	17,182	15,242
HSE Funding	117,221	113,568
Other Income	3,703	2,504
	138,106	131,314
EXPENDITURE		
Payroll and Related Costs	93,281	88,984
Non Payroll Costs	46,214	40,981
	139,495	129,965
OPERATING (DEFICIT) / SURPLUS	(1,389)	1,349
Donated Assets	2,295	1,916
NET SURPLUS FOR YEAR	906	3,265

BALANCE SHEET AT 31 DECEMBER 2021

	2021 €000	2020 €000
TANGIBLE ASSETS	61,428	50,620
CURRENT ASSETS		
Stocks	2,271	2,187
Debtors	20,555	15,121
Cash	6,715	5,613
	29,541	22,921
CREDITORS	(25,353)	(21,114)
NET CURRENT ASSETS	4,188	1,807
TOTAL ASSETS LESS CURRENT LIABILITIES	65,616	52,427
CAPTITAL GRANTS	(56,502)	(44,219)
SHAREHOLDER'S FUNDS	9,114	8,208

A large stained glass window with a central panel depicting St. Michael the Archangel with green wings and a red halo. The window is divided into sections with geometric patterns of yellow, red, and blue triangles and squares. A blue semi-transparent banner is overlaid on the left side of the window.

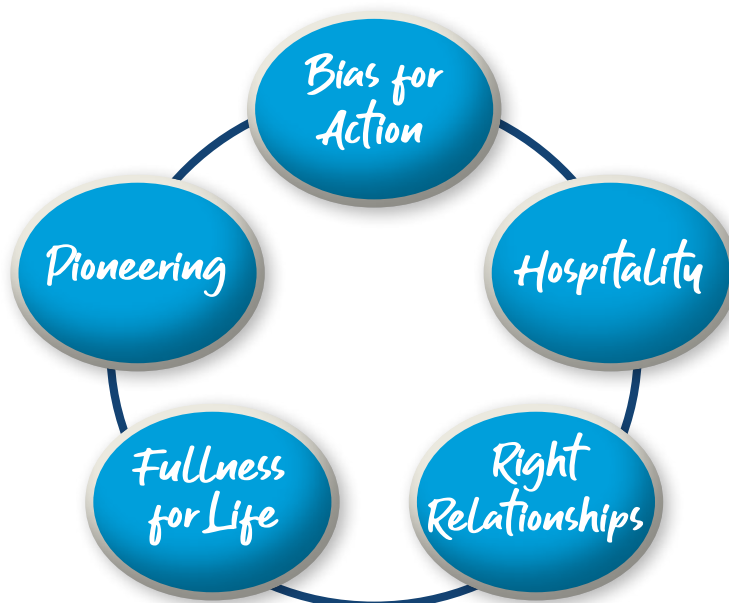
Mission & Values Programme

We should be shining lamps
giving light to all around us.

Mission & Values Programme

Understanding and living our Values is crucial to ensuring better patient outcomes and creating an environment of cultural excellence within our hospital. **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. In 2021, the development and implementation of a comprehensive Mission and Values Service Plan, underpinned by measurable SMART Goals, clearly defined initiatives and projects to be undertaken by the Values & Culture Lead to give expression to those Values.

The appointment of a dedicated Values & Culture Lead in 2018 to support and promote the ongoing roll out of the MUH Values Programme has enabled the development and continual refinement of the Global Induction Programme and Staff Orientation Programmes which engage staff in the Mercy story, the importance of legacy and ongoing stewardship of the Mercy ethos, ensuring passive formative experience through representation of the Values across Spaces, Places and Experiences within the hospital and maintaining Celebrations that give expression to the spirit of Mercy. The Values & Culture Lead also provides support to the Board of Mercy Care South and is the Editor of Mercy Times (Hospital Newsletter).



GREENWAY57



The goal of Greenway57 is to enable MUH in becoming more resource and energy efficient, prevent/reduce waste and endeavour to create a more sustainable environment for patients and staff of the Hospital. By reducing our environmental impact through improved services and educational programs we enable our patients and staff to live

and acknowledge the importance of a healthier environment. Greenway57 works collaboratively with the Technical Services Department and is underpinned by the Mission and Values of Mercy University Hospital and is aligned with Mercy Global Critical Concerns.

Greenway57 was originally launched in January 2020 but due to the onset of Covid19, all activities were suspended. The Team regrouped in April 2021, on World Earth Day and began implementing its Action Plan.



To date the Team have introduced a waste streaming system (on trial) for eventual roll out across the Hospital campus, replaced disposable cups in the canteen with new reusable, recyclable 2Go Cups and were delighted to host their first Sustainability Day and welcome SEAI, OPW, ePower and Energywise on site to provide advice and information for staff on energy savings at home, on the road and at work.

As part of Greenway57 the MUH Technical Services Department reviews energy consumption, waste streaming and water usage. MUH are part of the

Public Sector Energy Programme where 33% improvement in energy efficiency by 2020 was the target. MUH have achieved a 41% target. The national targets for 2030, agreed by government will require 50% improvement in energy efficiency and 30% reduction in carbon emissions. Relationships with the Sustainable Energy Authority of Ireland (SEAI), the National HSE Capital and Estates Office (Energy) and HSE Capital and Estates Office South (Waste) continue to be nurtured.

POLICY DEVELOPMENT

During 2021, the Values and Culture Lead developed two policies to support Staff:

- Substance Misuse Policy (Staff)
- Equality, Diversity and Inclusion

The Values & Culture Lead now sits on the Policies Approval Committee to ensure that all Policies are aligned with the Mission and Values of MUH.

PASTORAL CARE

The Values & Culture Lead provides support as and when required to the Pastoral Care Team, including

- Facilitation of the unveiling of a First Class Relic of Saint Teresa of Calcutta by Bishop of Cork & Ross, Fintan Gavin, at a special ceremony, which was attended by hospital staff and was broadcast live to patients in the Wards. The relic was gifted to Mercy University Hospital by the Missionary of Charity Sisters (Rome), the congregation which Mother Teresa founded.

- Facilitation, preparation and participation in a Team Building Programme for the Pastoral Care Team which was facilitated at Mercy International Centre in Baggot Street on November 4th -6th. This bespoke programme was specifically designed for the MUH Pastoral Care Team, in consultation with Mercy International, with multiple presentations connecting the Team to the Mercy Story, team building exercises, reflection time and prayer.



INDUCTION/ORIENTATION PROGRAMMES

All new staff Non Consultant Hospital Doctors (NCHD), Student Nurses and Overseas Nurses are educated in the Mercy Way and familiarised with the heritage and tradition of the hospital through Induction Programmes that welcome staff to MUH. This training is facilitated through the Global Induction Programme (8 programmes per year), NCHD Induction (3 programmes per year) Student and Overseas Nurses (5 programmes per year)

The Global Induction Programme is continually evaluated to ensure the charism of Mercy is central to its premise. Bespoke Induction/Orientation programmes are also facilitated for external contractors.



TRAINING

Incarnation of the vision, mission and values are now innate to a number of training programmes facilitated across MUH, most notably End of Life Care and Enhanced Communication Skills which are facilitated through the Department of Nursing.

Bespoke programmes which relate the Values to daily activities have been developed and embedded including Engaging with Respect (4 programmes facilitated in 2021) and Managing People Skills Course (2 programmes facilitated in 2021).

RESOURCE PACK FOR STAFF

A dedicated Values resource pack was developed on the MUH Intranet and introduced in early 2021.

GRAND ROUNDS AND BOARD PRESENTATIONS

The Values & Culture Lead presented on "The Mercy Way" to a sitting of the MUH Grand Rounds in September 2021 as part of Mercy Week Celebrations. In November 2021, the Values & Culture Lead, together with the HR Director, presented an update on the Mission & Values Programme to the MUH Board of Directors.

STAFF RECOGNITION

Further to its introduction in 2020, this Award scheme flourished during 2021. This scheme is an employee-owned program that will offer MUH staff a way to acknowledge and express appreciation for colleagues who make a difference to their everyday working life. All Mercy staff can nominate a fellow staff member who has brought to life the Mercy Mission and Values by demonstrating true service to the hospital, its patients and staff. 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 2021, a total of 3 Awards were made with 49 Commendations presented to staff.



STAFF FORUM

As a 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 2021, 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

The Staff Forum continues to meet quarterly and 6 sittings have taken place to date. The Forum is an essential information and consultation medium for staff.

STAFF EVALUATION | VALUES & CULTURE EVALUATION

“The hospital’s practice is well guided by Mercy’s Core Values beneficial for both patients and staff working together” (comment from Values & Culture Evaluation 2021)

Facilitation of staff feedback is essential to enable and enhance the aspiration of cultural excellence and is the premise of the Mission and Values Programme in that we continue to articulate our Values in their truest form in an inclusive and collaborative fashion reflective of those Values. Evaluation also re-enforces the sense of ownership and stewardship of the Values that each staff member has a responsibility for. It also informs projects and initiatives to ensure the Mercy Charism and ethos are sustained.

The Values & Culture Evaluation was undertaken from September 2nd to October 1st 2021 posing 21 questions. A total of 291 Responses were received (274 online and 17 manual) comparable with 254 Responses received in the 2018/2019 Evaluation. The thematic content of the Evaluation focused on:

- **ROLE** (satisfaction, autonomy)
- **HOSPITAL** (pride, reputation)
- **VALUES** (knowledge, visibility)
- **COMMUNICATION** (inclusivity, valued voices)
- **EDUCATION/TRAINING** (opportunities/recognition)

This Evaluation was benchmarked against the Evaluation undertaken in 2018 and there were marginal changes (positive) noted against same. Autonomy of role and pride for the hospital once again produced a high and positive response. The most notable increased satisfaction was in respect of questions relating to Core Values and how staff relate them to their own work and how they witness inclusion and accessibility for both staff and patients and also with regard to their own familiarity with the Mercy Story. In the open ended questions staff referred to the “sense of belonging” and “unity” that is nurtured in Mercy. As MUH expands, the hospital will have to continue to embrace the “generation gap” and foster relationships with new and long standing members of staff.

The results will be communicated to staff through a series of Focus Groups scheduled in early 2022.

MERCY WEEK 2021

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. MUH, together with the wider Mercy family, dedicate 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. Once again due to Covid-19 restrictions celebrations for Mercy Week were more muted than previous years.



Presentation of 8 “All Cork” Paintings:

On Tuesday, September 21st, Mercy University Hospital paid tribute to Sr. Judy Dineen who presented the hospital with 8 “All Cork Paintings” as part of its Mercy Week celebrations. The Paintings are a collection of iconic Cork locations and were painted to raise much needed funds for the mission in Peru where Sr. Judy devoted much of her own life.

Blessing of Stained Glass Window – Venerable Catherine McAuley:

At Mercy Day Mass, celebrated on September 22nd, in Mercy University Hospital (MUH), Bishop Gavin blessed a new art installation in the Hospital Chapel. The new addition to the Chapel is a specially commissioned Stained Glass Window depicting Venerable Catherine McAuley incorporating one of her most notable messages of hope – *“We should be shining lamps, giving light to all around us”*.



Long Service Pins:

Mercy University Hospital was delighted to acknowledge 7 members of staff for reaching 40 years of service and a special presentation was made at Mercy Day Mass. A total of 5 staff were acknowledged for 30 year service whilst 55 members of staff received Long Service Pins for 20 year service, with 15 members of staff receiving Pins for 10 years of service.



Siobhán Kenny,
Values & Culture Lead



Hospital Highlights

The hospital's practice is well guided by Mercy's Core Values beneficial for both patients and staff working together.

LAUNCH OF HOSPITAL WATCH PROGRAMME



In January 2021, Mercy University Hospital launched a campaign together with An Garda Síochána, to enhance the security of the entire hospital campus and eliminate instances of verbal abuse and physical aggression towards staff members and the public. The re-establishment of the Hospital Watch programme is a vital component of the success of this campaign. Therefore, to mark the initiation of the newly configured Hospital Watch Programme and to acknowledge the valuable engagement and collegiality with An Garda Síochána an official

launch event of Hospital Watch at Mercy University Hospital took place on Monday, 13th September. Chief Superintendent Barry McPolin lauded the Hospital Watch programme as *“a crime prevention programme which embodies the principles of partnership, problem solving, engagement and crime prevention”*. MUH Community Garda, Peter O’Riordan and Crime Prevention Officer, Sergeant Brian McSweeney facilitated information sessions across the hospital throughout the launch day.



TOBACCO FREE CAMPUS

On Wednesday, February 17th 2021 (National No Smoking Day) Mercy University Hospital formally adopted the National Tobacco-Free Campus Policy and made the campus tobacco free. Supports have been put in place for staff and patients who wish to quit smoking. This endeavour has been lead out by Carol Hunter (Operations Director), Dr David Curran (Respiratory Consultant) and Damian Harrington (Health & Safety Officer).



“MY VISIT TO THE MERCY URGENT CARE CENTRE”

On Autism Awareness Day, April 2nd, Mercy University Hospital were delighted to launch a specially designed Social Story Booklet to assist patients (parents and guardians) attending the Mercy Urgent Care Centre (M-UCC). Staff Nurse Gerardo Medina created this booklet in response to a need of our patients, both children and adults, who require assistance when using our services. This compassionate care pathway is available in M-UCC and on the MUH Website.



AGEING WELL BOOKLET

On June 25th 2021, Mercy University Hospital launched the “Ageing Well at Home” booklet. This was the outcome of a project supported by the HSE SPARK innovation programme fund led by Clinical Research Fellow Dr Liz Moloney.



NISO / NISG OCCUPATIONAL SAFETY AWARDS 2021

On 4th November, MUH received a Regional National Safety Award (South) from the National Irish Safety Organisation (NISO). The award ceremony in Killarney was attended by Mr Maurice Spillane, DCEO and Mr Damian Harrington, Health and Safety Officer. Winning this award demonstrates a very clear commitment by the hospital to achieving excellence in occupational safety and health management and supporting an environment and culture where health and safety at work is a prime consideration for all patients and staff.

This was the first time MUH has entered for this award and were one of over 2,500 entries. This is a fantastic achievement for the hospital and MUH was the first Acute Public Hospital in Ireland to receive such a prestigious National Safety Award from NISO.



UN REPRESENTATIVE

Our colleague, Laura Ahern, successfully interviewed and was been appointed as a representative on the United Nations Convention on the Rights of the Persons with Disabilities (UNCRPD) steering group. The steering group meet to progress initiatives, one of which is to create and design videos which are easy to read and understand. The group will present a report on their work to both the United Nations and the Irish Government..



Lifetime Achievement:

The MUH Lifetime Achievement Award which is awarded to honour and recognize the contributions over the whole career of an MUH staff member, at the core of which the Mercy Values of Compassion, Excellence, Respect, Justice and Team Spirit are exemplified. This year the award was conferred on Patient Liaison Officer, Josephine Griffin and a special presentation was made at Mercy Day Mass



Working through challenging times

A word from our Team...

Thanks to our incredible donors and supporters, in 2021, we marked our fourteenth year of raising funds for MUH by allocating €813,555 to support patients, staff, research and various projects and initiatives to ensure that patients can receive the best possible care at the Mercy.

These funds were spread across a range of areas from our Emergency Covid-19 Appeal to research into Colorectal cancers. Some of our highlights from 2021 include:

- Allocated over €187,000 to oncology services particularly services on St. Therese's Day Unit in the Lee Road Clinic.
- More than €31,000 was allocated to the Social Work department to provide assistance to patients.
- €25,000 was given to the Endoscopic Ultrasound Service (EUS) which helps to detect and stage some of the most common cancers in Ireland. This funding was part of a 4-year €350,000 commitment.
- €19,758 was allocated to the Safari Unit and St Anne's Children's Ward to support some of our youngest patients.

These are just some of the ways that the Foundation has been able to support MUH in 2021. This report will show just how much of a difference that support can really make for patients, their families and hospital staff. As healthcare in Ireland continues to change and adapt to new challenges and recover from the last two turbulent years, we are committed to supporting MUH in providing world-class care to all patients.

Mercy Hospital Foundation Team.

Achievements in 2021

As we continue to emerge from the pandemic, the focus of the Foundation has slowly returned to funding non-Covid related services at the Mercy.

From vital equipment to ground-breaking research, here are some of the ways that funds raised in 2021 helped to advance patient care at the Mercy University Hospital.



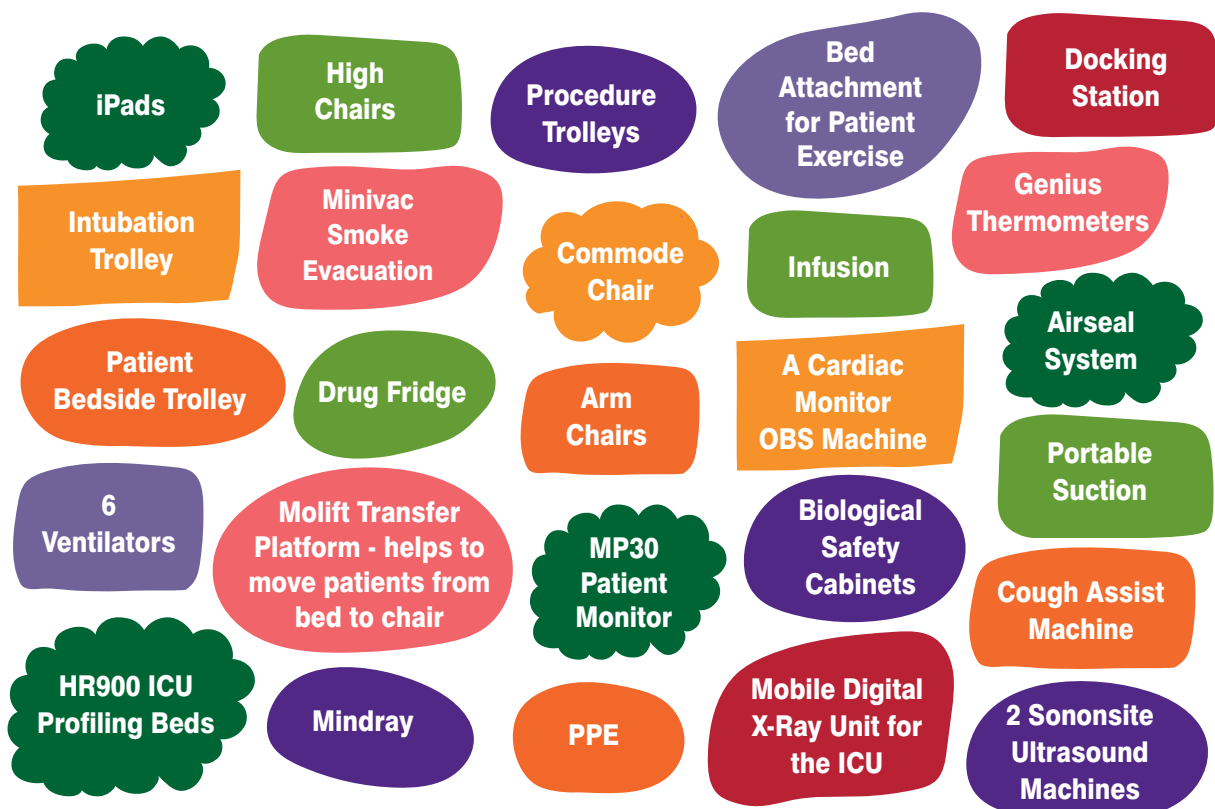
Working through challenging times

- As Covid-19 measures forced more events to go virtual, we kickstarted our Facebook Challenges. So far these have raised over €200,000 for the Mercy Cancer Appeal with thousands taking part from all over Ireland.
- We funded a 'wild' transformation of the Leukemia Unit which has now been renamed the Safari Unit to help make our youngest patients feel more at ease.
- We allocated €12,000 to the Radiology Department which was used to purchase state-of-the-art communication equipment for a Multi-Disciplinary Team Conference Room. This allows teams at the Mercy consult and confer with other expert teams all over the world on specific cases.
- Over €35,000 was allocated to the 3D Minimally Invasive Surgery system at the Mercy which allows surgeons to perform less invasive, safer surgeries and results in a much quicker recovery for patients
- We provided funding of €20,000 to colorectal cancer research which is aiming to personalise treatment plans for patients with advanced bowel cancer.

Thank You

It is impossible to look back on the past two years without recognising the enormous impact that the Covid-19 pandemic has had on our health service and in turn, our fundraising efforts.

Thanks to our donors and the success of our Emergency Covid-19 Appeal which raised over €3 million, we were able to support our incredible healthcare staff and patients through this difficult time. Here are just some of the items purchased...



Annual Report



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.

2021