

2014

Annual Report



Mercy

UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit



No.	Patient's Name	Diagnosis	Treatment	Result
17	Doris Tolby	Prophitis	Care	
18	Robert Cabell	Acute of the heart	Relief	
19	James Hogan	Rheumatism	Care	
20	Mary Coghlan	Rheumatism	Care	
21	Mary Flanagan	Prophitis	Care	
22	Mary Flanagan	Prophitis	Care	
23	Mary Flanagan	Prophitis	Care	
24	Mary Flanagan	Prophitis	Care	
25	Mary Flanagan	Prophitis	Care	
26	Mary Flanagan	Prophitis	Care	
27	Mary Flanagan	Prophitis	Care	
28	Mary Flanagan	Prophitis	Care	
29	Mary Flanagan	Prophitis	Care	
30	Mary Flanagan	Prophitis	Care	
31	Mary Flanagan	Prophitis	Care	
32	Mary Flanagan	Prophitis	Care	
33	Mary Flanagan	Prophitis	Care	
34	Mary Flanagan	Prophitis	Care	
35	Mary Flanagan	Prophitis	Care	
36	Mary Flanagan	Prophitis	Care	
37	Mary Flanagan	Prophitis	Care	
38	Mary Flanagan	Prophitis	Care	
39	Mary Flanagan	Prophitis	Care	
40	Mary Flanagan	Prophitis	Care	







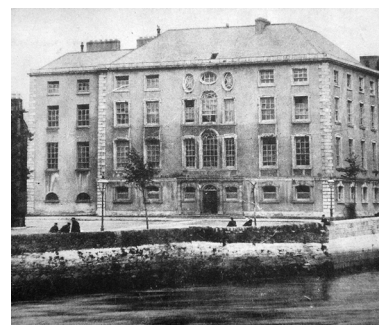
Vision, Mission and Values

Vision

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

Our Vision:

- MUH 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.
- MUH's staff are motivated and supported in reaching their full potential.
- MUH delivers service innovation through high standard education, training and research in an academic healthcare centre.
- MUH 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. However, it is necessary to stress the importance of remaining true to the founding principles of the Congregation of the Sisters of Mercy, whom it is recognised remain the ultimate decision-makers in regards to the ethos and values espoused and displayed in MUH both now and in the future. The Hospital has adopted the protection and extension of the ethos of the Congregation of the Sisters of Mercy as a core objective and an exercise conducted by staff has identified the Mercy values as:

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

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

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

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

Team Spirit – working together to achieve our common purpose



About the Hospital

The Mercy University Hospital was founded in 1857 by the Sisters of Mercy and has expanded substantially since its opening. Mercy University Hospital is a public Catholic voluntary hospital owned by Sisters of Mercy and was subsumed into a limited Company in 2003. The hospital is a registered charity and operates as a not for profit entity. Mercy University Hospital employs approximately 1,000 staff and has an annual operating budget of circa €90m.

The Mercy University Hospital offers the following services as a Model 3 hospital:

Medical

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

Surgery

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

Allied Health Services

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

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Chairman's Report

I am pleased to present the 2014 Annual Report.

During the year, the hospital treated the highest ever number of patients presenting for treatment and admissions through our Emergency Department. Patients presented with increased levels of acuity and as a result the hospital was significantly challenged to deliver its scheduled care programme. However, these pressures were also experienced across the totality of the acute hospital sector albeit that Model 3 hospitals such as Mercy University Hospital were particularly affected.

I wish to particularly acknowledge the dedication of our staff in responding to the increased demand on our service as they continue in their unstinting commitment in maintaining high standards of care for our patients.

The Board continues to seek to improve the operating environment and is engaging with the Leadership Team of the South/South West Hospital Group (SSWHG) and the HSE.

On a positive note, 2014 saw further increases in activity levels in the Urgent Care Centre on St Marys Health Campus, which is operating to efficiency levels in excess of target and in line with national models of care. The Urgent Care Centre is a very good example of a new initiative which has served our patients well.

Mercy University Hospital will continue to be a proactive player in facilitating

change in the delivery of hospital services, aimed at achieving better standards of care and outcomes at lower cost. It is acknowledged that real structural changes in the model of service delivery, across hospital groups, are required to promote this agenda. Advancing cross city and SSWHG strategies including shared service initiatives are key. In that context the board are committed to proactive engagement with those in leadership positions in the National Clinical Programmes and within the South/South West Hospital Group. The board, in conjunction with the executive, completed its review of how we in Mercy can best contribute to this process and accordingly published our refreshed strategy document "MUH -Delivering better outcomes in South/South West Hospital Group 2014-2016".

In 2014 the board prioritised the quality, risk and patient safety agenda and initiatives undertaken during the year are outlined in the Quality and Risk Management Report. The board is committed to the full implementation of the HIQA National Standards for Safer Better Healthcare and in that regard, the hospital completed its first self assessment process in 2014.

Looking forward to 2015 the Board of Governors will focus on the following:

- A continued emphasis on best practice corporate and clinical governance.
- Ongoing improvements to the

clinical governance of the Emergency Department (ED) in addition to other initiatives aimed at improving patient experience times.

- Overseeing implementation of the initiatives identified in our refreshed strategy document and supporting the efforts of the CEO and her team in that regard.
- Engaging with South/South West Hospital group Chair and CEO in mapping out a relevant and value added role for Mercy in the context of the strategic plan for the South/South West group which is due to be finalised in early 2016.
- Continuing to foster stronger links with the UCC and in particular the research agenda.
- Supporting the CEO and all staff in the delivery of a cost efficient service with excellent levels of patient care and operate within the National Assurance Framework in an environment where financial resources continue to be scarce.

Acknowledgements:

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

I would particularly like to thank the management and staff of Mercy University Hospital for their hard work and dedication in seeking to maintain and improve patient care standards in what is a challenging environment. In particular I would like to thank our CEO Ms Sandra Daly for the vibrancy she brings to the challenging leadership role she has in Mercy.

I would like to publicly place on record our appreciation for the work done in supporting the hospital by all those in the Mercy Foundation and to their Chairman, Mr Jerry O' Flynn and CEO Micheal Sheridan and all of their staff and volunteers, we say thanks for the hugely important financial support to our work in the hospital.

I would like to thank the staff of HSE and the private health insurers and the newly appointed Chair and CEO of the South /South West Hospital Group for their continued support in entrusting significant areas of service provision to MUH in 2014.

Finally can I wish Sr Miriam Kerrisk and her Southern Province leadership team for their unstinting support of the board and management throughout 2014.

Michael A. O'Sullivan
Chairman

17	Dennis Foley	30	Labourer	Bronchitis	Cured April 1 st
17	Patrick Scannell	17	Porter	Disease of the Heart	relieved April 3 rd
18	James Regan	41	Sailor	Rheumatism	relieved April 1
17	Mary Coghlan	50	Dealer	Rheumatism	cured April 4
17	Mary Flanagan	11	"	Phthisis	died July 4
17	Mary McCurdy	15	"	Ophthalmia	relieved May 21 st
17	Margery Conway	13	"	Cancer of Hand	cured June 1 st
20	Bridget Collins	36	Servant	Bronchitis	cured April 3 rd
21	Catherine Fitzgerald	36	Worker	Bronchitis	cured April 3
23	Board of Governors			Phthisis	cured April 23 rd
				Rheumatism	relieved March 29 th

Role and Structure:

The governance of the hospital is devolved to a non-executive Board who are appointed by the Members of the Company. The primary role of the Board of Governors 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 Governors is also responsible for overseeing Mercy University Hospital's corporate governance framework.

The Board comprises up to fourteen non-executive Governors and currently there are twelve members. The term of office for each Governor is three years and a Governor may be appointed for two further terms of three years (Chairman is limited to one further term). Governors 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 and Vice Chairperson is set by the Members of the Company at the AGM.

Board membership is based on skills, experience, knowledge and independence supported by the recommendations of the Nominations

Committee. Governors 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 Articles of Association 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 Governors. No decision or recommendation of any committees is deemed valid until approved by the Board of Governors as a whole. The following committees are in place with defined terms of reference: Audit, Clinical Ethics, Clinical Oversight, Corporate Governance, Finance, Human Resources and Nominations.

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

Governors 2014



Mr. Michael O'Sullivan



Professor Colin Bradley



Mr. Mortimer Kelleher



Mr. Tim McCarthy



Sr. Veronica Mangan



Ms Margaret Lane



Ms Irene O'Donovan



Dr. Michele Dillon



Nr. Neil O'Carroll



Mr. John Buttimer



Mr. Joe O'Shea



Professor Mary Hogan

Mr. Michael O'Sullivan – Chairman

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

Prof. Colin Bradley – Vice Chairman

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

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

Mr. Tim McCarthy

Tim worked for 36 years in banking and finance. He subsequently worked as a lecturer in politics in University College Cork. In addition to qualifications in accountancy and finance he holds a B.Sc. in government and public policy and a Ph.D in political science for his thesis on the role of ideas in effecting institutional change in public policy. Tim is chair of the Corporate Governance Sub Committee.

Sr. Veronica Mangan

Sr. Veronica entered the Sisters of Mercy in Dungarvan with a dream of working on the Mission in Nigeria. Following her initial religious formation she trained as general nurse in Mercy Hospital Cork and midwife in Our Lady of Lourdes Drogheda before leaving to work in an outstation clinic in Nigeria. Having worked there for two and a half years, Sr. Veronica then returned to Ireland and retrained as an addiction counsellor and worked in Aiseiri Addiction Centre for adults before setting up the Aislinn Adolescent Addiction Treatment Centre in Ballyragget. Aware that our lives are mapped out for us, Sr. Veronica answered a new call six years ago and since then has served as a member of the Mercy Provincial Leadership Team in the Southern Province. Sr Veronica is chair of the Nominations Committee.

Ms. Margaret Lane

Margaret is Group HR Director for Ervia. An accountant by profession Margaret has been a member of the MUH board since 2008 and is the chair of the HR Committee.

Ms. Irene O'Donovan

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

Dr. Michelle Dillon

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

Mr. Neil O'Carroll

Neil has over 40 years experience in the oil industry and was responsible for managing the Irish business of Phillips 66, Whitegate Refinery and Bantry Bay storage terminal. He currently chairs the Energy Policy Committee of IBEC (Irish Business Employers' Confederation), is Chairman of Energy Cork and is also a Committee member of the Energy Institute. 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 retirement Neil has joined the Board of Governors of Mercy University Hospital, Cork, where he also chairs the Board Finance Committee.

Cllr. John Buttimer

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

Mr. Joe O'Shea

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

Prof. Mary Horgan

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

Attendance at Board Meetings - 2014

Name	No. of Meetings qualified to attend in 2014	No. of meetings attended in 2014
Michael A O'Sullivan (Chair)	11	11
Professor Colin Bradley (Vice Chair)	11	10
Mr John Buttimer	11	5
Dr Michele Dillon	11	9
Professor Mary Horgan	11	7
Mr Mortimer Kelleher	11	11
Ms Margaret Lane	11	5
Sr Veronica Mangan	11	9
Mr Tim McCarthy	11	11
Mr Neil O'Carroll	11	9
Ms Irene O'Donovan	11	11
Mr Joe O'Shea	11	11

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



Reports of the Board Committees

Audit

Purpose

The Audit Committee (“the Committee”) is responsible for monitoring the integrity of the company’s financial statements as required by law and the HSE. This involves the consideration of financial accounting policies and reviewing significant accounting estimates and complex areas of judgement. The company supports the Board in ensuring that strong financial controls are in place within the organisation and reviewing the effectiveness of internal audit activities.

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

Membership

Joe O’Shea (Chair)
Ray Cosgrave (Extern)
Margaret Lane
Tim McCarthy

Meetings

The Audit Committee met on three occasions during 2014. The following were the main issues addressed:

- Approval of updated terms of reference for the Committee
- Reviewed plans for the annual external audit including consideration of the external auditors’ risk assessments, audit materiality and areas of audit focus.
- Consideration of significant accounting estimates and judgements.
- Discussions with the external auditors concerning matters identified by the external audit process including financial statement disclosures.
- Developed recommendations for the Board in connection with the approval of the annual financial statements
- Board recommendation on the reappointment of the external auditors and related remuneration arrangements.
- Findings from internal audit activities.
- Financial and reputation implications of significant business risks

Joe O’Shea
Chairman

Clinical Ethics

Purpose

The Clinical Ethics Committee (“the Committee”) is to assist the Board in fulfilling its responsibilities by ensuring the development of policies to be observed by Mercy University Hospital with respect to clinical ethics to ensure the availability of assistance and Guidelines for the staff involved in patient care.

The Committee is to serve as a focal point for communication between other Board Members and Mercy University Hospital Management and Staff in relation to issues which may arise as regards clinical ethics and any other matters the Board deems necessary.

Membership

Irene O'Donovan (Chair)
Sr. Veronica Mangan
Professor Colin Bradley

Meetings

Clinical Ethics Committee held two meetings during 2014. The following were the main issues dealt with:

- Establish a process for the review of and commence review of existing policy documentation having regard to the applicable HSE Procedure;
- Identification of new policies to include an open disclosure policy;
- Notification to the Board of a policy in Research Ethics which is outside of the remit of the Committee.
- Establishing the necessity for an escalation procedure and advisory panel;
- Identify and form suitably qualified working group to progress policy review.

Irene O'Donovan
Chairman

Clinical Oversight

Purpose

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

The Committee is to serve as a focal point for communication between other Board Members and Mercy University Hospital management as their duties relate to clinical oversight, quality safety assurance, mission effectiveness and any other clinical matters the Board deems necessary.

Membership

Professor Colin Bradley (Chair)
Professor Mary Horgan
Dr Michele Dillon
Mr John Buttmer

Meetings

The committee met three times during 2014.

The following were the principal items considered:-

- Accident and Emergency Services
- Impact of increasing workloads and hospital wide escalation
- Risk Register
- HIQA compliance
- NCCP Strategy and implications for MUH
- Oversight of Clinical Governance Committee and actions arising
- Reconfiguration of services generally
- Service plan for 2015

Colin Bradley
Chairman

Corporate Governance

Purpose

The Governance Committee (“the Committee”) is to assist the Board in fulfilling its governance obligations by providing an independent review of its legal and regulatory responsibilities through the provision of adequate policies and procedures, recruitment and training programmes, and reviewing compliance with the Code of Governance throughout Mercy University Hospital.

The Committee is to serve as a focal point for communication between other Board members, the Company Secretary, the Solicitors and Mercy University Hospital Management in relation to governance matters and ensure, as far as possible, compliance with good corporate governance practice and any relevant governance guidelines from government, HSE, HiQA or other relevant bodies.

Membership

Tim McCarthy (Chair)
Sr. Veronica Mangan
Irene O'Donovan
Michael O'Sullivan

Meetings

The Governance Committee held six meetings during 2014. The following were the main issues dealt with:

- Amendments to the Memorandum & Articles of Association for approval at the Annual General meeting of Mercy University Hospital;
- Completion of the Code of Governance, including Terms of Reference for each of the Board Committees, and obtaining approval of the Board;
- Ensuring compliance with HSE corporate governance requirements for S.38 bodies in receipt of public funding;
- Reviewing various general reports issued by HiQA on hospital governance and ensuring, where applicable, compliance with same;
- Ensuring, as far as possible, compliance with good general corporate governance practices.

Tim McCarthy
Chairman

Finance

Purpose

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

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

Membership

Neil O'Carroll (Chair)
Joe O'Shea
Michael O'Sullivan
Professor Mary Horgan

Meetings

The Committee held seven meetings during 2014. The following were the main issues dealt with:

- Consideration of the annual budget and service plan and making recommendations to board re approvals of same
- Monitoring operating spend v budget and HSE allocation and communication of progress to board and HSE
- Monitoring of progress and spend on capital projects
- Ensuring compliance in policies and in practice, as far as possible, with finance and procurement governance requirements for S.38 bodies in receipt of public funding
- Review of the property portfolio of the company and associated leases and liens
- Review of financial risks and mitigating actions
- Review of IT function, its strategic focus and principal initiatives.

Neil O'Carroll
Chairman

Human Resources

Purpose

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

Membership

Margaret Lane (Chair)
Michael O’Sullivan
Mortimer Kelleher

Meetings

The Human Resources Committee held four meetings during 2014. The following were the main issues dealt with:

- Set the annual performance targets for the CEO and reviewed CEO’s performance
- Review of HR policies to ensure best practice and alignment with Mercy University Hospital’s values and HSE’s policy
- Ensuring compliance with the European Working Time Directive
- Reviewed the verification process of Mercy University Hospital’s Haddington Road savings
- Ensuring compliance with HSE circulars on HR matters

Margaret Lane
Chairman

Nominations

Purpose

The appointment of new Governors to the Board is a function reserved to the Members of the Company. The Board wishes to provide assistance to the Members in identifying suitable candidates with requisite skills for consideration by the Members for appointment to the Board. The Nominations Committee will accordingly endeavor to identify suitable candidates. The Committee will recommend candidates to the Members and take a leadership role in shaping the Corporate Governance of the Company. In conjunction with the Governance Committee of the Company, and where appropriate identify the necessary skills, experience and other attributes that are needed for an effective Board.

- Assess the skill base available from within the members of the Board from time to time;
- Seek to identify suitable candidates who might be recommended to the Members having regard to the selection criteria annexed and in order to:
- ensure adequate succession planning for the Board
- ensure a balance of knowledge is retained with the Board

Membership

Sr Veronica Mangan (Chair)
Michael O’ Sullivan
Irene O’Donovan

Meetings

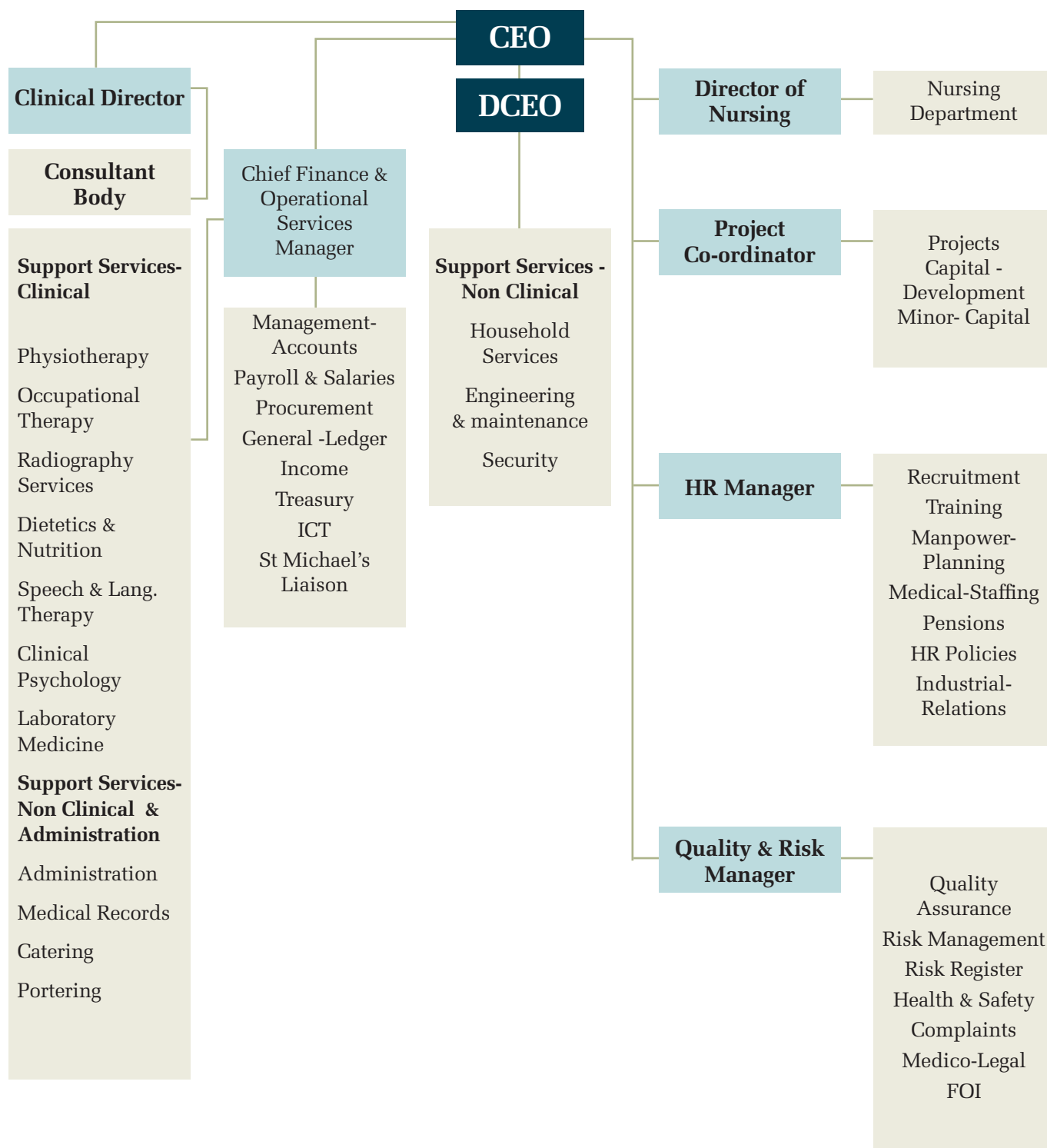
The Nominations Committee met two times during the year 2014

The following items were addressed:

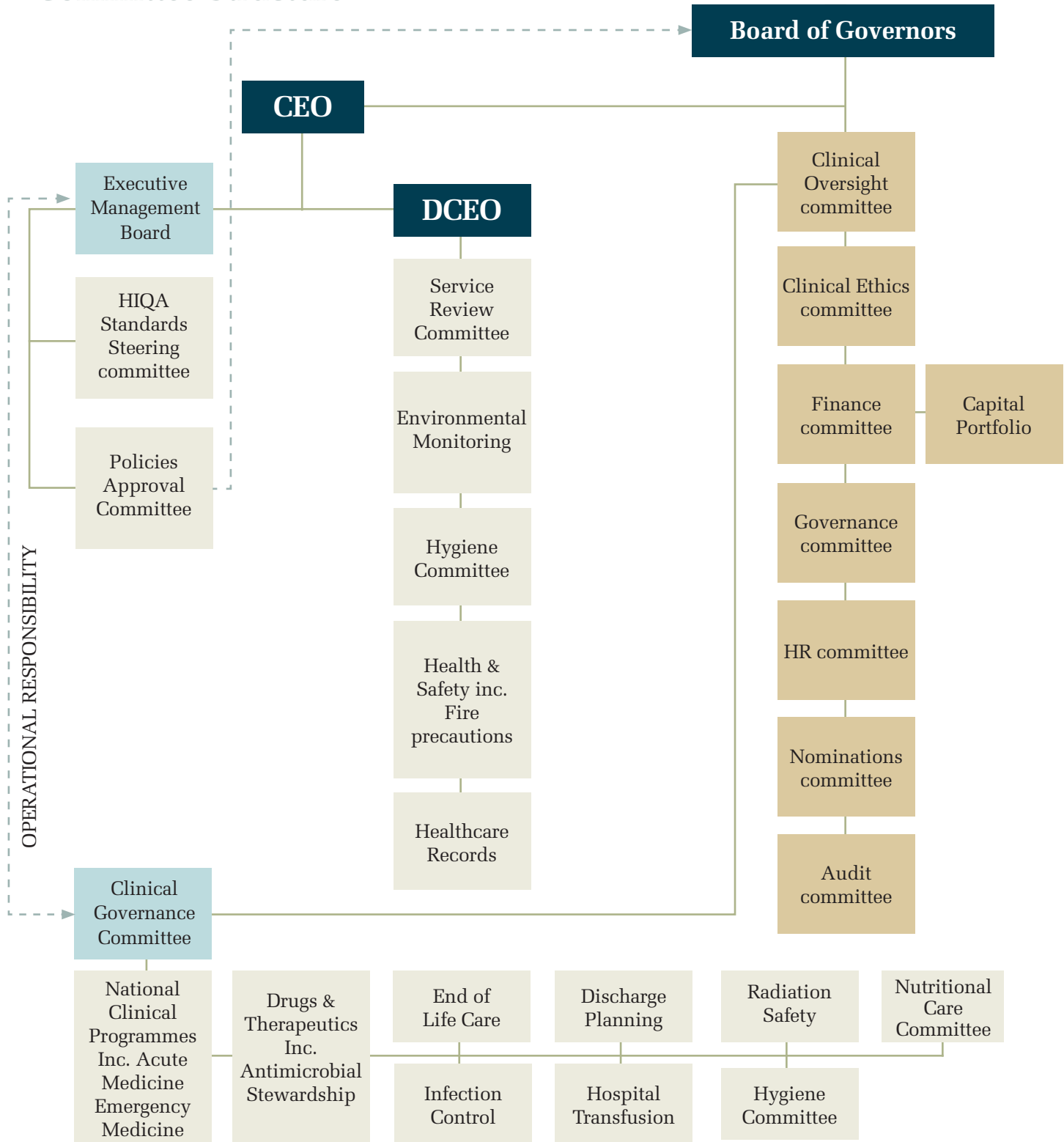
- Review of the Terms of reference
- Review the skill mix currently on the Board of Governors
- Succession Planning
- Consideration of Nominees
- Made recommendations to the Members of the company relation to the Nominees
- Appointment/Re-Appointment of Governors

Sr. Veronica Mangan (Chair)
On behalf of nominations Committee

Management Structure



Committee Structure





Profile of Executive Management Team

Ms Sandra Daly - Chief Executive Officer

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

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



Mr. Jim Corbett - Deputy Chief Executive Officer

Jim was appointed to the Mercy in 2002 following a varied career in public and private healthcare in the UK. He is the hospital's principal operational manager and leads the hospital's Strategic Implementation and Hygiene Quality processes.



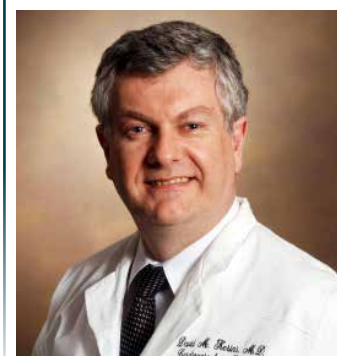
Mr Maurice Spillane - Chief Finance and Operational Services Manager

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



Professor David Kerins, M.D., FAHA, FACC, FASE, FESC - Clinical Director

David Kerins, received a BSc in Physiology in 1981, and an MB, BAO, BCh from University College Cork in 1984. He completed sequential fellowships in Clinical Pharmacology and in Clinical Cardiology at Vanderbilt University, Nashville TN. During his Fellowship in Clinical Pharmacology he was awarded a Merck Sharp and Dohme International Fellowship in Clinical Pharmacology. Upon completion of fellowship training he was appointed to the faculty of Vanderbilt University Medical Centre where he was ultimately appointed as an Associate Professor of Medicine and Chief of the Cardiology Section at Nashville VA. He was appointed as Professor of Therapeutics at University College Cork and Consultant Physician at Mercy University Hospital in 2006, and served as Dean of the Medical School, UCC from 2007-2010. He was appointed as Clinical Director at Mercy University Hospital in 2012. He was awarded a Diploma in Leadership in Quality and Healthcare in 2013. He has research interests in anti-platelet and anti-thrombotic therapy, vascular biology with a particular focus on the renin-angiotensin and fibrinolytic pathways, and non-invasive cardiac imaging. He has completed advanced training in non-invasive cardiac imaging, with a particular focus on Echocardiography, Cardiac MRI and Cardiac CT Imaging. Professor Kerins is a fellow of the American Heart Association, the American College of Cardiology, the European Society of Cardiology and the American Society of Echocardiography.



Ms Margaret McKiernan - Interim Director of Nursing

RGN, Dip ICU/CCU, BSc, MSc, Doctoral student

Margaret has over twenty years of experience in the acute hospital setting in Ireland and the UK. This includes clinical and managerial nursing roles in intensive care and more recently as an assistant director of nursing with a focus on nursing practice development. She is committed to providing professional clinical nursing leadership to ensure the delivery of safe quality person centred care. She is the clinical lead for the implementation of the National Early Warning Score and Sepsis Guidelines in MUH. Margaret has a particular interest in end of life care in acute hospitals and is the chair of the end of life steering committee in MUH.



Ms Mary Deasy - Quality & Risk Manager

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



Ms Deirdre Casey - Human Resources Manager

Deirdre joined MUH in 2006 as HR Manager. Her career in hospital based HR began in 1986 and she worked in Cork University Hospital and Kerry General Hospital prior to joining MUH. Deirdre has also worked in Employee Relations, HSE South based in Cork Farm Centre and she was the Decision Maker for all of the pension queries for that area for a period of years. Deirdre is a trained mediator since 2004 and is a Certified Member of the Mediator's Institute of Ireland. She has also been a Fellow of the Chartered Institute of Personnel Development (CIPD) since 2007.



Ms Lorraine O'Sullivan - Project Coordinator

Lorraine leads Development in MUH which includes all Major Capital (>€500K), Minor Capital and Capital Equipment Replacement projects. Having joined the Department of Development in 1997, Lorraine attained a Bachelor of Business Studies in 2005 and a Masters in Health Services Management in 2008 and holds additional qualifications in Project Management and in Procurement. She has been involved in all aspects of planning and development in the intervening years bringing projects from initiation stage through to funding approval, project construction and project completion stage.





Chief Executive Officer's Report

I am delighted to present the Annual Report for 2014. Whilst the environment in which the hospital was operating was very challenging particularly in relation to finances and increased demand for emergency services, it was also a year of significant achievements and over 130,000 patients were treated by our hospital.

In April, the hospital published its refreshed three year Strategic Plan 'Delivering Better Outcomes for the South/South West Hospital Group 2014 - 2016'. This plan has identified the outline strategic actions and initiatives that MUH is focussing on over the next 3 years to assist MUH and the South/South West Hospital Group meet its strategic objectives.

I would like to extend a warm 'Céad Míle Fáilte' to the newly appointed Leadership Team of the South/South West Hospital Group and I look forward to working with them over the coming years.

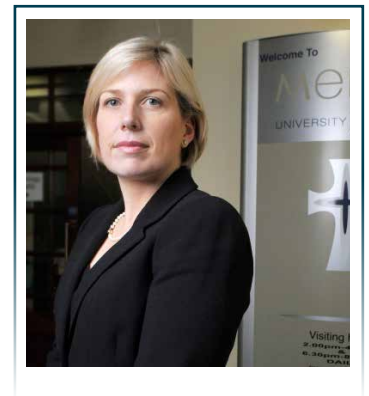
During 2014 the hospital focussed on key objectives such as clinical services, education and research, quality, infrastructure, relationship and alliances and organisational effectiveness.

As we move towards the further implementation of the Safer Better Healthcare Standards, the quality and safety agenda remains a priority and significant work was undertaken during the year. The first self assessment including Quality Improvement Plans via the Quality Assessment & Improvement Tool was completed in June 2014.

The capital development programme for the hospital remains ongoing and a number of projects were completed with planning underway for works during 2015. The official opening of the new CT Suite took place on Friday, 4th April and was performed by the Minister for Agriculture, Marine & Food, Simon Coveney TD. Two new state-of-the art Toshiba Aquilion CT Scanners are housed in the new suite.

MUH hosted its first Research Conference - "Committed to Better Safer Healthcare" on March 28th with resounding success. The Conference showcased the high calibre of work being undertaken at Mercy University Hospital, further nurturing our partnerships with the South/South West Hospital Group's Academic Partner - UCC and the Clinical Research Facility, Cork. The academic agenda will be a key focus for 2015.

I would like to take the opportunity to highlight the invaluable voluntary contribution made by the Chairman and members of the hospital's Board of Governors who give their time and expertise freely. These are people who are leaders in their own sectors and have a range of diverse skills, expertise and experience in areas such as business, law, finance, medicine and academia. Being able to lean on that expertise, free of charge, is invaluable for me as a CEO. I would also like to take the opportunity to thank the Mercy University Hospital Foundation



for their ongoing invaluable assistance to us. They have our thanks and gratitude as together, we have been able to enhance the services we provide to our patients with the generous support of the public.

Finally, I would like to express my heartfelt thanks to all members of staff for their dedication, hard work and commitment throughout the year in providing the best possible patient care and doing so in a manner that keeps the Mercy Values alive, it is absolutely acknowledged. There is no doubt that our staff are one of our greatest strengths as an organisation.

Ms Sandra Daly

Chief Executive Officer

Clinical Director's Report



Mercy University Hospital continues to deliver clinical care at the highest calibre. During 2014, this has been in the context of a very challenging environment where, due to a combination of an increase in both the number of patients awaiting long

term care and in the presentation of patients requiring emergency medical and surgical care. Through an active management plan, our staff have risen to the challenges. In conjunction with the Special Delivery Unit and National Clinical Programmes a robust risk mitigation strategy was developed. In that regard, I would like to acknowledge the support that I have received from all staff at Mercy University Hospital in my active role as Clinical Director.

As an affiliated University Teaching hospital, work was ongoing throughout the year in implementing the education and research initiatives as outlined in the hospital's Strategic Plan which will be evident in 2015. I wish to highlight that the contributions of two of our clinical Faculty, Drs. Carl Vaughan and Seamus O'Reilly were recognized by University College Cork with their appointment as Clinical Professors.

A key deliverable for the hospital in 2014 was the delivery of the European Working Time Directive and a brief summary of 2014 Activities in respect of achieving compliance is outlined below:

- Weekly meetings with Non Consultant Hospital Doctor (NCHD) Lead and Medical Manpower Manager
- Establishment of European Working Time Directive Implementation Committees in all disciplines: Anaesthetics; Medicine, Surgery, Paediatrics
- Establishment of an NCHD Welfare Committee
- Successful Implementation of new fully compliant EWTD rosters from July
 - 13 hours shifts for all Medical Interns, SHOs, Registrars/Specialist Registrars
 - 13 hour shifts for all Surgical Interns and SHOs

- 24 hours shifts/home post call for all Paediatrics
- 13 hour shifts for Anaesthetics
- Implementation of a handover format, handover policy and handover sheet
- Introduction of a Bleep policy and bleep free periods for training time Review of rotas to accommodate vacancies/staffing

Clinical Governance

Following an Assurance review of our structures, there was a full reconstitution of the hospital wide committees reporting to the Clinical Governance Committee with the establishment of a structured sequence of reporting by the chairs of the various hospital committees.

Research

A number of Research and Clinical trials to be undertaken in the MUH for formal approval by the committee of which some are listed below. The adult Clinical Research Facility is located within MUH and is under the governance of UCC. University College Cork has agreed to create a shared post with MUH to support the research activities at the Hospital and to help collate the investigator information in 2015. Many of the undergraduate research projects at UCC are supervised by MUH Medical, Nursing and Pharmacy staff.

- Laura Sahm - *Safety and Accuracy Feedback for Effective Intern Prescribing (SAFE) Intern Prescribing.*
- Kah Hoong Chang- *Clinical Audit evaluating the outcome of patients undergoing carotid endarterectomy under the care of Mr. McGreal over the last 11.5yrs*
- The Bayer 'Single dose pilot study of oral rivaroxaban in paediatric subjects with venous thromboembolisation' has received final approval from the Clinical Indemnity Scheme

Finally, I would like to acknowledge the support of my Clinical Director Colleagues throughout the South/South West Hospital Group during what was a very challenging year.

Professor David Kerins

Clinical Director



Director of Nursing Report

We had much to celebrate in the Department of Nursing in 2014.

Our focus continues to be on safe quality care at every part of our patients and their families on their journey through MUH services. This care is underpinned by the hospitals core values of compassion, respect, justice, excellence and team spirit.

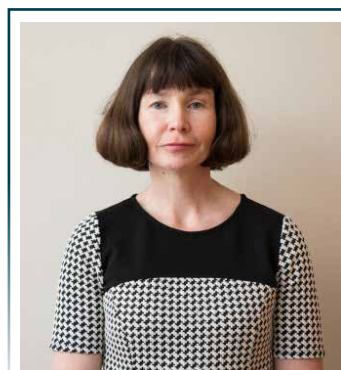
We have continued to advance nursing practice with the development of advanced nurse practitioners in the Emergency Department, Endoscopy and Gastroenterology.

Through the support of the Genio Trust, dementia care was a keyfocus in 2014. Dementia awareness training and the recruitment of dementia champions in all clinical areas was a key deliverable. This allowed us to develop the clinical skills of nurses to provide consistently high quality care for patients with dementia and their families. As we have an increasing number of frail older patients with complex needs, strategies to enable appropriate patient care in this regard remains a high priority for the Department of Nursing.

The implementation of a multidisciplinary daily safety huddle was a key achievement for our department.

Integrating this initiative into existing safety practices such as senior nurse clinical rounds and the “safety pause” framework, assists staff in being proactive about the challenges they face in providing safe, high quality care.

In 2015 we will continue to reconnect with the fundamentals of nursing care to ensure quality compassionate service to our patients and their families. The on-going implementation of revised set of nursing metrics enables us to measure and improve how we care, with a particular focus on clinical observations and record keeping, pain management, nutrition, infection, prevention of falls and pressure ulcers.



Ms Margaret McKiernan

Interim Director of Nursing



Quality & Risk Management Report



To future proof the Department and to ensure that the structures were compliant with best practice, a review of the organisational and governance structures was carried out in 2014. This allowed us to identify any potential gaps in the

governance arrangements throughout the organisation.

A general review of the hospital committee structure was also carried out in 2014. The purpose of this review was to critically evaluate the existing governance arrangements and reporting mechanisms in place within the committee structure of the MUH and in doing so, provide assurance to the Board of Governors that the composition and workings of the various MUH committees effectively enable the identification and escalation, where deemed appropriate, of both strategic and operational issues facing the Hospital.

The Quality & Risk Management Department actively maintain the corporate risk register for the MUH.

The Policy Approvals Committee (PAC) was established in January 2014 by the Quality & Risk Manager. The purpose of the PAC Committee 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. The PAC Committee discusses, reviews and approves policies, procedures, protocols and guidelines (PPPGs) hospital wide and presents these to the Executive Management Board for final comment and endorsement. All approved PPPGs are listed for staff access on the MUH Intranet. The committee met seven times in 2014 and approved 48 hospital policies during that timeframe. Administration of the committee is managed by the Quality Co-ordinator.

The Quality & Risk Manager is the Complaints Officer for MUH and the operational management of the

complaints process is assigned to the Quality & Risk Management Department. A total of 67 complaints (verbal and written) were received at MUH in 2014. Annual complaints statistics are presented at Executive Management Board and Board of Governors level. The National performance target (KPI) for complaints management for 2014 was around the percentage of complaints being investigated with the legislative timeframes (acknowledgement in 10 working days and full investigation and response within 30 working days). The national target for 2014 was 75%. The MUH achieve a compliance rate of 86%.

As part of the hospitals' commitment to continuous improvement, the Quality & Risk Department carried out reviews of published reports by the Health Information & Quality Authority (HIQA) as listed below. As part of these reviews, the Quality & Risk Department appraises the hospitals position in relation to identified service deficits, and facilitates organisational learning on how best to implement measures designed to inform service improvement. Reports reviewed in 2014 include:

- *HIQA Report into Quality, Safety and Governance at Tallaght Hospital, Mallow.*
- *General Hospital (2011) and Mid-Western Regional Hospital, Ennis (2009).*
- *Review of pre-hospital emergency care services to ensure high quality in the assessment, diagnosis, clinical management and transporting of acutely ill patients to appropriate healthcare facilities (Dec 2014).*
- *HIQA Report into Quality, Safety and Governance at Tallaght Hospital, Mallow.*
- *General Hospital (2011) and Mid-Western Regional Hospital, Ennis (2009).*
- *Investigation into the safety, quality and standards of services provided by the HSE to patients including pregnant women, at risk of clinical deterioration, including those provided in University Hospital, Galway, and as reflected in the care and treatment provided to Savita Halappanavar (Oct 2013).*

- *Report & Review of Governance Arrangements as reflected in the safety, quality and standards of services at UL Hospitals (June 2014).*
- *All Inspection reports on HIQA's monitoring programme undertaken against the National Standards, for the Prevention and Control of Healthcare Associated Infections.*

Mandatory Reporting of Serious Events (previously named Never Events) by all health care providers, including those funded by the HSE, was introduced on 3rd March 2014. The updated policy gives guidance on the management and reporting of 'serious reportable events' and includes new guidelines for external independent experts giving input to HSE investigations. A list of Serious Reportable Events was distributed to all clinical staff at MUH and local policies and procedures reviewed and amended to incorporate new direction. No SREs were reported by MUH in 2014.

In 2014 a quality initiative was introduced which involved senior management visiting clinical areas to have conversations with staff and patients about quality and safety with the intention to prevent, detect and mitigate patient/staff harm. The aims in introducing Quality and Safety Walk-rounds in the MUH are:

- Demonstrate senior managers' commitment to quality and safety for patients, staff and the public;
- Increase staff engagement and develop a culture of open communication;
- Identify, acknowledge and share good practice;
- Support a proactive approach to minimising risk, timely reporting and feedback
- Strengthen commitment and accountability for quality and safety.

In 2014, the Board of Governors and the Executive Management Board endorsed the hospitals commitment to adapt and implement the HSE's National Open Disclosure Policy across the MUH.

In 2014 the MUH embarked on a self assessment process against the HIQA National Standards for Safer Better Healthcare. The National Standards are built around 8 themes which are designed to illustrate how an organisation provides high quality, safe and reliable care centred on the service user. The Quality and Risk Management Department put a framework in place for managing the self assessment process in 2014. The HIQA Standard Steering Committee, under the chair of Ms Sandra Daly, CEO, was created to oversee the self assessment process and 4 multidisciplinary teams were formed to assess the hospitals' position in relation to the National Standards, including:

Clinical Care – Chairs: Director of Nursing & Clinical Director

Use of Resources – Chair: Chief Financial Officer

Use of Information – Chair: Chief Financial Officer

Workforce – Chair: Director of Human Resources

Ms Mary Deasy

Quality & Risk Manager



Quality Key Performance Indicators

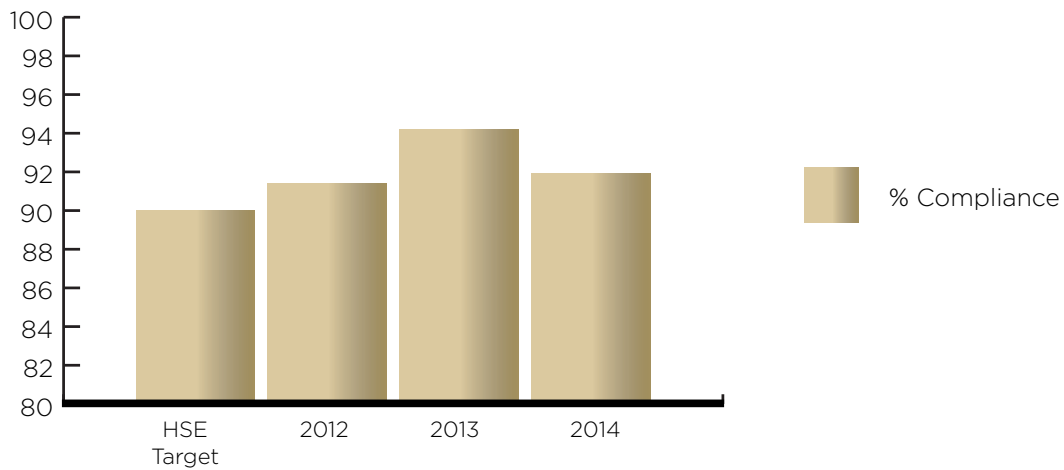


Fig. 1 Hand Hygiene Audit Results

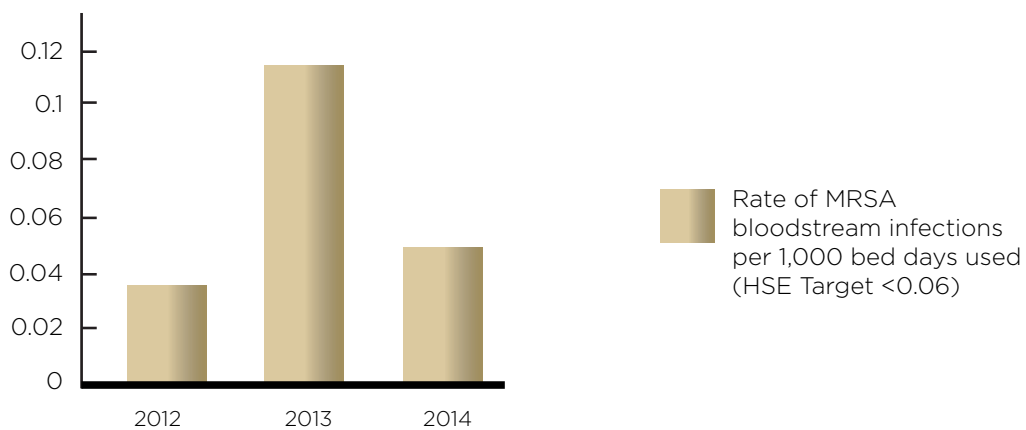


Fig. 2 Healthcare Associated Infections

Complaints Management													
Complaints	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	TOTAL
2013 Complaints carried forward	4												4
Total no. of new complaints per month	3	7	8	4	11	3	5	4	6	5	6	4	66
Number of written complaints	3	6	1	2	6	2	2	4	5	4	5	3	43
Number of verbal complaints	0	1	7	2	5	1	3	0	1	1	1	1	23
Total number of complaints withdrawn	0	0	0	0	0	0	1	0	0	0	0	0	1
Complaints excluded under Part 9 of the Health Act 2004	0	0	0	0	0	0	0	0	0	0	0	0	0
0-30 working days taken to resolve Complaints per month	3	6	7	3	9	2	5	4	6	5	4	4	58
Over 30 working days taken to resolve complaints	0	1	1	1	2	1	0	0	0	0	2	0	8
National KPI - number of complaints investigated within 30 days - 75%													86.2%
Number of referred Complaints	0	0	0	0	1	0	0	0	0	0	0	0	1

Fig. 3 Complaints Management

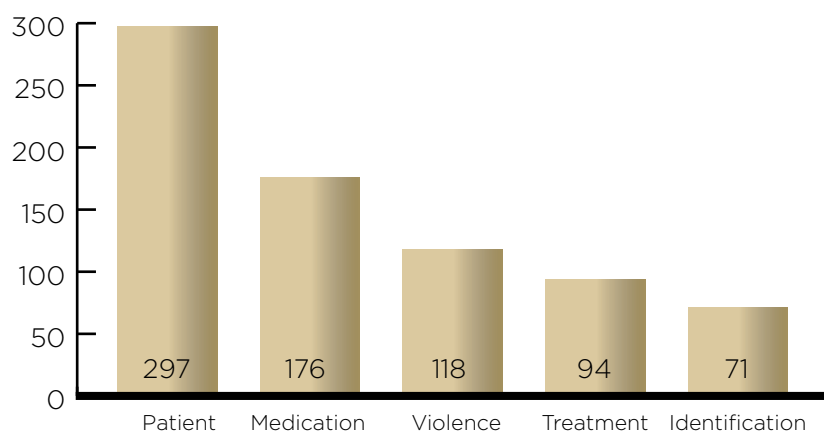


Fig. 4 Top 5 Clinical incidents reported to State Clinical Indemnity Scheme 2014

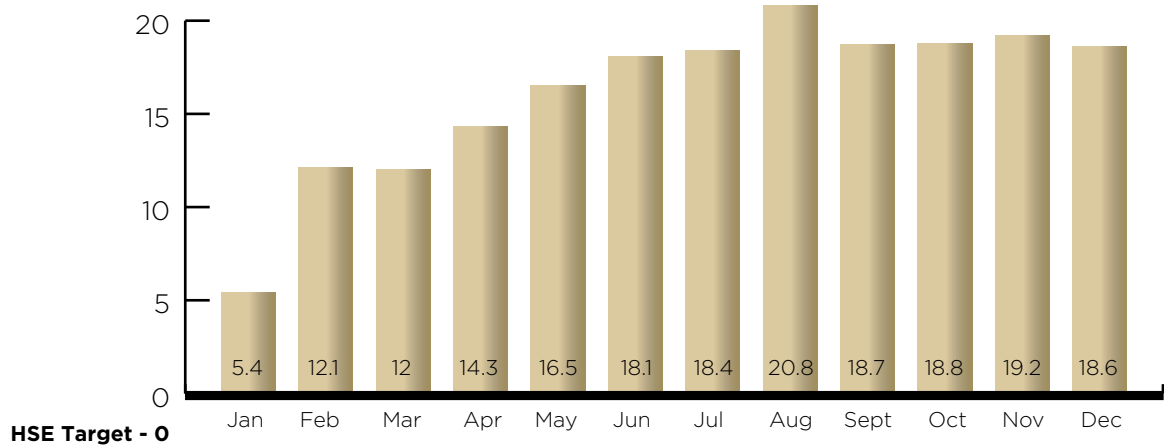


Fig. 5 Waiting Times - % of adults waiting >8 months for an elective Inpatient % Daycase procedure

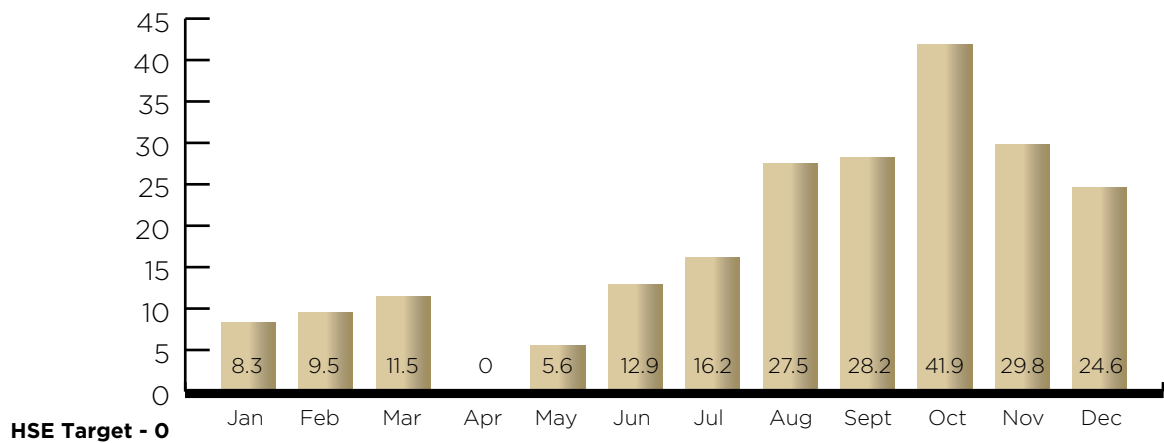


Fig. 6 Waiting Times - % of Children waiting >20 weeks for an elective Inpatient % Daycase procedure

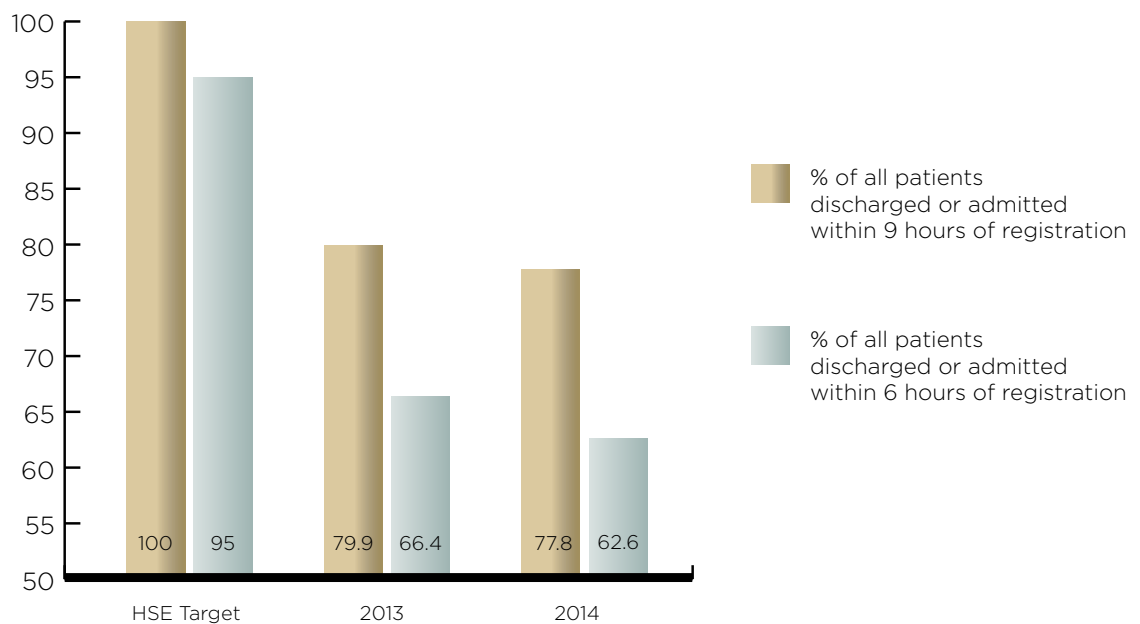


Fig. 7 Patient Experience Times (PET) - Emergency Department



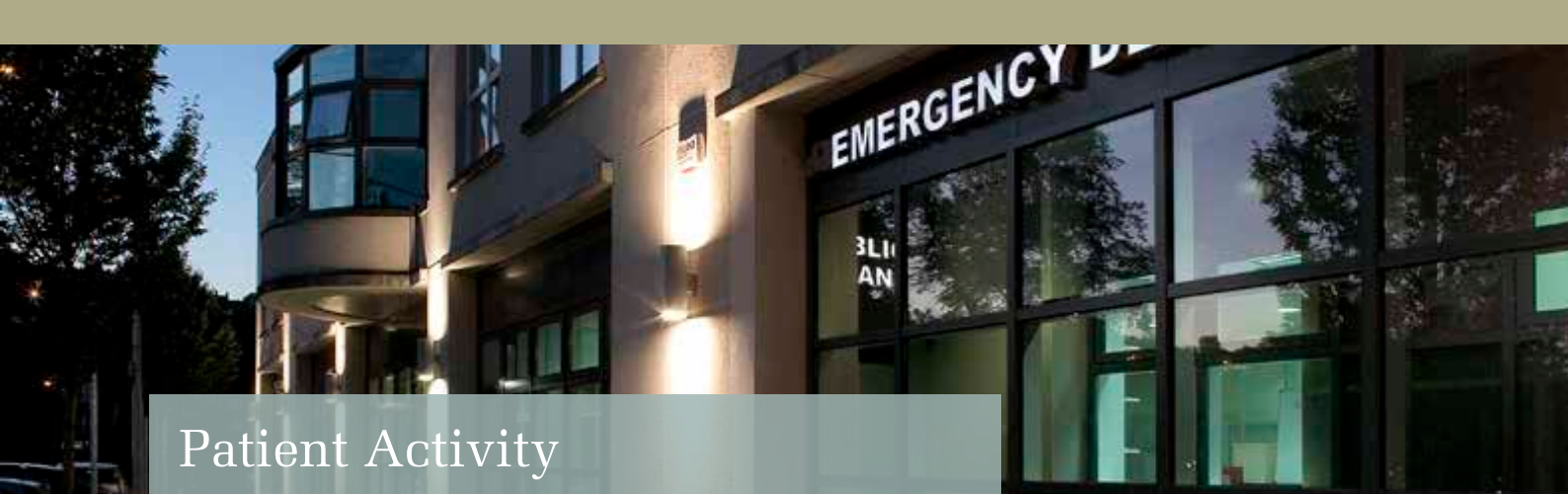
Extracts from Financial Statements 2014

Summary of Income & Expenditure 2014

	2014 €000	2013 €000
INCOME		
Patient Income	19476	21410
HSE Funding	65484	63738
Other Income	6633	8736
	91593	93884
EXPENDITURE		
Payroll and Related Costs	65767	65510
Non Payroll Costs	26954	25356
	92721	90866
OPERATING (DEFICIT) SURPLUS	(1128)	3018
Donated Assets	1380	66
NET GAINS FOR YEAR	252	3084

Balance Sheet at 31 December 2014

	2014 €000	2013 €000
TANGIBLE ASSETS	53526	52967
CURRENT ASSETS		
Stocks	1997	2118
Debtors	14112	12405
Cash	22	1006
	16131	15529
CREDITORS	(17698)	(17600)
NET CURRENT LIABILITIES	(1567)	(2071)
TOTAL ASSETS LESS CURRENT LIABILITIES	51959	50896
CAPTITAL GRANTS	(41260)	(40449)
	10699	10447
SHAREHOLDER'S FUNDS	10699	10447



Patient Activity

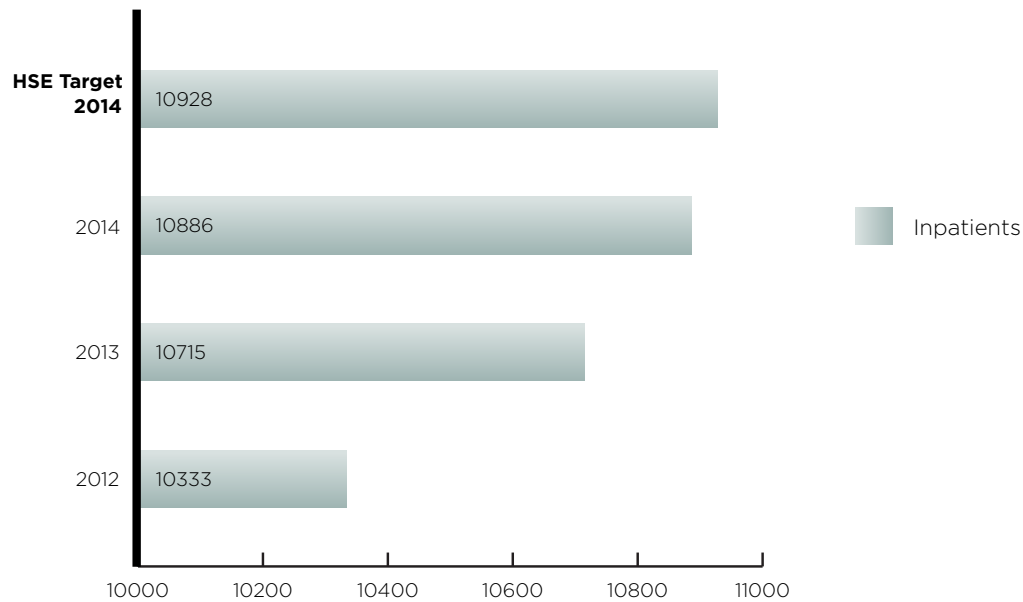
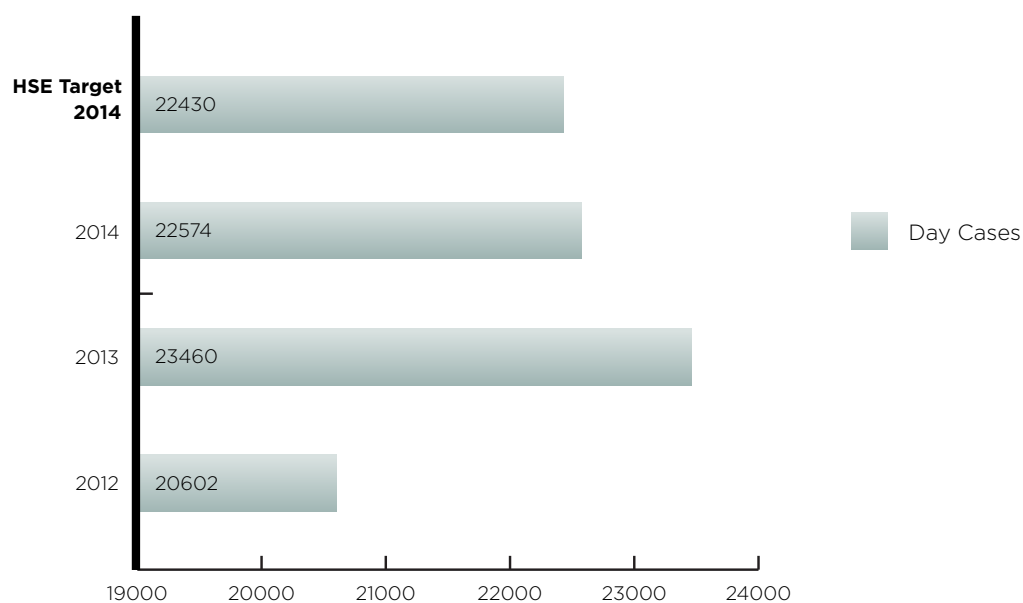


Fig. 8 Inpatients



**Day case activity for 2014 was lower than 2013 due to the temporary closure of some day beds for upgrading work and also the temporary conversion of day beds to inpatient beds during periods of severe escalation.*

Fig. 9 Daycases

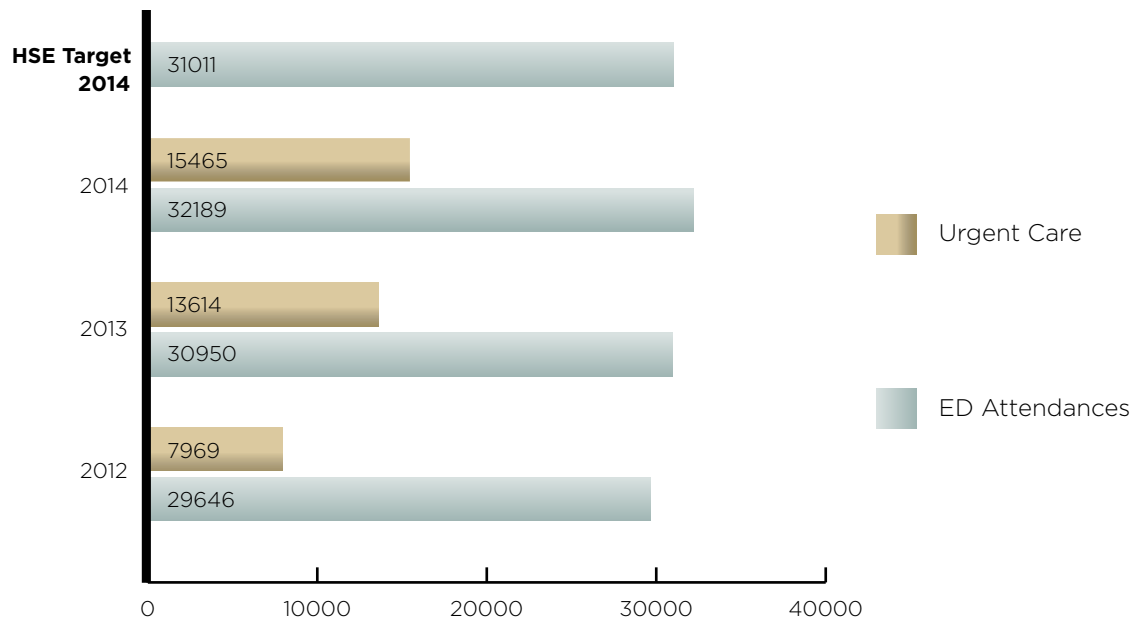


Fig. 10 Emergency Department Attendances

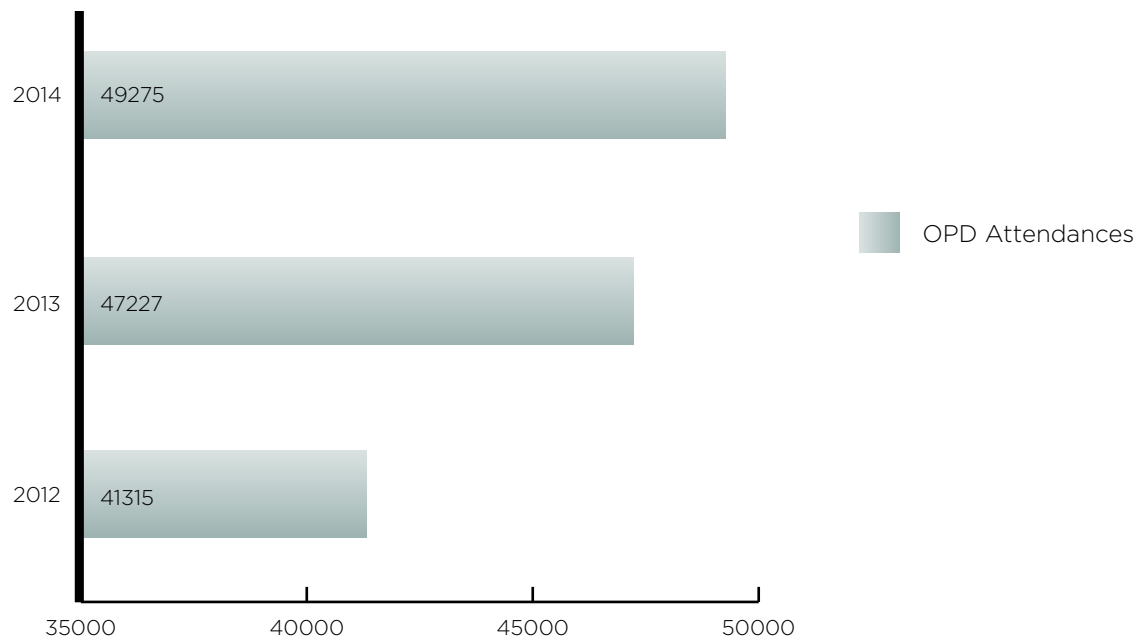


Fig. 11 Out Patient Attendances



Highlights of 2014

MUH Strategic Plan:

‘Delivering Better Outcomes for the South/South West Hospital Group 2014 – 2016’.

Following the publication of the “The Establishment of Hospital Groups as a Transition to Independent Hospital Trusts” document in May 2013, Mercy University Hospital (MUH) undertook an exercise to evaluate its strategic objectives in the context of readying itself to be a proactive member of the South/South West hospital group and has developed a revised strategic plan namely *‘Delivering Better Outcomes for the South/South West Hospital Group 2014 – 2016’*. The work was led by the executive management team, was facilitated by Prospectus Consulting and overseen by the Board of Governors.

The rationale for undertaking this exercise was to enable MUH to communicate the perspective that it is a proactive member of the South/South West hospital group. This document will form the basis of the MUH submission to the development of the strategic plan for the Group which is now anticipated to be completed in late 2015/early 2016. The hospital’s strategic plan is a key element in demonstrating the board’s commitment to the future of the hospital, its staff and its patients.

The strategy is framed within the context of the hospital’s revised Mission which confirms MUH’s commitment to ensuring that patients across the South/South West Hospital Group receive the highest standard of care and that MUH remains true to the ethos and values espoused by the Congregation of the Sisters of Mercy. Mercy University Hospital is committed to working for the benefit of patients within a single service network with integrated management and operating within a Group clinical directorate model.

As part of the strategic planning exercise MUH has identified the broad organisational outcomes it believes will significantly contribute to the successful establishment and operations of the South/ South West Hospital Group. Six priority areas for MUH were identified. The priorities are broad focus areas that support the realisation of MUH’s Mission and Vision, they include: clinical services, infrastructure, partnerships and alliances, quality, research and education and organisational effectiveness. MUH has identified 14 specific strategic objectives* (abased on the six priority areas outlined above, which together define the focus of MUH for the next three years.

Mercy University Hospital has a long tradition of excellent patient care and the implementation of the revised Strategic Plan 2014 – 2016 in conjunction with the soon to be completed Strategic Plan for the South/ South West Hospital Group will help prepare the hospital for the challenges and opportunities presented by the environment in which MUH operates.



*Available on the MUH Website www.muh.ie



“Committed to better safer healthcare”

Research Conference

MUH hosted its first Research Conference – “Committed to Better Safer Healthcare” on March 28th with resounding success. There was considerable interest in the Conference, which was open to all disciplines and advertised externally, and this was reflected in the attendance of upwards of 70.

The purpose of the Conference, was to showcase the high calibre of work being undertaken at Mercy University Hospital by our Consultant body, Nursing staff, Allied Health Care, Pharmacy and further nurturing our external partnerships with UCC and the Clinical Research Facility.

Prof. Eileen Savage, Head of School of Nursing & Midwifery, UCC, chaired the morning session, welcoming Ms. Mary Dunnion, Deputy Head of Regulation (Healthcare & Children's Services), HIQA

who set the tone for an outstanding morning of presentations including - A Model for Frailty Assessment, Nursing Quality Metrics, Development of Sub Speciality Programmes in Urology, My Personal Health Passport etc.

Following a successful morning, Dr. Colm Henry, Consultant Geriatrician, MUH and National Clinical Advisor and Clinical Programme Group Lead - Acute Hospitals, HSE, presided over the afternoon session which did not disappoint, providing insight into the Medication Reconciliation Programme, Palliative Care research, Facilitating Patient Focused Research etc.

There was tremendous positive feedback on the informative presentations and the relevance to practice of all the work.

Photo: Ms Margaret McKiernan presenting at the Conference

Study Days

Endoscopy

On Saturday 12th of April 2014, the staff of the MUH Endoscopy Unit held their inaugural Endoscopy Study Day for Nurses. The course was facilitated in the Centre of Nurse Education, co-ordinated by Ms. Neasa Walsh, Clinical Nurse Manager 2 with the help of all her staff and supported by Boston Scientific.

The aim of the study day was to facilitate all interdisciplinary healthcare staff involved in Endoscopy, enhancing their knowledge, practical skills, confidence and overall competence. The study day was attended by Nurses from Endoscopy Units throughout Munster.

Opening the day was Ms. Carol Hunter Assistant Director of Nursing. Speakers were all “home grown” including Dr. Martin Buckley & Dr. Jane McCarthy (Consultant Gastroenterologists), Mr. Tom Murphy (Consultant Consultant General and Oesophago-Gastric Surgeon) and Mr. Michéal Ó’Riordáin (Consultant Consultant Gastrointestinal & General Surgeon), all sharing their vast knowledge on subjects such as how to Optimize Endoscopy, The National Quality Assurance Information System, Barrett’s Oesophagus and Anticoagulation in Endoscopy. The hot topic of the month, Bowel Cancer Awareness, was discussed by Ms. Mary Ryan, Clinical Nurse Specialist, from the National Cancer Screening Service.



Paediatrics

The Paediatric Group in Mercy University Hospital hosted their first Paediatric Study Day on 22nd October 2014. The study day which had Nursing & Midwifery Board of Ireland (NMBI) category one approval (5 CEUs) focussed on: Paediatric Oncology & Haematology, General Paediatrics and Chronic Illness and Disability. The day highlighted the excellent innovative evidence based practices being carried out within paediatrics at Mercy University Hospital.



MUH introduces Radiofrequency Technology for Varicose Veins

The Venefit procedure uses radiofrequency energy to precisely and effectively treat patients suffering from chronic venous insufficiency (varicose veins) with less pain, less bruising and faster recovery than alternative varicose vein treatments.

L-R: Mr. Gavin O'Brien, Consultant Vascular Surgeon, Dr. Marino, vascular trainee, Ms. Sinead McCluskey, Slainte Solutions pictured at the recent introduction of the Venefit Closure-Fast technology for varicose veins to the Mercy University Hospital.



Official Openings

CT Scanner

On April 4th Mercy University Hospital welcomed Simon Coveney, TD, Minister for Agriculture, to open the newly refurbished CT Suite in our Department of Radiology. This new purpose built facility was jointly supported by the HSE and Mercy Foundation, who provided the funding for two state-of-the-art Toshiba 128 slice and 16 slice CT (CAT) scanners. These replace the existing 4 slice scanner which was installed in 2000, and which had served the hospital well for 13 years.

Stroke Unit

The Official Opening of the refurbished Stroke Unit took place on Friday, 2nd May and was performed by the Ms Kathleen Lynch, TD, Minister of State, Department of Health and Department of Justice, Equality & Defence with responsibility for Disability, Older People, Equality & Mental Health. The unit, Cork city's first acute stroke unit became operational in February 2012, in the Mercy University Hospital and this five bedded designated unit is located on St Joseph's Ward in the Mercy University Hospital. The bathrooms and shower rooms were refurbished this year and this work was funded by donations raised through the Foundation's Mercy Miracle Appeal in conjunction with C103. The opening was well attended and the hospital received positive press coverage.



L-R: Professor Geraldine McCarthy, Chair, South/South West Hospital Group, Cllr Michael Ahern, Deputy Lord Mayor, Ms Kathleen Lynch T.D. Minister of State for Disability, Equality, Mental Health and Older People, Dr Kieran O'Connor, Consultant Physician in Geriatric Medicine and Ms Sandra Daly, CEO

Visit of management team of Mater Hospital, Nairobi

The CEO of the Mater Hospital, Nairobi, Dr John Muriithi and four members of his management team visited MUH on Monday, 25th August. Sr. Liz Fletcher, a Mercy Sister who lived in Nairobi for many years accompanied them. Our Kenyan colleagues were in Ireland for a 'Come Home to Catherine' programme in Baggot St. and took the opportunity to visit a number of hospitals across the country.

Our esteemed visitors included Dr. John Muriithi- CEO,
Mr. Lawrence Muiga, Marketing, Dr. Rhoda Mutia, E&A,
Sr. Roseline Abwao, Director of Nursing Services and
Dr. Agnes Chege, Pharmacy



National Nurse's week 2014

The Nursing and Midwifery Board of Ireland launched National Nurse's Week 2014, which took place from October 6th to October 10th, 2014.

The purpose of the week is to raise public awareness about the nursing profession and what to expect from nurses care. The week presents the perfect opportunity to inform and educate on the vital role the professional nurse plays in the healthcare of our citizens.

To honor this occasion and to acknowledge the Nursing and Para Nursing Staff of MUH, a series of events were hosted throughout the week, including Poster Presentations in the Glass Room, a display of CNS Services on the Link Bridge a Health Promotion visit by Ms. Una Lehane, Clinical Nurse Specialist, Chronic Obstructive Pulmonary Disease - Outreach to St. Aloysius Girls Secondary School and a special Mass celebrated in the Hospital Chapel for all staff. We were delighted to be joined by many of our retired colleagues for this special occasion.



Director of Nursing, MUH

Ms Bridie O'Sullivan, Director of Nursing, MUH took up post as Chief Director of Nursing and Midwifery, South/South West Hospital Group on 28th October 2014. She was replaced by Ms Margaret McKiernan who was an Assistant Director of Nursing at MUH with responsibility for nurse practice development and end of life care.

Ms Bridie O'Sullivan (L) and Ms Margaret McKiernan (R)



Canteen goes cashless

The introduction of EPOS (Point of Sale) touch screen tills incorporating a payment method for Mercy Staff to register, top up and use their ID card to pay, has proved a resounding success.

One year on, the Catering Department have noted the following improvements:

- Staff can avail of discounts as Catering will pass on any price savings from our suppliers.
- The queue-time saved at peak times has improved significantly.
- The computerization project has been a great success with nearly 600 plus staff already registered.

Claire McCarthy & Norma Twomey using their Staff card on their morning break with Canteen Cashier Marie Cronin.



Mercy Day

The hospital celebrated Mercy Day on 24th September with a special Mass in the hospital Chapel. This year, an invitation was extended to other Mercy organisations to attend and the music was provided by the choir from Mount Mercy College.

In recognition of the hospital's Mission, and the duty of care to protect the ethos handed down by Mother McAuley, the focus of Mercy Week 2014 was to extend the Circle of Mercy. In that regard, Cork Penny Dinners was chosen as the hospital's community charity and donations of non perishable food and hygiene products from staff were collected at a number of locations around the hospital and handed over to the charity.



Staff members Nuala Coakley, Niamh McCarthy, and Cathal O'Regan presenting the cheque to Jennifer Bonus representing IMNDA.

Ice Bucket challenge

Motor Neurone Disease took centre stage over the summer/ autumn months via the internet extravaganza that was the ICE Bucket Challenge. The initiative both nurtured awareness of the disease and raised much important funds for the association.

Proudly accepting the challenge, shoulders back and game face on, up stepped Mercy University Hospital!! A total of 40 participants from over 30 departments participated, resulting in a day of fun, camaraderie and lots of laughter and all was required just with a few buckets, a fair few litres of water, a handful of chairs and a willing spirit!



Mercy Stars

The Mercy Stars Awards, hosted by the MUH Foundation, seek to recognise those individuals, teams and fundraising volunteers who go the extra mile for patients and colleagues at Mercy University Hospital and so it was on a splendid evening in September that staff members and fundraisers alike were honoured.

For MUH one of the most prestigious awards is the Catherine McAuley Lifetime Achievement Award which recognises and acknowledges those who have committed many years of service to healthcare at Mercy University Hospital. This year, MUH decided to honour 2 (now retired) members of staff.

Joe Higgins (Porter). Joe commenced his working life at MUH in 1976 as night duty porter (Front Hall/Reception), where he spent his 38 years of service. Joe is always fondly recalled by all staff who had the pleasure of knowing and meeting him and with his penchant for fishing; many a “catch” was enjoyed by the staff. He also subjected many a student to various rites of passage but in equal measure compensated by turning a blind eye if they broke their curfew!! Cupid’s arrow also struck for Joe and he met his wife Patsy here at MUH.

Marion O’Leary (Registered General Nurse started her working life in MUH as a nursing student in 1976. Having completed her Midwifery studies, she returned to MUH and assumed the duties of Staff Nurse on, initially, St. Catherine’s Ward and later PC (now St. Brigid’s Ward). It was here that Marion spent the remainder of her dedicated career until her retirement in 2014. Many recall that being a Kerry woman, Marion’s passion for Kerry Football was well espoused and how vociferous she was when they were victorious but how very silent when they were not!

Photo: Joe Higgins being congratulated by Deputy CEO, Jim Corbett and Asst Director of Nursing, Carol Hunter.



Mercy University Hospital Foundation

The Foundation was established by the Congregation of the Sisters of Mercy as a separate company from the hospital to undertake fund raising activities for the benefit of the hospital. It is a company limited by guarantee and not having a share capital.

The Foundation is responsible for developing giving opportunities and encouraging charitable contributions from within the community towards the work being carried out in the Hospital. They are also responsible for ensuring that funds raised for the Mercy University Hospital are managed efficiently and allocated in a transparent manner in line with a donors wishes and in line with their Code of Ethics and Donor Bill of Rights.

By developing a close working relationship with the health care professionals and management within the Mercy University Hospital as well as donors and supporters the Foundation helps to provide life saving, life changing support.

Funds raised through the Mercy University Hospital Foundation are used to purchase state-of-the-art equipment, to enhance and develop services and to help Hospital staff in providing a world-class service in a world-class hospital.

Mission

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

Vision

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

Board Members 2014

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

- Mr. Jerry Flynn (Chairperson)
- Ms. Colette Twomey (Vice Chairperson)
- Mr Larry O'Dwyer
- Mr Kevin Cummins
- Sr. Elizabeth McGrath
- Dr. Con Murphy
- Mr Dermot Hargaden
- Ms Edel Clancy
- Ms Anne Pettit
- Ms Yvonne Barry
- Dr John Cahill



Dr Pixie McKenna launches The Mercy Hospital Foundation's 3 million campaign!

Cork's own celebrity doctor, Dr Pixie McKenna, who is best known for her work on Channel 4's *Embarrassing Bodies*, returned home on 20th March 2014 to officially launch The Mercy Hospital Foundation's latest campaign that aims to raise €3 million for key areas of need at The Mercy University Hospital.

The latest campaign will raise vital funds to enhance cardiology, stroke and cancer services, while also supporting services for children and teenagers at The Mercy University Hospital in the coming years.

Speaking at The Mercy University Foundation's €3 million campaign launch, Dr Pixie McKenna said *"I'm delighted lend my support to this campaign which will change lives at a hospital that is so close to my own heart, having done some of my final year training at The Mercy. The four areas that the Foundation is focussing on are very different, but each is deserving of the public's support and generosity as they are important areas of treatment and services at the Hospital. I'm urging the people of Cork and Munster to dig deep and support any or all of the appeals over the coming years – you never know when you could be affected and may need the services in your own family."*



ST. MICHAEL
ARCHANGEL

