

2015 ANNUAL REPORT

Mercy
UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit



COMPASSION

EXCELLENCE

JUSTICE

RESPECT

TEAM SPIRIT

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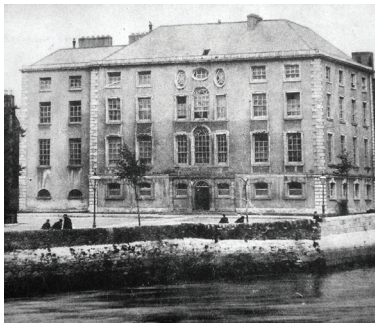
VISION, MISSION AND VALUES





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.

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.

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 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 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 €93m.

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
- Diabetology
- Endocrinology
- Gastroenterology
- General Medicine
- Gerontology
- Haematology
- Hepatology
- HHT National Screening Centre
- Intensive Care
- Infectious Diseases
- Neurology
- Oncology
- Respiratory Medicine
- Ophthalmology
- Paediatrics (incl Paediatric Leukaemia)
- Pain Medicine
- Palliative Care
- Psychiatry
- Radiology and Imaging
- Rehabilitation Medicine
- Rheumatology
- Urgent Care Centre

SURGERY

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

ALLIED HEALTH SERVICES

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

CONSULTANT MEDICAL STAFF

Dr. Ray Barry	Paediatrics & Child Health
Dr. Adrian Brady	Radiology
Mr. Ciaran Brady	Urology
Dr. Gemma Browne	Medicine/Nephrology
Dr. Martin Buckley	Gastroenterology
Dr. Siun Burke	Anaesthesia
Dr. David Curran	Respiratory Medicine
Dr. Cathy Dewhurst	Radiology
Dr. John Dowling	Anaesthesia
Dr. Frances Enright	Paediatrics & Child Health
Dr. Anne Fanning	Anaesthesia
Ms. Sinead Fenton	Ophthalmology
Dr. Edward Fitzgerald	Radiology
Dr. Anita Griffith	Anaesthesia
Dr. Donal Harney	Anaesthesia & Pain Medicine
Dr. Colm Henry	Geriatric Medicine
Dr. Arthur Jackson	Infectious Diseases
Dr. Clodagh Keohane	Haematology
Prof. David Kerins	Cardiology
Dr. Chris Luke	Emergency Medicine
Dr. Peter MacEneaney	Radiology
Dr. John Mac Farlane	Rehabilitation Medicine
Prof. Michael Maher	Radiology
Mr. Brian Manning	Vascular Surgery
Dr. Jane McCarthy	Gastroenterology
Mr. Ger McGreal	Vascular Surgery
Dr. Brian McNamara	Neurophysiology
Dr. Sean Minogue	Anaesthesia
Prof. William Molloy	Geriatric Medicine
Dr. Adrian Murphy	Emergency Medicine
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. Kieran O'Connor	Geriatric Medicine
Dr. O.J. O'Connor	Radiology
Dr. Terry O'Connor	Respiratory Medicine
Dr. Donall O'Croinin	Anaesthesia
Dr. Martin O'Driscoll	Radiology
Dr. Olivia O'Mahony	Paediatric Neurology
Prof. Seamus O'Reilly	Oncology
Mr. Michéal O'Riordain	Gastrointestinal & General Surgery
Mr. Criostóir O'Súilleabháin	Upper GI & Hepatobiliary Pancreatic Surgery
Dr. Iomhar O'Sullivan	Emergency Medicine
Mr. Adrian O'Sullivan	General, Hepatobiliary & Pancreatic Surgery
Dr. Orna O'Toole	Neurology
Dr. Mark Phelan	Rheumatology
Dr. Derek Power	Oncology
Dr. Deirdre Rafferty	Paediatrics
Dr. Michael Regan	Rheumatology
Dr. Clodagh Ryan	Paediatric Haematology
Dr. Pat Sparrow	Radiology
Dr. Marie Staunton	Radiology
Mr. Paul Sweeney	Urology
Dr. Suzanne Timmons	Geriatric Medicine
Prof. Carl Vaughan	Cardiology
Dr. Jennifer Whyte	Anaesthesia


Patients' Name.
Occupation.
Disease.
Foley
Labourer
Porter
Sailor
Dealer



CHAIRMAN'S REPORT

I am pleased to present the 2015 Annual Report. At the outset I wish to particularly acknowledge the dedication of our staff in responding to the increased demand on our service. Throughout 2015 they continued their unstinting commitment to maintaining high standards of care for our patients.



The Board of Directors, MUH continues to seek to improve the service model and environment we operate in to provide for the needs of our population and is directly engaging with the Leadership Team of the South/South West Hospital Group (SSWHG) and the HSE in that regard. The hospital is committed to the ongoing implementation of the National Clinical Programmes and operating within a single service network.

The two Voluntary Hospitals in Cork, Mercy University Hospital and South Infirmary-Victoria University Hospital (SIVUH) recognise and support the overarching policy framework for the establishment of Hospital Groups. In this regard, discussions were reignited with the SIVUH aimed at improving practical areas of cooperation between the two hospitals.

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 patient outcomes in an efficient and cost effective manner. It is acknowledged that real structural changes in the model of service delivery and enabling business supports can promote this agenda and the hospital maintained its focus in these areas during 2015.

The Board of Directors' ongoing oversight for quality and patient safety is of paramount importance.

2015 saw further progress in addressing the hospital's risk register with a particular focus on improvements in the clinical governance of the Emergency Department with the commencement of a an additional consultant in emergency medicine due to the particular increase in demand for emergency services.

Looking forward to 2016 the Board of Governors will focus on the following:

- Oversight of the implementation of the initiatives identified in the hospital's strategic plan and supporting the efforts of the CEO and her executive management team in that regard.
- Engaging with South/South West Hospital Group leadership team and other hospitals in the Group 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 2016.
- Continuing to foster stronger links with the SIVUH and implementing some practical initiatives in that regard.
- A continued emphasis on best practice corporate and clinical governance.
- Supporting the CEO and all staff in the delivery of excellent patient outcomes in line with population needs and affordability.

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 valuable work and financial assistance in supporting the hospital by all those in the Mercy University Hospital Foundation and to their Chairman, Mr. Jerry O' Flynn and CEO, Mr. Mícheál Sheridan and all of their staff and volunteers.

I would like to thank the staff of HSE and the private health insurers and in particular the Chair and CEO of the South /South West Hospital Group for their continued support in entrusting significant areas of service provision to MUH in 2015.

Finally, I wish to thank Sr. Miriam Kerrisk and the Provincial Leadership Team of the Southern Province for their unstinting support of the board and management throughout 2015.

Michael A. O'Sullivan
Chairman



BOARD OF DIRECTORS

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 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 fourteen non-executive Directors and currently there are twelve members. The term of office for each Director is three years and a Director may be appointed for two further terms. of three years (Chairman is limited to one further term). 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 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. 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 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 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 2015



Mr. Michael O'Sullivan



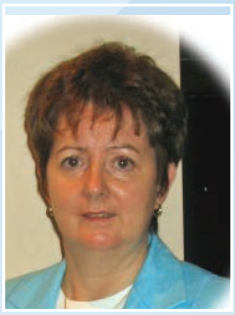
Professor Colin Bradley



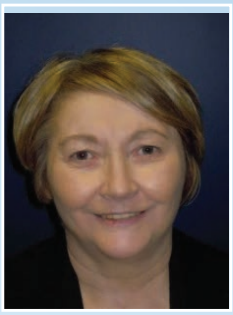
Mr. Mortimer Kelleher



Mr. Tim McCarthy



Sr. Veronica Mangan



Ms. Margaret Lane



Ms. Irene O'Donovan



Dr. Michele Dillon



Professor Mary Hogan



Nr. Neil O'Carroll



Mr. John Buttimer



Mr. Joe O'Shea



Mr. Maurice O'Connor

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.

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 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. Neil chairs the Finance Committee.

Cllr. John Buttimer

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

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 and Governance 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.

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.

ATTENDANCE AT BOARD MEETINGS - 2015

Name	No. of Meetings qualified to attend in 2015	No. of meetings attended in 2015
Michael A O'Sullivan *(Chair)*	11	11
Professor Colin Bradley *(Vice Chair)*	11	10
Mr. John Buttimer	11	7
Dr. Michele Dillon	11	9
Professor Mary Horgan	11	7
Mr. Mortimer Kelleher	11	11
Ms. Margaret Lane	11	7
Sr. Veronica Mangan	11	6
Mr. Tim McCarthy*	5	5
Mr. Neil O'Carroll	11	10
Mr. Maurice O'Connor**	5	3
Ms. Irene O'Donovan	11	8
Mr. Joe O'Shea	11	11

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

** Mr. Tim McCarthy resigned from the Board in May 2015.*

*** Mr. Maurice O'Connor joined the Board in July 2015.*

REPORTS OF THE BOARD COMMITTEES

AUDIT & GOVERNANCE

Purpose

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

The Committee discharges its responsibilities through:

(a) consideration of financial accounting policies, review of significant accounting estimates and complex areas of judgement; and provision of support to the Board in ensuring that strong financial controls are in place within the organisation and

(b) provision of independent reviews of the company's governance, legal and regulatory responsibilities to ensure that adequate policies and procedures are in place throughout the organisation.

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

Membership

Joe O'Shea *(Chair)*
Margaret Lane
Sr. Veronica Mangan
Tim McCarthy
Maurice O'Connor
Irene O'Donovan
Michael O'Sullivan

Meetings

The Committee met formally on four occasions during 2015 as well as on a number of ad hoc occasions to deal with specific matters. The following were the main issues addressed:

- Amendments to Code of Corporate Governance and Memorandum and Articles of Association.
- Review and approval of HSE Annual Compliance Statement prior to submission.
- Review 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.
- Development of a compliance policy statement setting out the company's policies and procedures as required by Section 225 of the Companies Act 2014.

Joe O'Shea
Chair

CLINICAL ETHICS

Purpose

The Clinical Ethics Committee ("the Committee") is to assist the Board in fulfilling its responsibilities by ensuring the development of polices 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 issue which may arise as regards clinical ethics and any other matters the Board deems necessary.

Membership

Sr. Veronica Mangan
Prof. Colin Buckley
Irene O'Donovan (Chair)

Meetings

The Clinical Ethics Committee held two meetings during 2015.

The following were the main issues dealt with:

- Development and approval for implementation of the Open Disclosure Policy
- Progress towards implementation of National Consent Policy, including consideration of reports of Quality and Risk Management concerning education program to facilitate implementation
- Review and adoption of revised terms of reference
- Review and adoption of terms of reference for clinical ethics working group
- Prioritise schedule of works for 2016

Irene O'Donovan
Chair

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.

Membership

Professor Colin Bradley (Chair)
Professor Mary Horgan
Dr. Michelle Dillon
Mr. John Buttimer

Meetings

The committee met four times in 2015. Matters considered by the committee included:-

- Emergency Department Services
- Strategic development Process
- Urology services
- Influenza – impact on the hospital and need to encourage uptake of vaccine by staff
- Protected Disclosure Policy
- Open Disclosure – implementation of policy
- Surgical division
- Decontamination – consideration of options for future provision of decontamination services
- Winter plan and transitional care beds
- Bowel screen programme
- Substance misuse issues in the environs of Mercy University Hospital
- Neurology service
- Vascular surgery service

The committee undertook regular review of the hospital's risk register, complaints analysis, and implementation of HIQA (Health Information and Quality Authority) Safer Better Healthcare standards.

Colin P Bradley
Chair

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
Maurice O'Connor

Meetings

The Committee held eight meetings in the course of 2015.

The main issues addressed were as follows:

- Review of the annual budget and service plan for 2015
- Monitoring progress of performance versus budget and assessment of major variances arising
- Review of cost containment efforts in the hospital
- Ongoing review of capital projects
- Exercise performed on property owned by Mercy University Hospital Limited, and clarification on title, and any liens on such property
- Assessment and approval of Memorandum of Understanding to be signed between MUH and VHI
- Consideration of State Indemnity Scheme and its appropriate for MUH in terms of Employer's Liability and Public Liability cover
- Review of ICT projects and priorities
- Review of Internal Audit activities performed in the course of 2015

Neil O 'Carroll
Chair

HUMAN RESOURCES

Purpose

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

Membership

Margaret Lane (Chair)
Michael O'Sullivan
Mortimer Kelleher

Meetings

The Human Resources Committee held two meetings during 2015. The following were the main issues dealt with:

- Set the annual performance targets for the CEO and reviewed CEO's performance
- Ensured compliance as far as possible with HSE circulars on HR matters
- Review of Emergency Dept. staffing
- Review of HR risk register
- Workforce plan for Mercy University Hospital

Margaret Lane
Chair

NOMINATIONS

Purpose

The appointment of new Directors 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 endeavour 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 Audit & 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 addressed the following items during the 2015.

- Board Self –Assessment
- Re-appointment of Directors
- Succession Planning
- Reviewed the Board skill mix
- Board Training
    - Following Board training to take place in Q4
    - Director's Duties
    - Charities' Act
    - Update on Section 38 & SLA
    - Director's Compliance Statement

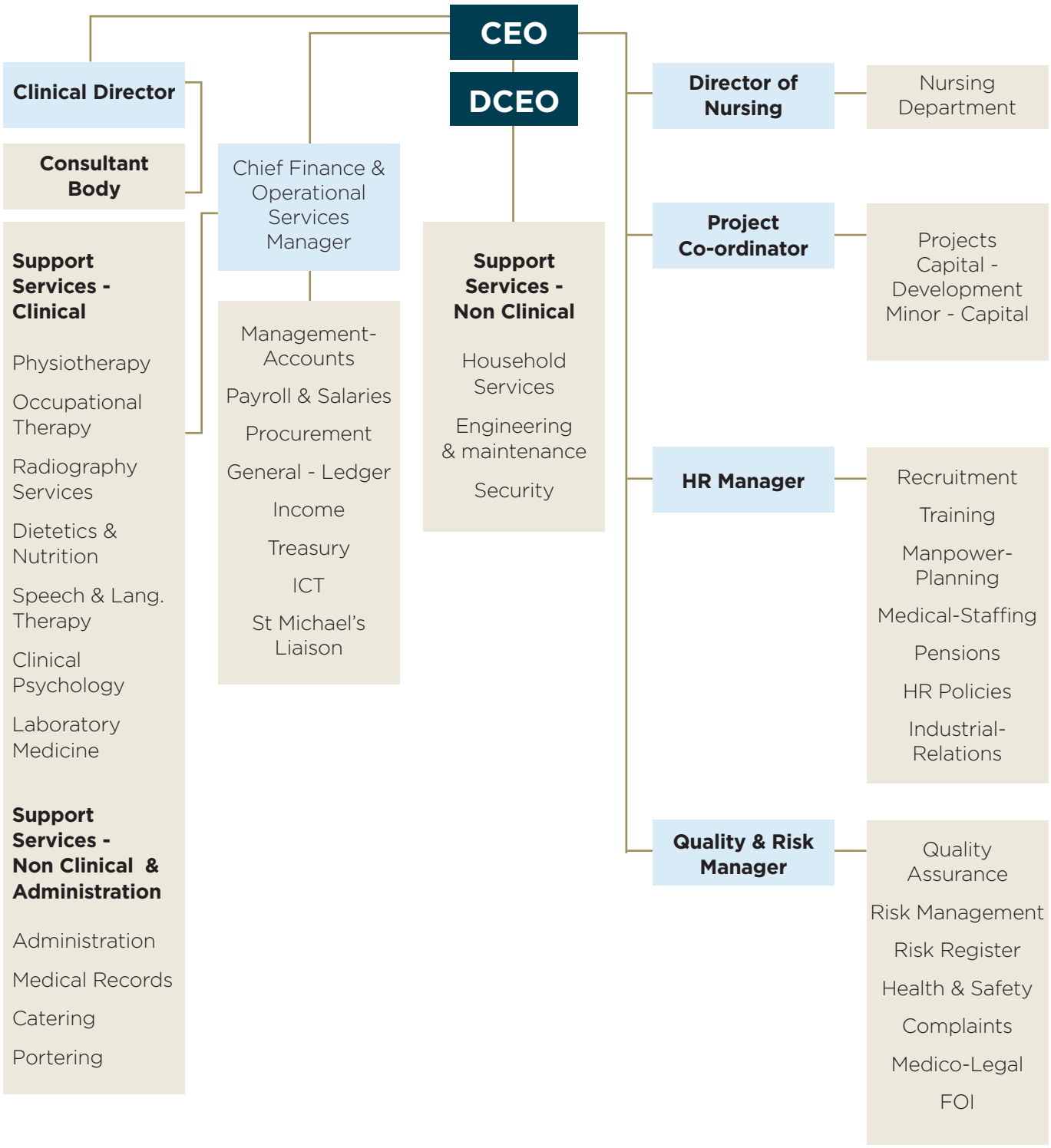
Made recommendation to the Board of Governors regarding vacancy on the following sub-committees

- HR Committee
- Nominations Committee
- Clinical Ethics Committee

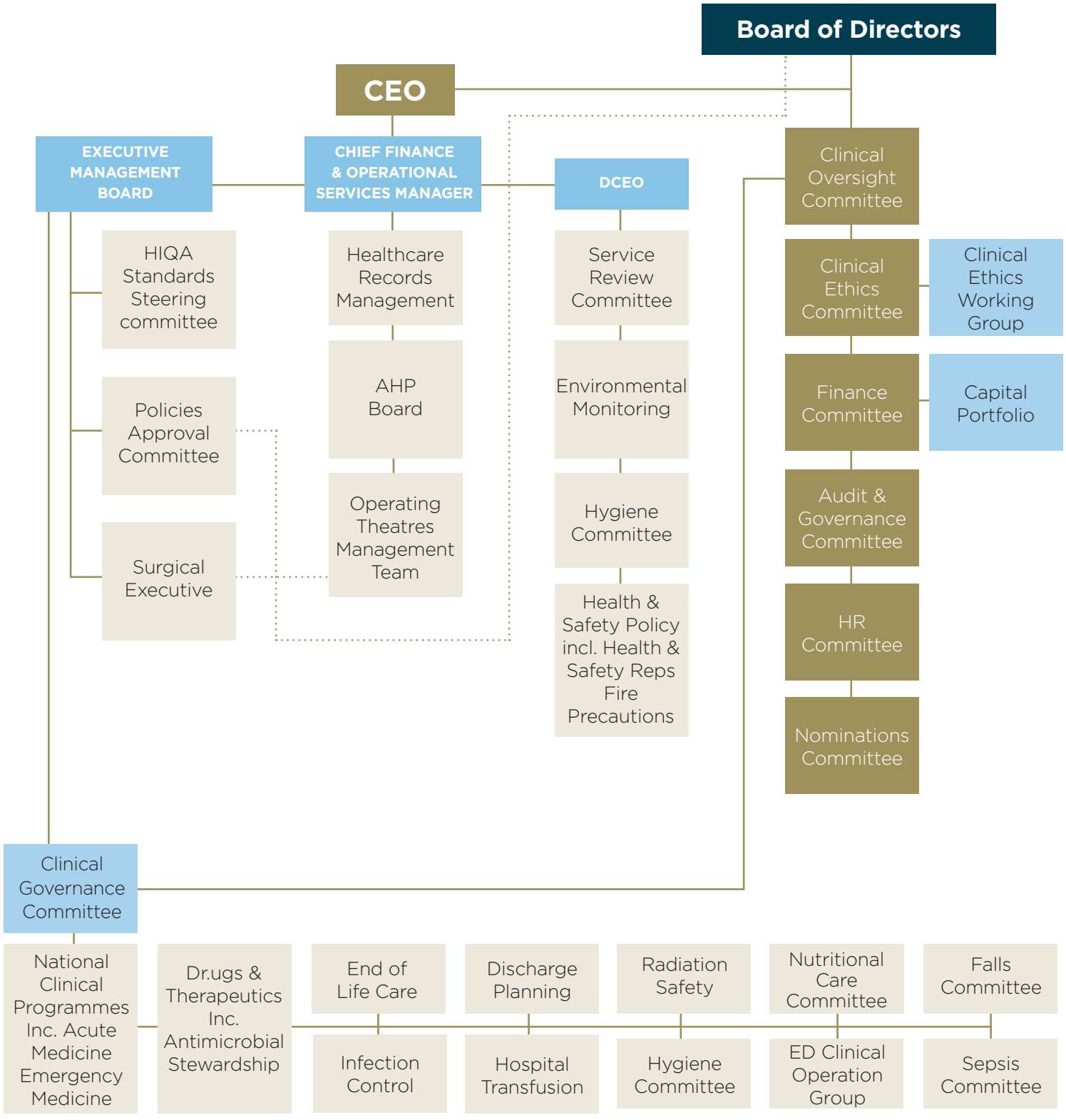
Sr. Veronica Mangan

Chair

MANAGEMENT STRUCTURE



COMMITTEE STRUCTURE



PROFILE OF EXECUTIVE MANAGEMENT TEAM

Ms. Sandra Daly - Chief Executive Officer



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

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

Mr. Jim Corbett - Deputy Chief Executive Officer



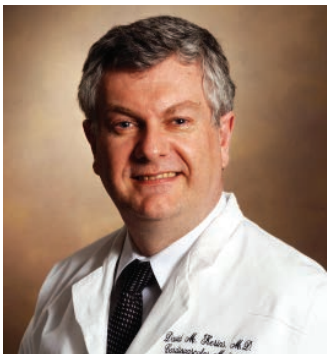
Jim Corbett, Deputy Chief Executive Officer and is the de facto Chief Operating Officer for Mercy University Hospital and deputises for the CEO in her absence. He came to Mercy University Hospital in 2002 after a successful career in the NHS and private sector in the UK. Jim is the senior operational manager of the hospital concentrating upon the development and monitoring of the Hospital's Strategy and operational performance and in particular upon preparedness and resilience responses together with household, maintenance, security, hygiene and fire prevention functions.

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, Ms.c, 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.

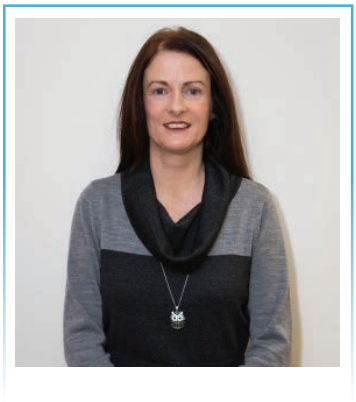
She is committed to providing professional clinical nursing leadership to ensure the delivery of safe quality person centred care. She is the clinical lead for the implementation of the National Early Warning Score and Sepsis Guidelines in MUH. Margaret has a particular interest in end of life care in 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. She is currently undertaking an MSc at the Institute of Leadership at the RCSI. 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.

Mr. Shane O' Donnell- Project Engineer and Acting Head of Development



Shane joined MUH in 2013 as Project Engineer in Department of Development. Shane is currently acting as Head of Development in MUH which includes all Major Capital (>€500K) and Minor capital projects. Shane graduated from NUI Galway with an honours Bachelor of Civil Engineering and successfully completed a Masters in Project Management in University of Limerick. Prior to joining MUH Shane worked in the private construction sector for 16 years and was responsible for managing large scale industrial, commercial and healthcare projects.

CHIEF EXECUTIVE OFFICER'S REPORT



I am delighted to present the Annual Report for 2015. This report reflects our highlights, milestones and key challenges of 2015 in a healthcare system continually evolving. There were many significant accomplishments in 2015 including the treatment of over 130,000 patients and I am proud of what the hospital achieved throughout the year.



2015 started on a very sad note with the passing of Sr. Loretto Mullane, RIP, one of the original custodians of Mercy University Hospital who dedicated 65 years of service to Mercy University Hospital and is deeply missed by us all.

There is ample evidence that we are progressing many of the strategic actions that were set out in our 2014 – 2016 Strategic Plan - *Delivering Better Outcomes for the South/South West Hospital Group* with a large number now completed and significant progress in many other areas. Highlights during the year include approval to appoint the Design Team for the refurbishment of the Radiology Department, awarding the design team for the Regional Centre of Gastroenterology and progressing a number of key consultant posts. In line with the hospital's academic agenda and in collaboration with the South/South West Hospital Group's Academic Partner, University College Cork the hospital was proud to open the first Research & Innovation Co-Ordinator's office to be located on a hospital campus.

As part of the Mercy University Hospital's ongoing commitment to quality patient care and better outcomes, the hospital completed its 2nd round of self-assessment against the National Safer Better Healthcare Standards in mid-2015. Throughout the year, the hospital maintained a strong focus on the clinical aspects of quality and patient safety which is demonstrated in this report.

2015 was also a year when we celebrated our long history with the opening of the 'Heritage Wall' which was unveiled by the Bishop of Cork and Ross, Bishop John Buckley on Mercy Day and reminds us all of the hospital's almost 160 years of voluntary service to the people of Cork and beyond. The wall was designed in such a way as to highlight the hospital's Core Values of Compassion, Excellence, Justice, Respect and Team Spirit throughout. During Mercy Week we also formally acknowledged our valued staff with the introduction of long service awards.

The 'Friends of the Mercy' volunteer programme was launched in 2015. The volunteers come from all walks of life and are giving their time freely to improve our patient's experiences by making the hospital a more patient friendly environment. I would like to extend my gratitude to these and all who provide support the hospital in many different formats.

I would also like to acknowledge the invaluable support from the MUH Foundation and all their donors who continued to provide funding to the hospital throughout the year and we look forward to the opening of the new Mercy Cancer CARE Centre.

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 Directors 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.

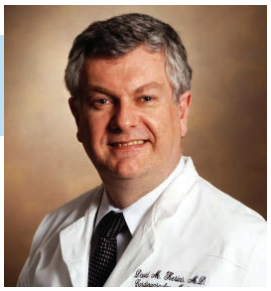
I would like to acknowledge the hospital's relationship with its GP Colleagues and thank them for all the support they give to MUH. I look forward to our continued engagement as we collaborate in the management of patient care and optimal patient outcomes.

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. I must also acknowledge the Executive Management Board of Mercy University Hospital for their hard work, professionalism and ongoing support. There is no doubt that our staff are one of our greatest strengths as an organization and I am confident that the Mercy will continue to serve the people of Cork for many decades to come with the same values and standards of care, albeit in a changing landscape, as has been done for the past 159 years.

Ms. Sandra Daly

Chief Executive Officer

CLINICAL DIRECTOR'S REPORT



Mercy University Hospital (MUH) continues to deliver clinical care of the highest calibre. The environment within which this care is delivered remains a challenging one due to the clinical complexity in the presentation of patients requiring emergency medical and surgical care.

Together with other hospitals in the acute setting we have experienced an impact on elective care. The commitment of MUH to its patients has kept the impact on patient care to the lowest possible level. In this regard, I would like to express my appreciation of the nursing, surgical, medical, diagnostic, household, and ancillary services within Mercy University Hospital. Through an active management plan, Mercy University Hospital has risen to the challenges and has mitigated the risk in every possible sense. In the second half of 2015, MUH welcomed Dr. Adrian Murphy, **Locum Consultant in Emergency Medicine**, who, since his arrival, has made a major impact on patient pathways and on teaching programmes within the Emergency Department of MUH.

The consultant led, multidisciplinary **Liaison Psychiatry service**, which refers to the provision of psychiatric services within the general hospital setting and in particular within the Emergency Department, was greatly enhanced with the appointment of Dr. James Kinahan from North Lee Psychiatric Services in September 2015. MUH maintains a very strong relationship with our Mental Health partners and will work collaboratively during 2016 to develop a model of care for MUH and the patients we serve.

Cognisant of the ever increasing demands on both **Medicine** and **Surgery** at MUH, it was an eventful year within all services. Training and education remained to the fore, including weekly Grand Rounds, Mortality & Morbidity meetings etc. Relationships with external parties continue to be consolidated. One such example is the collaboration of the MUH Department of Urology with the Tyndall National Institute and the Department of Bioengineering UCC with clinical trials open in advanced prostate and renal cancer. Audit and review are integral in ever evolving service delivery and the Department of Neurology were to the fore in 2015 in developing an Audit programme for patients with epilepsy, Parkinsons Disease, headache and stroke. This programme is akin to the one already developed for patients with Multiple Sclerosis.

Building on an already solid and established foundation MUH maintained its positive relationship with the **Non Consultant Hospital Doctors (NCHDs)** throughout 2015 thus ensuring 100% compliance with the European Working Time Directive (EWTD). This manifested itself by means of:

- Weekly NCHD Lead Meetings, attended by the Clinical Director, Medical Manpower Manager and NCHD Lead
- EWTD Implementation Committees: Meeting of all disciplines including Anaesthetics, Medicine, Surgery, Paediatrics with the Clinical Director, Consultant representation, NCHD representation (each grade of specialty), NCHD Lead and Medical Manpower Manager
- Handover: Implementation of a format, policy and sheet by the Clinical Director, Medical Manpower Manager and NCHD Lead

In terms. of **Research,** 2015 proved an innovative year at MUH with the appointment of Ms. Lisa Mc Sharry in a joint role with UCC. University College Cork agreed to create this shared post with MUH to support the research activities at the Hospital and to help collate the investigator information. A number of Research and Clinical trials were agreed to be undertaken in MUH *(See Pages 49-51).*

The future improvements in the physical infrastructure of the **Radiology Department**, as well as the completion of the initial stages of design for the **Gastroenterology Department** at Mercy University Hospital will be of major benefit to our patient population.

Professor David Kerins

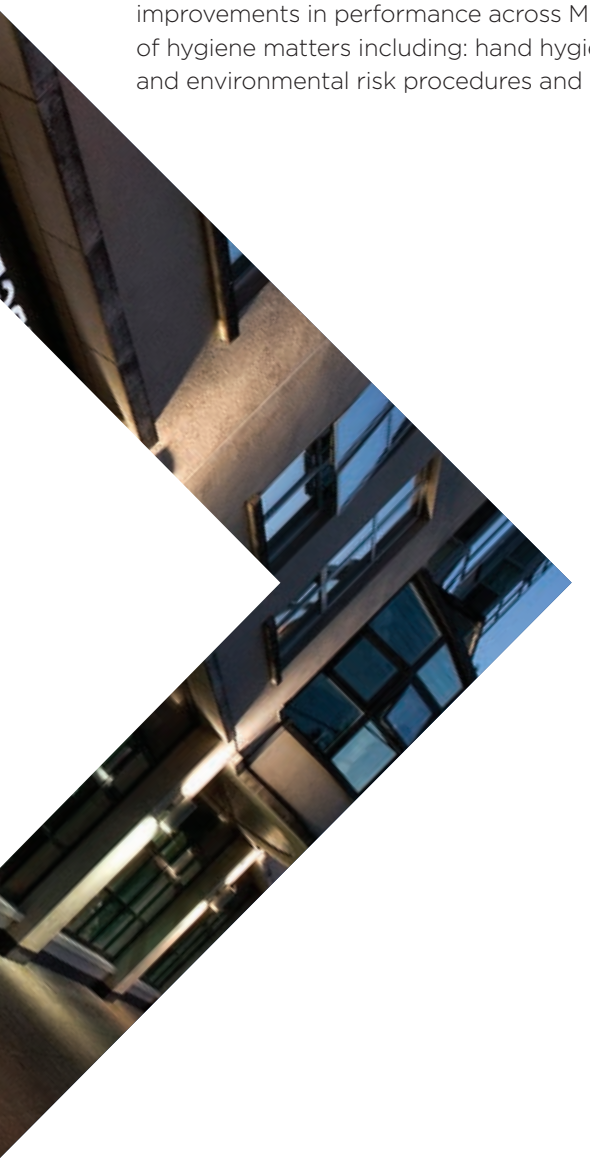
Clinical Director

DEPUTY CHIEF EXECUTIVE OFFICER'S REPORT



In the year under review MUH continued to face challenges in the delivery of services in the face of ever increasing demands. The tables on Pages 35-41. demonstrate the increasing levels of activity which MUH strives to maintain.

In July 2015 an unannounced **HIQA inspection** was carried out at MUH as part of their routine annual inspection programme to monitor compliance with the National Standards for the Prevention and Control of Healthcare Associated Infections. The subsequent report, published in November 2015 showed significant improvements in performance across MUH in respect of hygiene matters including: hand hygiene, cleaning and environmental risk procedures and practices.



Specifically, the HIQA team requested information regarding the implementation of care bundles for invasive devices in MUH. The final HIQA report stated that *"Overall infection prevention and control bundles have been well advanced and embedded in the hospital which is commendable"*. The report was particularly complimentary regarding the implementation of the infection prevention and control bundles in the ICU.

A **Quality Improvement Plan** for Hygiene was developed by the MUH Hygiene Services and Infection Control Committee, and further to ratification by the Executive Management Board was made available on the hospital's website on December 18th, 2015.

MUH sought to develop the role of the **Fire Prevention Officer** during 2015 to ensure the hospitals compliance requirements with Fire Safety Regulations and maintain continuous improvement in the fire safety management of the hospital. Accordingly, the hospital secured the services of an exceptionally experienced specialist Fire Prevention Officer, Mr. Robert (Robbie) McGowan, coming to MUH with over 28 years experience within the Fire Service.

Departmental projects for 2016 include:

- Introducing digital monitoring procedures for hygiene audits
- Developing paperless systems and archival storage throughout the hospital
- Reviewing and facilitating the development of succession planning for all departments
- Revisiting the MUH Major Incident and Business Continuity Plans

Mr. Jim Corbett

Deputy CEO

DIRECTOR OF NURSING REPORT



I am delighted to present the Department of Nursing report for 2015 and to share the achievements of nursing during this time.

At Mercy University Hospital, I have the privilege of working with a dedicated and talented nursing workforce. The dedication, compassion, commitment and thoughtfulness which they demonstrate on a daily basis is admirable. MUH nursing staff are exceptional people doing extraordinary things to ensure the best care for our patients.

Nursing roles and responsibilities continue to expand throughout the hospital and will continue to develop as clinical services evolve and the healthcare environment changes. The Department of Nursing is committed to supporting advanced practice and role expansion where evidence demonstrates improved patient care, access and patient experience. During 2015 two candidate **Registered Advanced Nurse Practitioners** were further progressed through the NMBI approval process. These posts are an integral to the developing gastroenterology service:

- The ANP (Inflammatory Bowel Disease) will be the first such post in Ireland and,
- The second ANP role is assigned to a dedicated Nurse Endoscopist.

The Department of Nursing has responsibility for **Scheduled Care** and collaborates with the NTPF Audit and Quality Assurance office and the SSWHG on the management of hospital waiting lists. In September 2015, a national audit of all MUH waiting lists was undertaken and a management action plan put in place following this audit. There were no significant areas of non compliance identified in this audit and work is ongoing to meet key deliverables.

Managing **Unscheduled Care and Patient Flow**, with the aim of enhancing patient experiences of MUH services, is a key priority. The daily morning activity review led by the Department of Nursing is essential to supporting the Emergency Department in the context particularly of hospital escalation and balancing the needs of admitted patients on trolleys with scheduled care demands.

Clinical audit is utilised to improve patient care and outcomes. The clinical audit programme for the Department of Nursing included the following areas in 2015:

- National Early Warning Score
- Medication Safety (Red Apron)
- Nursing Documentation
- Care Bundles (for which MUH were commended following a HIQA visit)
- Hand Hygiene
- Safe Surgery Checklist
- Senior Nurse Clinical Rounds (including patient experience)
- Medical Emergencies

We will continue to develop our measurement of the unique contribution of nursing care to the patient clinical experience and MUH will be implementing the **National Standardised set of Quality Care Nursing Metrics**, supported by a grant from the regional nurse practice development unit and our own ICT department, during 2016.

The Department of Nursing hosted a **Quality Improvement Conference** at MUH on 25th November, which was opened by Dr. Philip Crowley, National Director, Quality Improvement Division. The wide range of topics which were presented by different members of the multidisciplinary team included medication safety, care bundles, improving discharge processes, dementia care, reducing falls and the quality strategy of MUH.

The context in which we work continues to challenge us. Most significantly we have a greater number of frail, older patients with complex needs. Our focus is to continue safe quality care at every stage of our patients and their families' journey through MUH services. This care is always underpinned by the core values of compassion, excellence, justice, respect and team spirit.

I wish to acknowledge the support from all members of the nursing department and in particular the senior nurse management group. It has been a busy and challenging year for us all and the response to these circumstances has been exceptional.

Ms. Margaret McKiernan

Interim Director of Nursing

DEPARTMENT OF FINANCE & OPERATIONAL SERVICES REPORT

MUH achieved a break-even final outturn at year-end which is an exceptional result and credit to the Finance Team of MUH and indeed staff throughout the hospital who continue to work creatively to implement and achieve cost reduction programmes whilst maintaining the highest standards of patient care. The Extracts from the Financial Statements are available on Pages 42 & 43.

The following are the key highlights of 2015 from a Finance and Operational perspective:

FINANCE/PROCUREMENT

Significant notables in respect of Finance and Procurement throughout 2015 included:

- Submission of the first Patient Level Costing exercise
- Engagement with the State Claims Agency, completing the transfer for Public Liability Insurance and Employers Liability Insurance.
- Achieving targeted Procurement savings
- Completion of Phase 1 of Theatre Kanban project

INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)

Developments within the ICT Department of MUH included:

- Introduction of Managed Print Services across MUH
- Development of Server Infrastructure with greater capacity and resiliency
- Upgrade of CITRIX
- Track and Trace Project

I also joined the **Council of Clinical Information Officers** (CCIO) in November 2015 which is a forum established by the Chief Information Officer of the HSE. This forum enables clinical users of Heath IT systems to have the opportunity to guide and assist ICT planning within the HSE. It is envisaged that MUH will now have a voice on future national Health ICT projects.

CATERING

Working in tandem with the Nutritional Care Committee, the Catering Department commenced a programme of work in respect of extending menu ranges for patients and staff, subsequent to a number of audits undertaken by the Dietetics Department throughout 2015. MUH has also embraced the government led initiative **"Healthy Ireland"**, which aims to improve the health and wellbeing of our country over the coming generation. As part of this initiative, the Catering Department at MUH will commence *Calorie Posting* throughout 2016.

LABORATORIES

All MUH Laboratories reported an eventful and productive 2015. The primary focus centred on maintaining and retaining **Accreditation** status by The Irish National Accreditation Board (INAB) who is the national body with responsibility for the accreditation of laboratories, certification bodies and inspection bodies. It is the statutory body responsible for Good Laboratory Practice (GLP) and is the competent body for EMAS (European Eco-Management and Audit Scheme).

Microbiology

There was a large extension to scope of **accreditation** of Microbiology, which now includes: Urines, CSF, Swabs, Fluids, Enteric cultures and Antimicrobial sensitivity testing. This involved a lot of hard work from staff but well worth the effort to maintaining Laboratory Services. The acquisition of the **GeneXpert** for the repatriation of Influenza and Norovirus testing from NVRL has proven invaluable in respect of outbreak management as results are obtained on the same day as opposed to 5-7 days. It is also possible to use the GeneXpert for the early detection of TB. Traditional culture results can take up to 3-6 weeks whilst now they are available on the same day.

Haematology

Haematology retained its **ISO15189 Accreditation** and extended its scope to include miscellaneous tests.



Approximately 95% of all test results issued are now INAB accredited. Staff trained in Process Flow, and process flow risk analysis and rollout commenced with Manual Coagulation, Malaria Screen, rollout to continue in a phased basis until all processes covered.

Biochemistry

The Biochemistry Department succeed in achieving no Non Conformances further to their **INAB Accreditation** visit in 2015. A switch from the conventional Troponin assay to the high sensitivity **Troponin assay** in October 2015 was an immense educational project for laboratory and medical staff and included engagement with the Consultant Cardiologists. Deemed a success, it also has the advantage of ruling in/ruling out MI at a significantly earlier time leading to earlier discharges from the Emergency Department. **Osmolality testing** is currently being prepared for accreditation in 2016. This is a significant quality improvement as the turnaround time has been considerably reduced. Early in 2015 Biochemistry introduced in house **BNP** (test for diagnosing chronic heart failure) resulting in quick turnaround time of results for our colleagues in Cardiology whilst enabling savings for the hospital.

Blood Bank

The Blood Bank oversaw a number of key implementations during 2015 including:

- The acceptance of samples from the pre-assessment clinic up to 14 days in advance which enables more flexibility and earlier start times for Theatre.
- The upgrade of the LIMs. (APEX) hardware upgrade, in conjunction with HSE South provides a more stable IT platform and scope for more development.
- The ISBT (International Society Blood Transfusion) labelling system in relation to Blood and Blood Product.

ALLIED HEALTH SERVICES

Dietetics

In response to the HIQA Nutrition and Hydration audit requirements, the Clinical Nutrition/Dietetics Department led out on the developments in the area of Nutrition and Hydration (MUH).

Occupational Therapy (OT)

The Occupational Therapy department developed a pilot programme to allow for the provision of a dedicated OT service in the Emergency Department (ED). OT training encompasses the physical, social and psychological aspects of health which is particularly salient for older persons presenting in the ED. The project will assist in facilitating the earlier and safer discharge of patients. The programme commenced in October 2015 for a period of 6 months.

Physiotherapy

2015 saw integration of in service education across all physiotherapy departments in Cork hospitals and community services, enhancing cross boundary communication leading to improved patient journey between acute and community sectors. Within MUH:

- A physiotherapy led and governed, specialist rehabilitation clinic for patients with limb loss commenced, and
- Integration of MUH physiotherapy fall intervention service with the establishment of a cross city falls management programme and a pilot of the new Fallsafe care bundles in MUH.

Radiology

Following on from the success of the GP Electronic referral project in OPD, Radiology were delighted to announce that with the assistance of the HSE Chief Information Officer's office and Healthlink, the service was extended for Radiology requests. The project went live in September 2015.

Mr. Maurice Spillane

Chief Finance and Operational Services Manager

DEPARTMENT OF HUMAN RESOURCES REPORT



The Human Resources Department supports the Hospital's mission and vision through a set of processes that provide support to the Chief Executive Officer and Executive Management Board, facilitate learning and development, and provide support services to staff.

There is a strong sense of identity with the core values which underpin the mission and ethos of the hospital. Accordingly, the HR Department is constantly refining and developing the services it provides to meet the ever progressive legislative changes and ensuring best practice when dealing with managers and staff in relation to organisational issues and/or personal issues.

Mercy University Hospital employs over 1,000 staff comprising Medical, Nursing, Management/ Administration, Health & Social Care, Support Staff and Patient and Client Care.



In 2015:

- HR Performance Indicators revealed that the hospital recorded a staff turnover rate of less than 1% overall, with nursing turnover at 11%, a slight decrease on 2014.

- By December 2015 the hospital was 100% compliant with the requirements of the European Working Time Directive, i.e. 24 hour working and 97% compliant with 48 hours working. Recruitment of additional non consultant hospital doctors together with work schedule changes enabled the hospital to achieve this. Work schedules are continuously reviewed and monitored by HR to ensure this compliance is maintained.

- In keeping with the national trend, MUH experienced significant challenges in the recruitment of nursing staff throughout the year. Both national and international recruitment campaigns were developed and continue on an ongoing basis.

- Absenteeism remained under 4%, for another consecutive year with all supports utilised for staff that are on long term sick leave.

2015 was not only about work. The celebrations that centred on Mercy Week provided an opportunity for all staff to contribute and participate in the various events – celebration of Mercy Day Mass, the Long Service Awards, and the Mercy Stars etc. The Annual Christmas Mass is also an opportunity for staff to come together with their families and donate gifts, via the MUH Social Work Department, to those most in need.

Ms. Deirdre Casey

HR Manager

DEPARTMENT OF DEVELOPMENT REPORT



The Department of Development had a busy and productive 2015 with the completion of many projects and the commencement of others.

In early 2015, the replacement **Water Tanks** on the Thomas Moore Block were installed and commissioned, enabling MUH to reach the cleaning requirements for Legionella standards and thus improving the quality of water in the hospital.

In conjunction with the **Cork IDEAS (Integrated Dementia Care Across Settings)** Project, St. Mary's Ward was adapted to make the day room 'dementia friendly' for patients in the ward. This project involved a multidisciplinary engagement between various hospital departments and it is envisaged that a number of elements of the work will be incorporated into future projects where feasible.

Upgrades were carried out on many areas to improve our existing services and to comply with HIQA standards, including:

- The Aseptic Unit in Pharmacy,
- St John's Urology Unit, and
- Various Ward areas.

The commencement of the upgrade to the **hospital boilers** will improve the security of heating supplies and improve the hospital's energy efficiency.

In the second half of 2015, **St Francis' Transitional Care Unit in St Mary's Health Campus** was completed. This is a critical project as it will positively impact on MUH's discharge planning processes and escalation planning etc.

As a hospital sited on 12 to 15 acres of land, within Cork City, MUH proactively engages with the Cork City Council on a regular basis. In this regard discussions in 2015 have centred on the **Cork City Traffic Management Strategy** which will enable significant improvements to the hospital's environs.

The **Design Team for the Regional Centre of Gastroenterology** were appointed in 2015 which will allow for the design of the centre to progress in 2016 and subsequently the relocation of the Outpatient Departments to allow for construction on this site. The Lynch Street Outpatient Department was completed in early 2015, and apart from fit out, is ready to house the OPD Clinics. A Design Team for the second OPD in St Mary's Health Campus was approved and design commenced.

Mindful of the mission, ethos and values of Mercy University Hospital, the Department of Development strives to ensure the environment of MUH is a better place for patients and staff. New developments are already in train for 2016 including upgrades to the Radiology Department and the Intensive Care Unit.

Mr. Shane O'Donnell

Acting Head of Development

QUALITY AND RISK MANAGEMENT DEPARTMENT

The Quality & Risk Management Department (QRMD) is a core element within the Mercy University Hospital. Its role is to ensure that the hospital implements the highest standards in quality and patient care, is up to date with National and International standards including best practice, adheres to health and safety legislation, continually monitors risks to patients, staff and visitors and minimises same, and has in place the structures, systems. and processes to properly manage adverse events, in line with the hospital's strategic objectives.

A review of the structures for quality and risk management at MUH was carried out in 2015 for the purposes of ensuring that the department is fit for purpose, is compliant with best practice and to determine future resource requirements.

It is the policy of MUH to operate an integrated process for the management of risk and the maintenance of a **Corporate Risk Register** is a critical element of this process. The Risk Register assists MUH to establish a prioritised agenda for managing its risks. It provides the Management Team, Executive Management Board (EMB) and Board of Directors with a high level overview of the organisation's risk status at a particular point in time and becomes a dynamic tool for the monitoring of actions to be taken to mitigate risk.

MUH has a robust incident reporting system in operation and all disciplines are actively involved in reporting incidents and near misses. In 2015 a total of **1,262** incidents were reported. Serious Reportable Events (SRE) are escalated and investigated in accordance with National Policy. **1** SRE was reported at MUH in 2015.

The QRMD completed a self assessment against all relevant recommendations outlined in reports produced by **HIQA** in 2015. This builds on self assessments carried out in previous years and on the ongoing work in self assessing against the *Safer Better Healthcare Standards.* MUH completed a self assessment for HIQA's *'Review of Nutrition and Hydration in Public Hospitals'* in July 2015. MUH also completed a self assessment for HIQA's *'Review of Antimicrobial Stewardship in Public Acute Hospitals'*, in July 2015. MUH completed its second self assessment against the HIQA Safer Better Healthcare Standards in 2015. The CEO, as Chair of the HIQA Standards Steering Committee continues to provide oversight for this process in 2015.

In 2014, The Board of Directors and the EMB endorsed the hospitals commitment to adapt and implement the HSE's **National Open Disclosure Policy** across MUH. An implementation programme for Open Disclosure at MUH continued in 2015. MUH hosted a National CPD accredited Training Programme in 2015 and 7 MUH personnel are now certified Open Disclosure trainers, supporting an ongoing programme of mandatory open disclosure training for MUH staff in the future.

The Risk Manager is the Complaints Officer for MUH and the operational management of the complaints process is assigned to the QRMD. A total of **70 complaints** (verbal and written) were received at MUH in 2015. The National performance target for complaints management in 2015, is based on the percentage of complaints investigated within the legislative timeframe of 30 working days. The national target is 75%. MUH achieved a compliance rate of 75%.

At MUH, we continually review key mortality indicators and develop new streams. of work to improve clinical quality and reduce avoidable mortality. MUH will continue to participate at a national level in the *National Audit of Hospital Mortality* and the *National Major Trauma Audit* (through the National Office for Clinical Audit). The **National Quality Assurance Intelligence System (NQAIS)** for surgery was rolled out to acute hospitals nationally in 2015. The tool is



a platform for performance improvement in surgery and access has been facilitated for members of the Department of Surgery at MUH. MUH is a pilot site for the testing phase of NQAIS for Medicine through the Royal College of Physicians and the HSE National Clinical Programme for Medicine. MUH continues to support the development of this tool and the roll out of NQAIS for Medicine, nationally in 2015.

The QRMD continues to administer the **Freedom of Information** function for the MUH. In 2015, a total of **697** requests for records under Freedom of Information and Administrative Access policies were processed, which is a 2.58% decrease on the number of requests in 2014.

Ms. Mary Deasy

Quality & Risk Manager

MUH advanced the implementation of the **National Consent Policy** hospital-wide in 2015. A number of education sessions for clinical staff supported this process.

CATEGORY	FOI 2015	ADMINISTRATIVE ACCESS 2015
Personal Information *(related to patient usually)*	108	580
Non-Personal Information (related to commercial information)	9	0
TOTAL	**697**	



QUALITY KEY PERFORMANCE INDICATORS

Complaint Categories 2015												
2015	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**
Clinical Care & Treatment	6	2	4	2	4	4	0	3	3	4	3	5
Waiting times	1	0	0	0	0	0	2	1	1	2	0	1
Access to Pain Management Service	0	0	0	0	0	0	0	0	0	0	2	0
Discharge/Transfer Process	0	1	1	0	0	0	0	0	0	1	0	0
Cancelled Surgery Apt	0	1	0	0	1	0	0	0	0	0	0	1
Communication	0	0	0	1	1	3	0	0	0	0	0	0
Staff Attitude	0	0	1	0	0	0	0	1	1	2	0	0
Photo on Mobile Phone/ Data Protection	0	0	0	1	0	0	0	0	0	0	0	1
Long Fasting Times	0	0	0	0	0	1	0	0	0	0	0	0
Environment	0	0	0	0	0	0	0	1	1	0	0	0
Payment Issue	0	0	0	0	0	0	0	0	0	0	1	0
Appeals	0	0	0	0	0	0	0	0	0	1	0	1

Fig. 1 *Complaint Categories 2015*

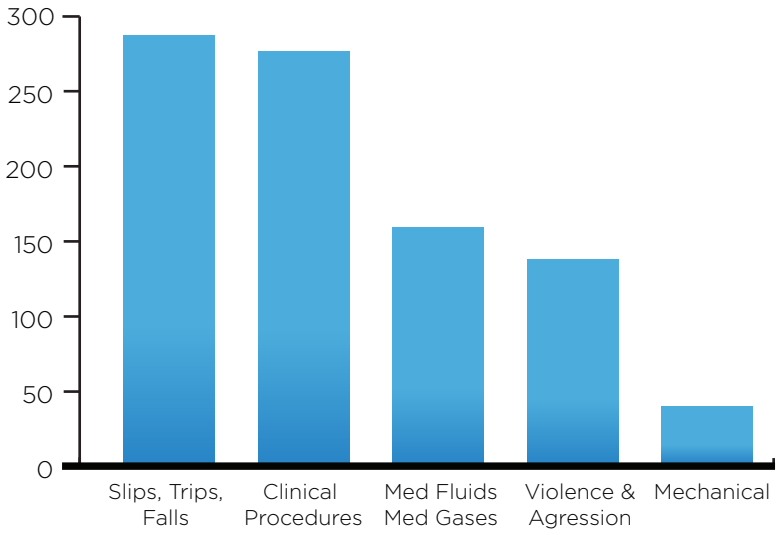


Fig. 2 *Top 5 Clinical Incidents reported to State Clinical Indemnity Scheme 2015*

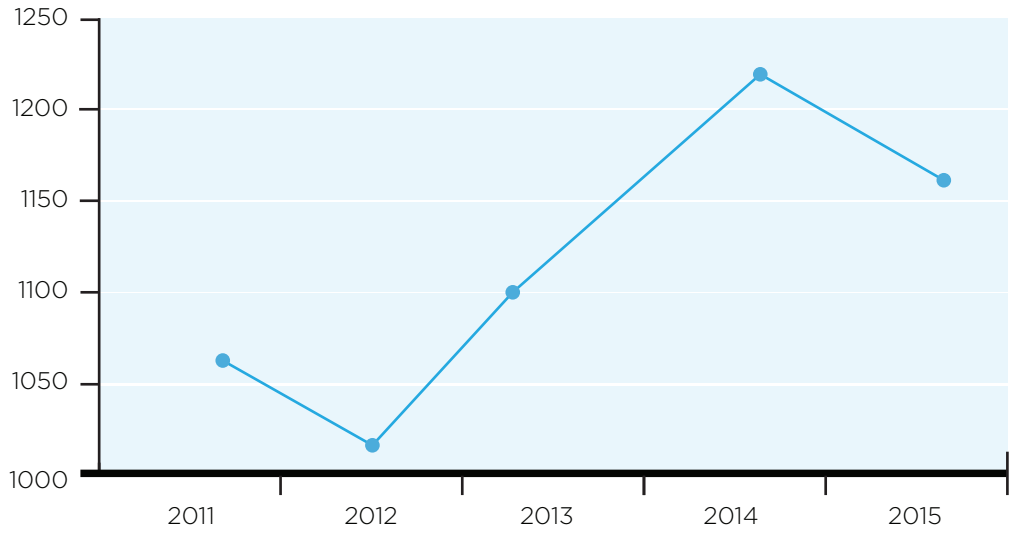


Fig. 3 *MUH Reported Incidents 2015*

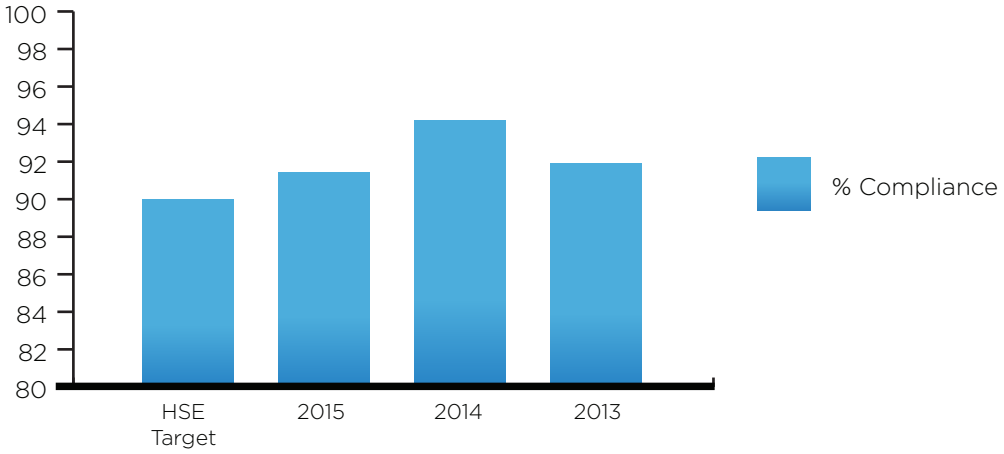


Fig. 4 *Hand Hygiene Audit Results*

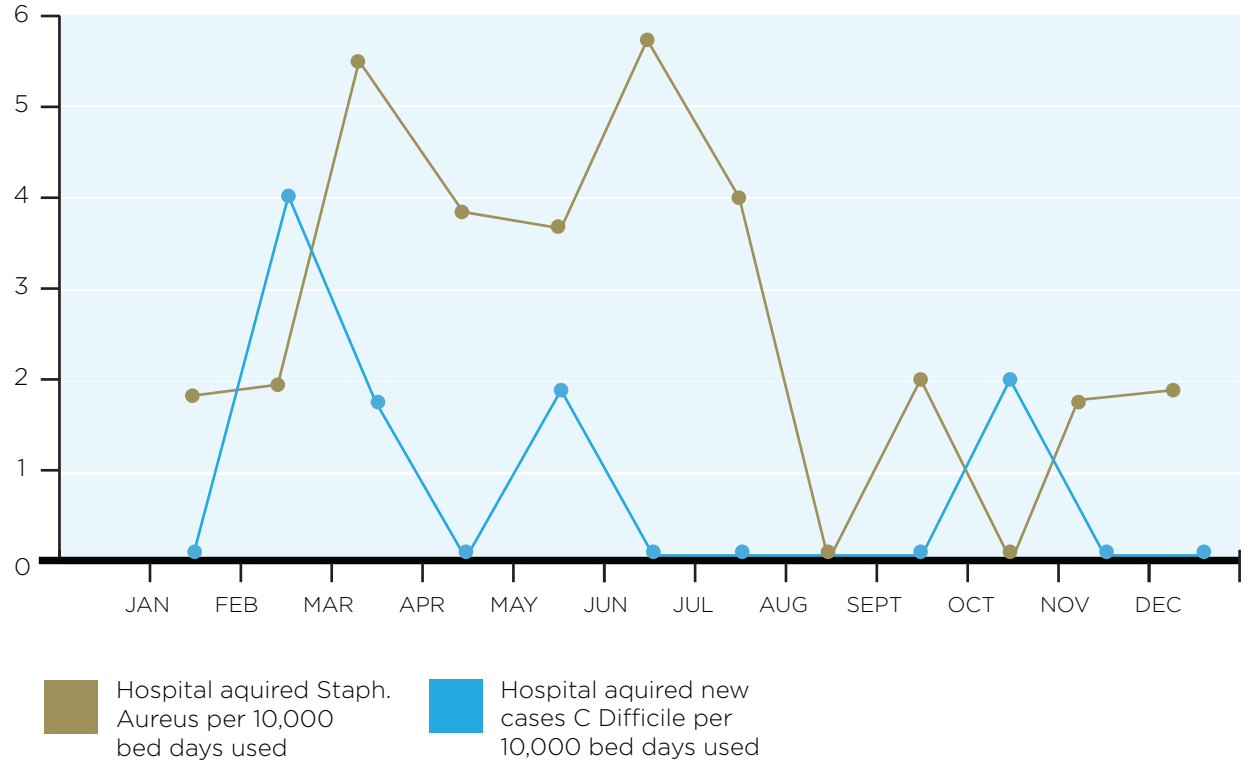


Fig. 5 *Healthcare Associated Infections*

Patient Access

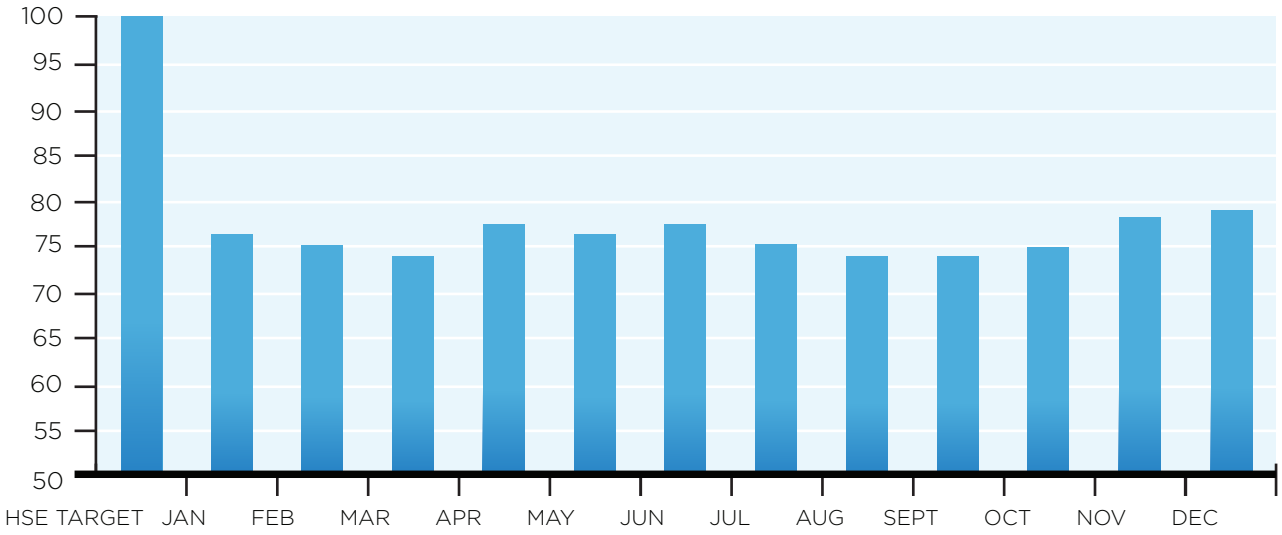


Fig. 6 *Waiting Times - % of adults waiting < 8 months for an elective Inpatient & Daycase procedure*

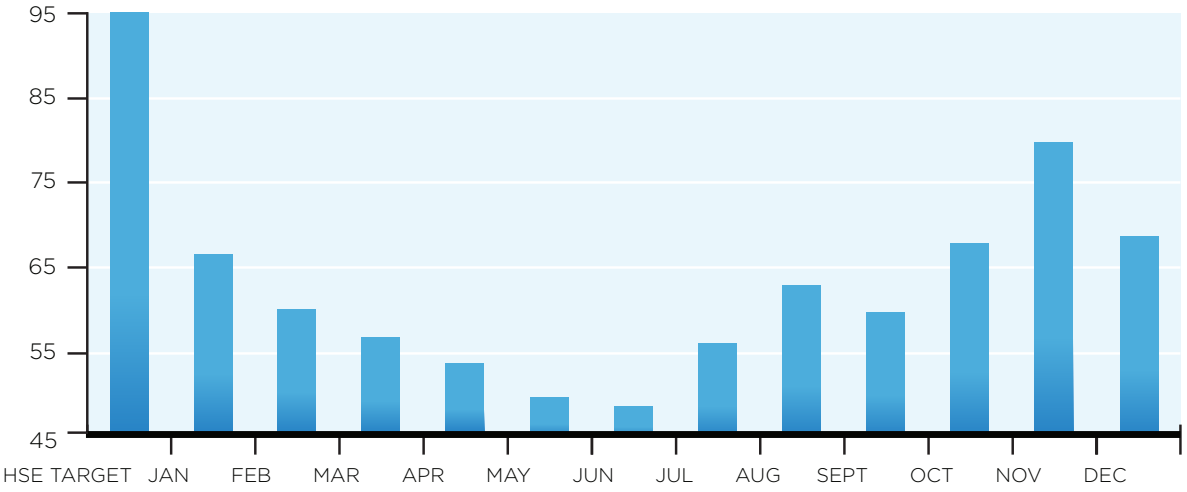


Fig. 7 *Waiting Times - % of Children waiting <20 weeks for an elective Inpatient & Daycase procedure*

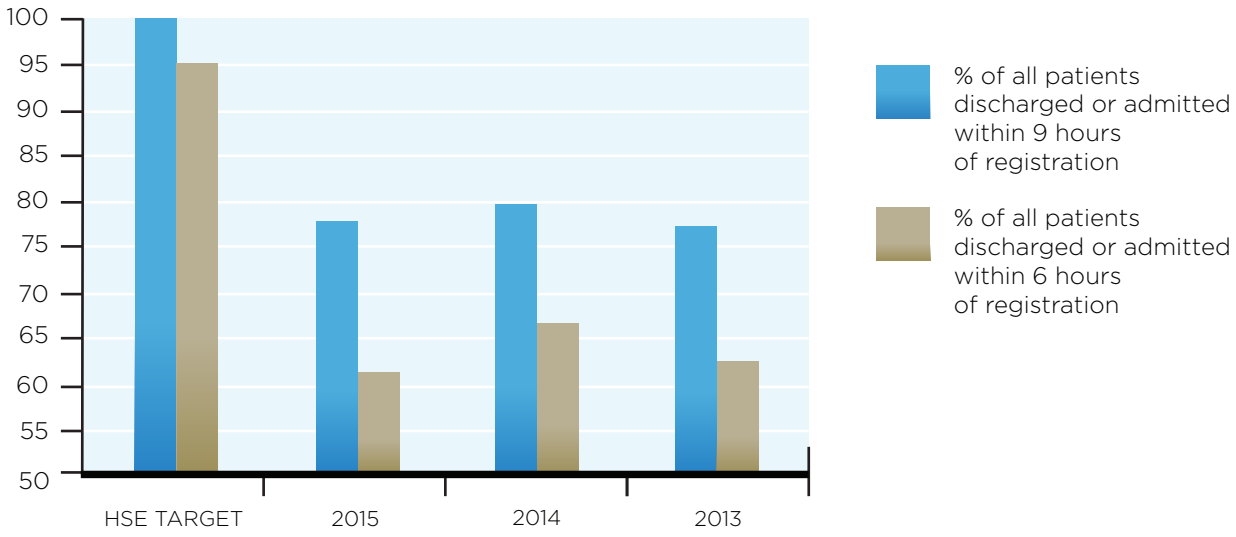


Fig. 8 *Patient Experience Times (PET) – Emergency Department*

Patient Activity

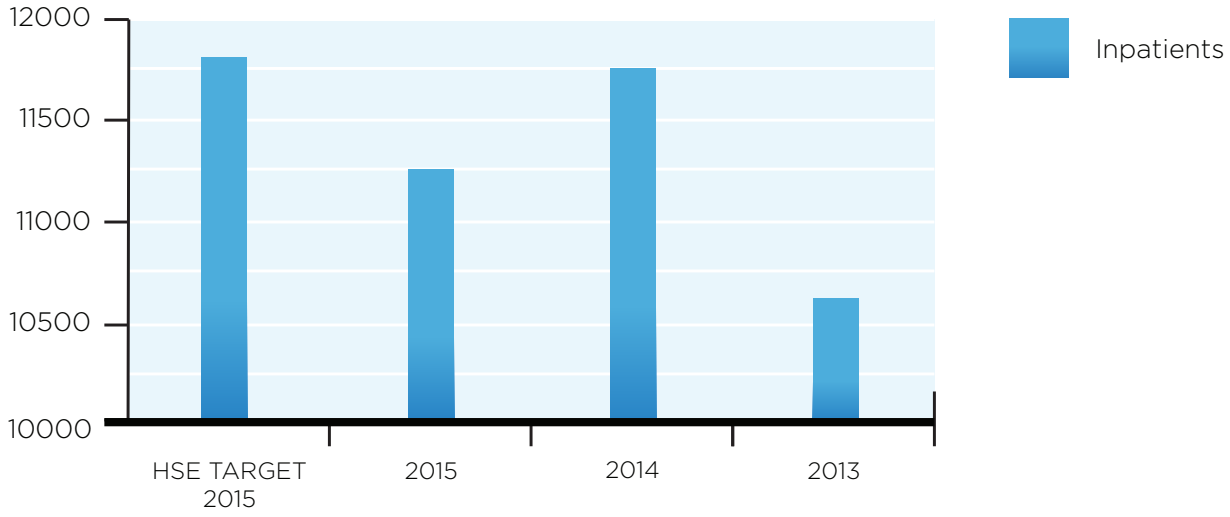


Fig. 9 *Inpatients*

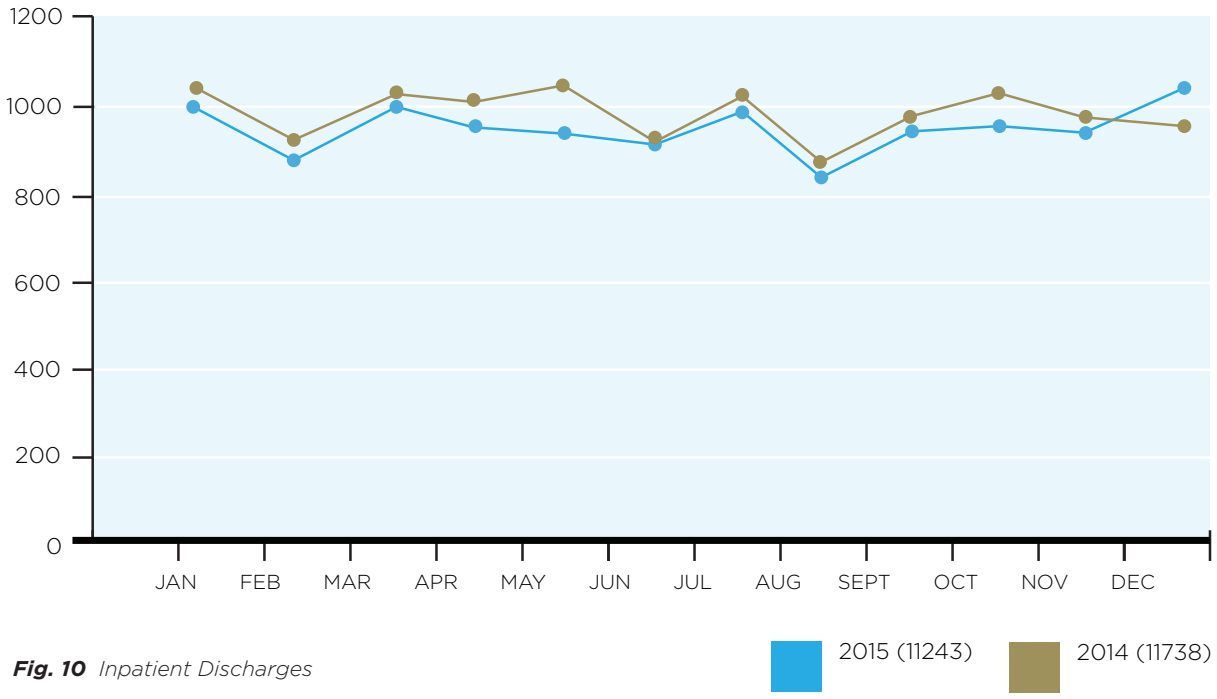


Fig. 10 *Inpatient Discharges*

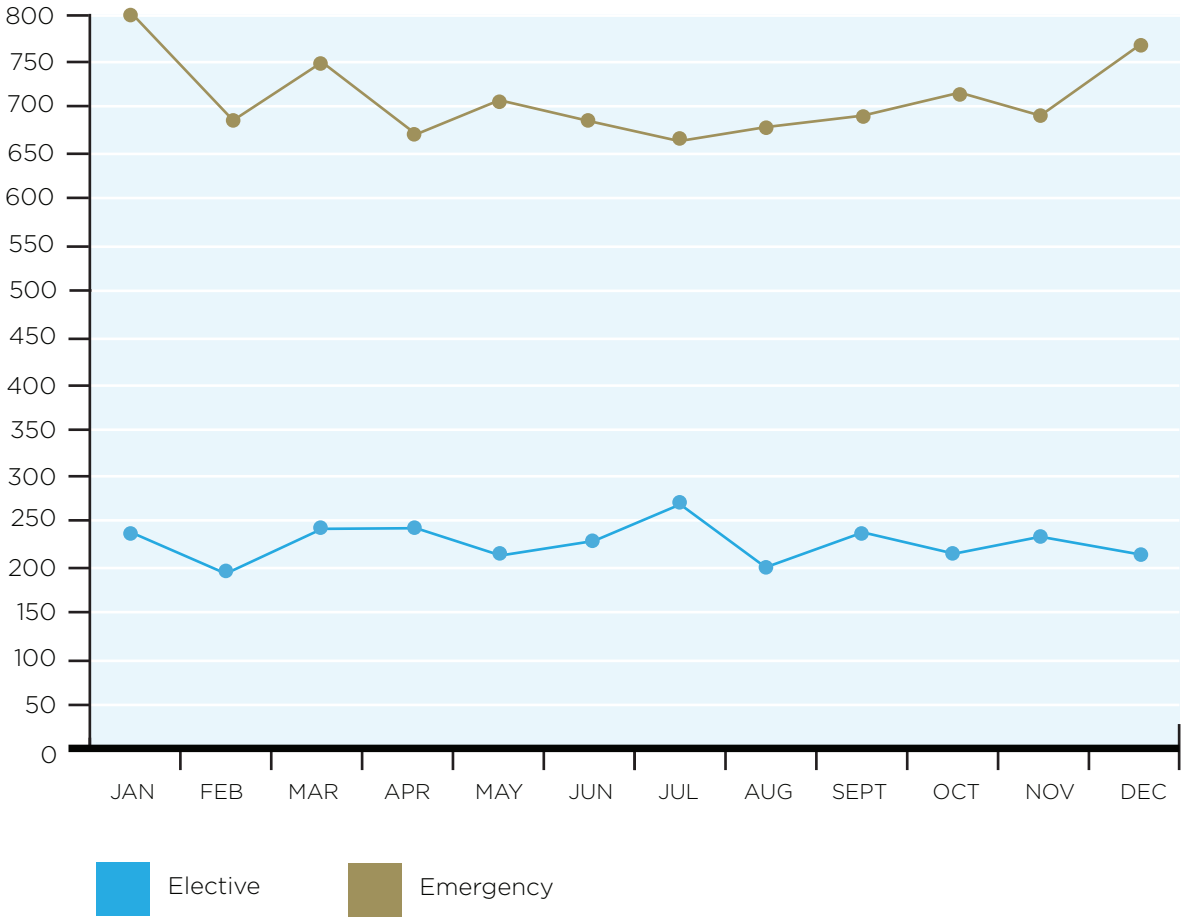


Fig. 11 *Breakdown of Admissions*

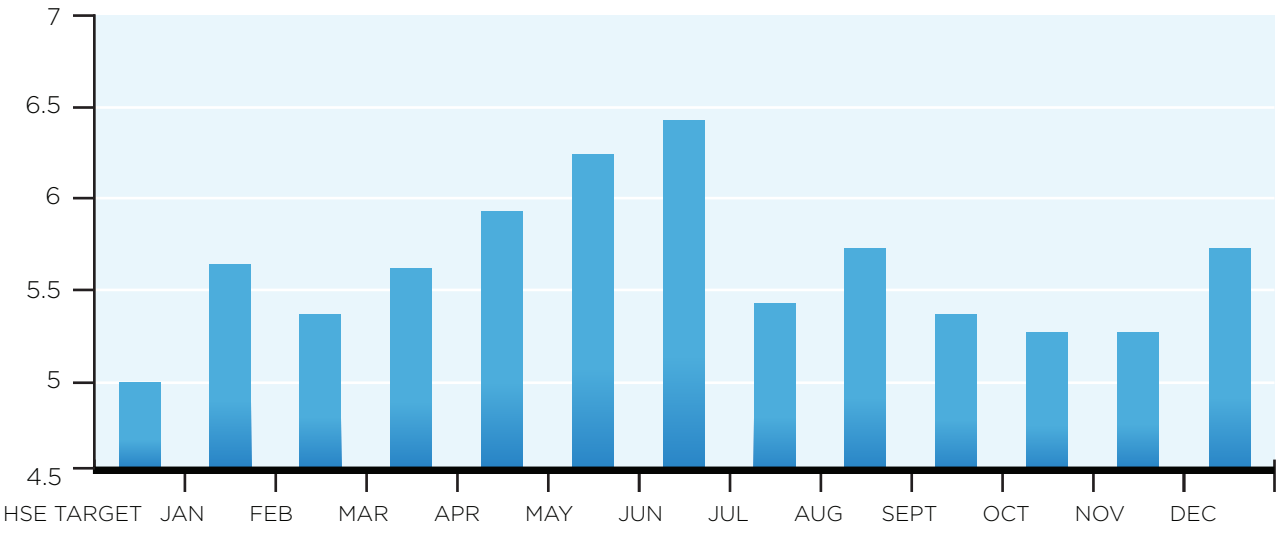


Fig. 12 *Overall Average Length of Stay*

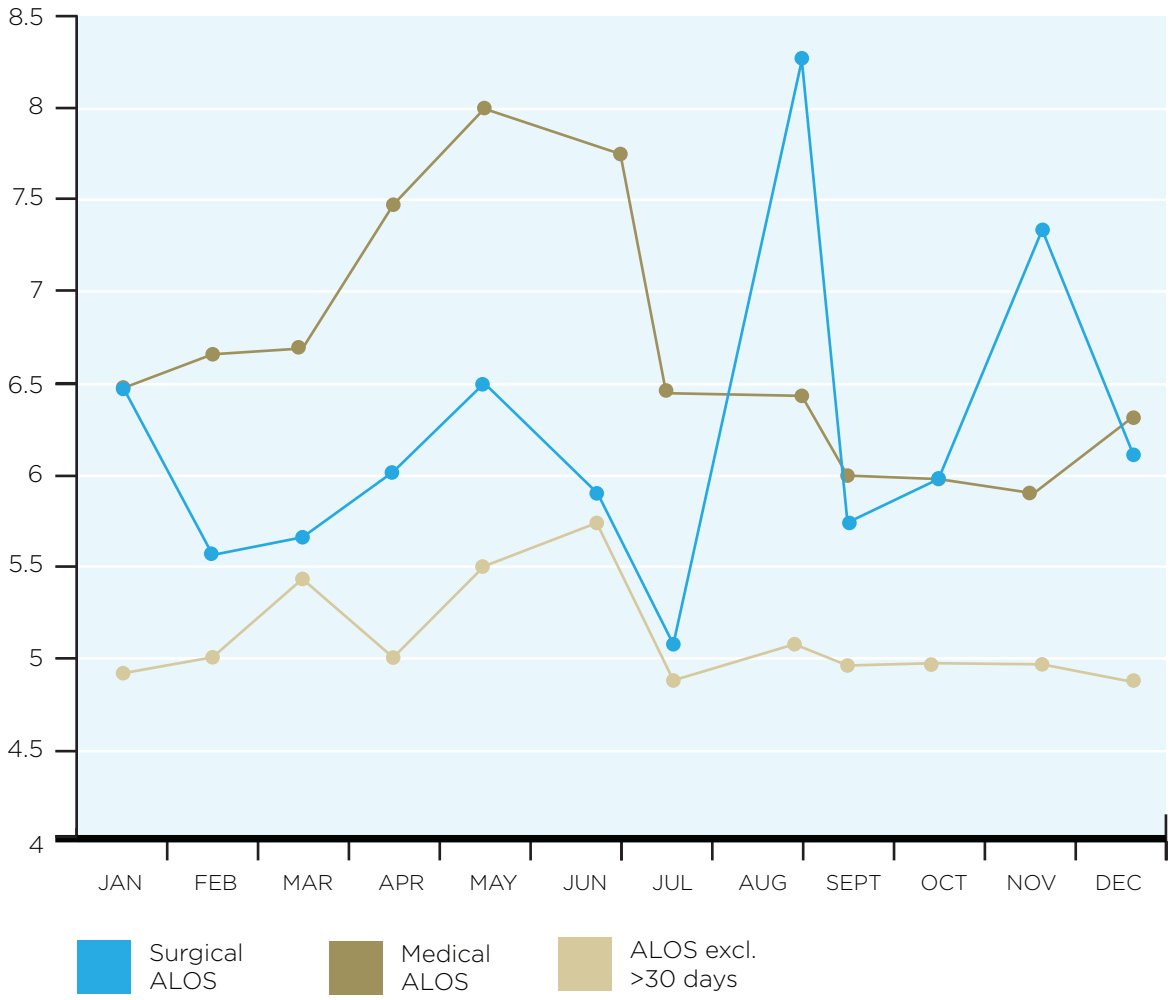


Fig. 13 *2015 Average Length of Stay (ALOS)*

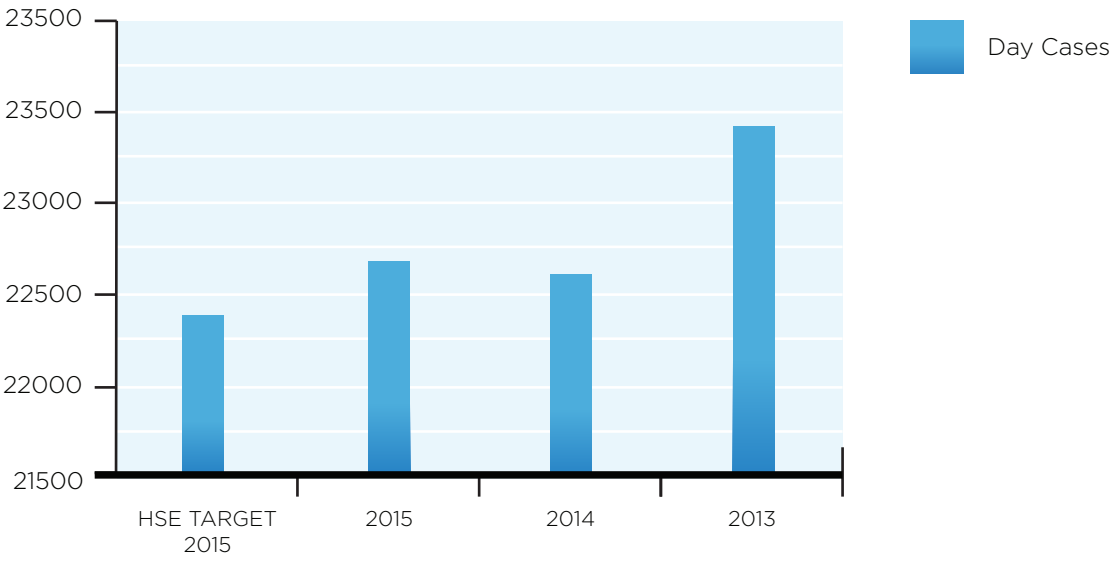


Fig. 14 *Daycases 1*

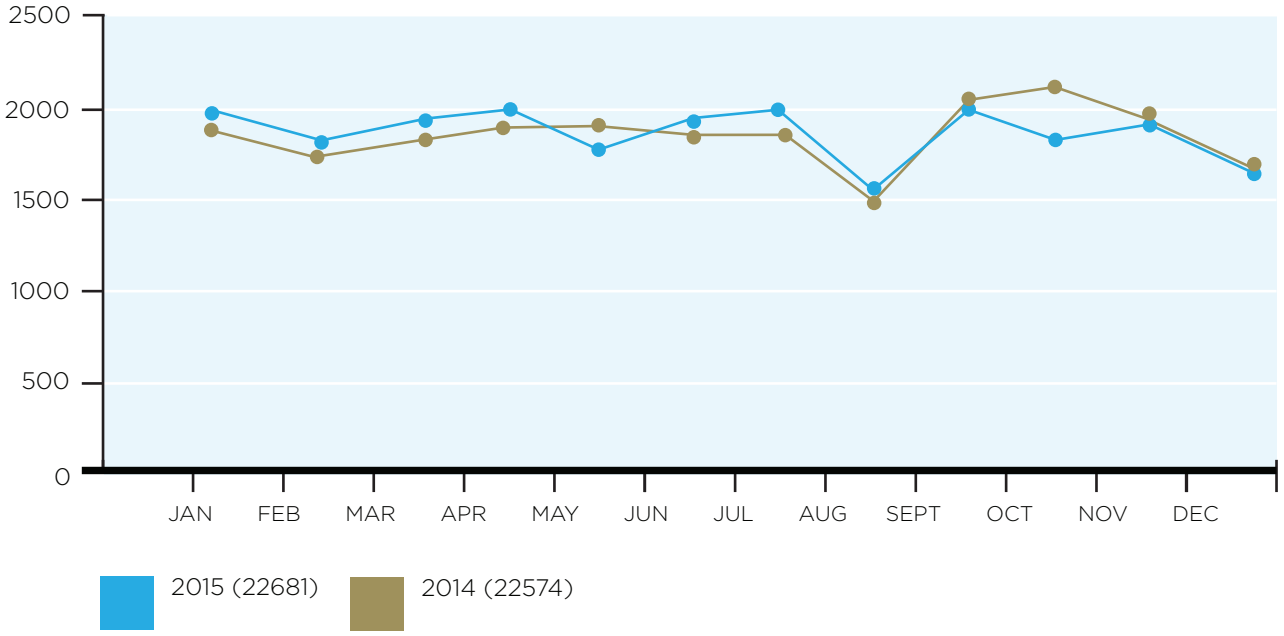


Fig. 15 *Daycases 2*

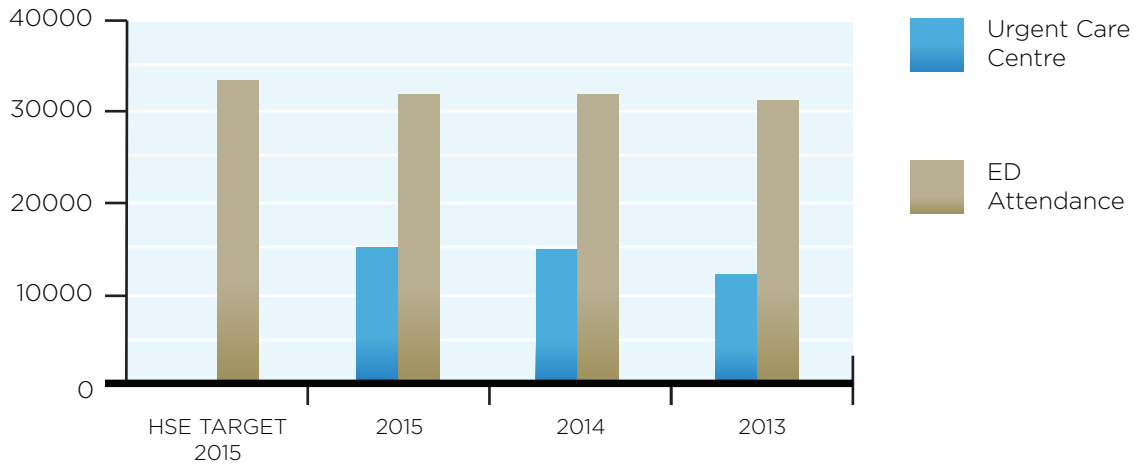


Fig. 16 *Emergency Department Attendances 2015*

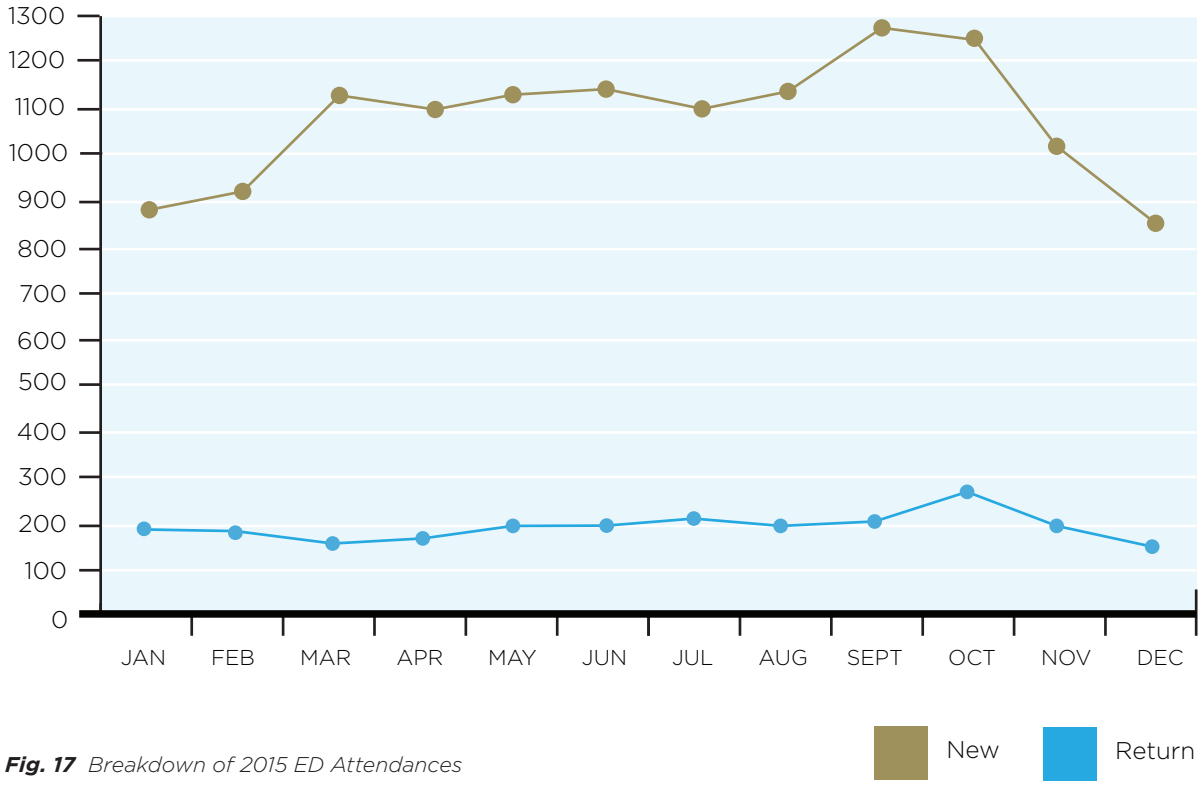


Fig. 17 *Breakdown of 2015 ED Attendances*

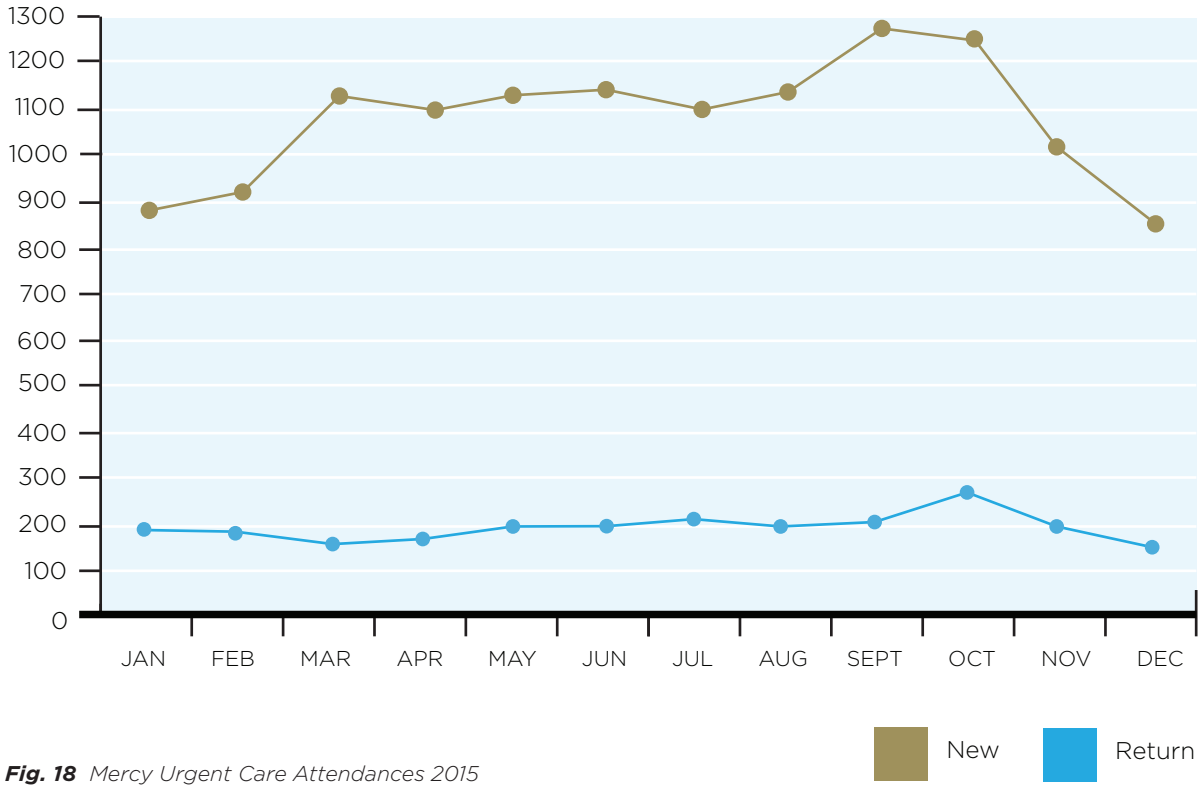


Fig. 18 *Mercy Urgent Care Attendances 2015*

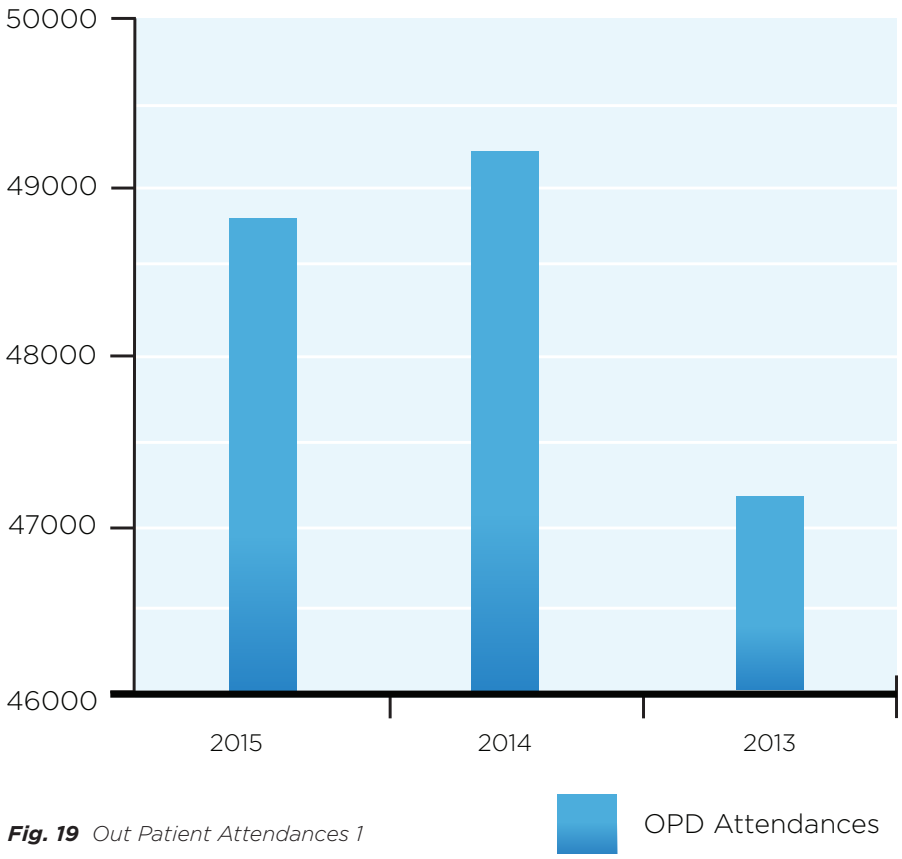


Fig. 19 *Out Patient Attendances 1*

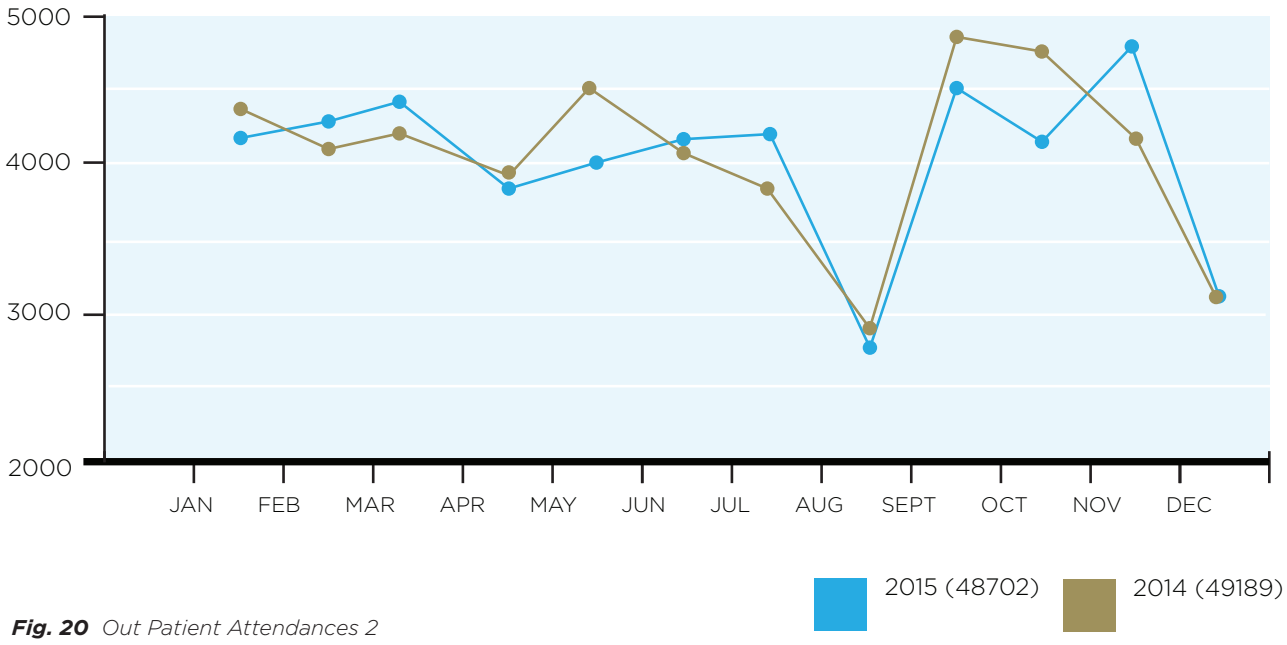


Fig. 20 *Out Patient Attendances 2*

EXTRACTS FROM FINANCIAL STATEMENTS 2015

Summary of Financial Activities

	2015 €000	2014 €000
INCOME		
Patient Income	18594	19476
HSE Funding	70661	65484
Other Income	3397	3426
	92652	**88386**
EXPENDITURE		
Payroll and Related Costs	63965	62559
Non Payroll Costs	28234	26955
	92349	**89514**
OPERATING SURPLUS/(DEFICIT)	**303**	**(1128)**
Donated Assets	**235**	**1380**
NET GAINS FOR YEAR	**538**	**252**

Balance Sheet at 31 December 2015

	2015 €000	2014 €000
TANGIBLE ASSETS	52471	53526
CURRENT ASSETS		
Stocks	2067	1997
Debtors	12814	14112
Cash	7	22
	14888	16131
CREDITORS	(15925)	(17698)
NET CURRENT LIABILITIES	(1037)	(1567)
TOTAL ASSETS LESS CURRENT LIABILITIES	51434	51959
CAPITAL GRANTS	(40196)	(41260)
	11238	10699
SHAREHOLDER'S FUNDS	**11238**	**10699**

Volunteer Programmes

The Friends of the Mercy

In March 2015 the Friends of the Mercy set up its office and proceeded to recruit and train volunteers. By September 2015, 10 trained volunteers began visiting wards. The number of volunteers continues to grow as recruitment remains active.

The Friends of the Mercy are a group of people from all walks of life and ages giving of their time to support the patients and staff at MUH. They are not directly involved in patient care but are dedicated to making the hospital a friendlier place for patients.

The role of the volunteer is:

- **Befriend/Ward Visitors**: Volunteers help make patients' hospital stay more comfortable by chatting, listening, reading, running an errand or escorting them on short walks. The Friends of the Mercy also assist with distributing books, audio books and magazines to patients who require them.
- **Volunteer Meet and Greet:** Giving patients and visitors directions and escorting them to the relevant departments.
- **Participation** in patient focused committees, audits, surveys, etc.



Friends of the Mercy: L-R Jannette Comerford, Sharon Cox, Joanne O'Dwyer and Mary Barry Murphy

SAGE Advocates and Volunteers

In tandem with the Friends of the Mercy volunteer programme, the SAGE Programme was introduced to MUH with 4 SAGE advocates attached to the hospital. The mission of SAGE (Support & Advocacy Service for Older People) is *"To promote and protect the rights, freedoms and dignity of older people by developing support and advocacy services wherever ageing poses a challenge for individuals".*

Sage works to strengthen the natural support structures of family and community in partnership with relevant professionals and local development organisations. It is committed to building Circles of Support so that older people can, wherever possible, live and die, in the place of their choice and be supported as they experience transitions between home, hospital, nursing home or hospice.

Congratulations

Dr. Raymond Barry

Dr. Raymond Barry, Consultant Paediatrician, at Mercy University Hospital, was appointed Dean of the Faculty of Paediatrics at the Royal College of Physicians of Ireland (RCPI). Dr. Barry, who is also an Honorary Clinical Lecturer in Paediatrics at University College Cork, has been appointed for a term of 3 years.





Ms. Margaret McKiernan

MUH interim Director of Nursing Margaret McKiernan was appointed as Chair of the **Hospice Friendly Hospitals Network.**

The Class of 2015 – Nursing Graduates

On November 26th, in what is now a time honoured tradition, the 17 Nursing Graduates marked the special occasion of their Graduation, with Mass and festivities.



Garda for a Day: What a difference a day makes!

On June 24th, 2015 the youngest patients of Mercy University Hospital (St. Anne's Ward) were specially "recruited" to become **Garda for Day**. The brainchild of Inspector Finbarr O'Sullivan and Garda Patrick Harrington of An Garda Siochana produced an eventful, fun filled and most memorable day that took the children in a cavalcade to Garda Headquarters in Anglesea Street, the Fire Station, Collins Barracks and the Port of Cork. Close encounters with members of the Garda Equine Unit and the Garda Dog Unit were also part of this unforgettable experience.

In September, MUH was delighted to welcome back Inspector O'Sullivan and Garda Patrick Harrington to express our sincerest gratitude and receive a presentation of a series of framed photos which captured the key moments of June 24th.





MUH Meet and Greet

Focusing on the Quality and Safety of our Care

On November 25th, 2015, MUH hosted a one day **Quality Improvement Seminar.** Dr. Philip Crowley, National Director, Quality Improvement Division, Health Service Executive opened the seminar and the wide range of topics, focusing on the quality of our patient care, included Medication Safety, Quality Strategy, Care Bundles, Improving Discharge Processes, Dementia Care and Reducing Falls.



National Bed Managers Meet at MUH

Mercy University Hospital hosted the National Bed Manager's Patient Flow Meeting on Friday, October 16th. This was the first meeting of this Group which recently reconstituted.

MUH Bed Manager, Ms. Carmel Walsh has been appointed as Secretary to the Group. A total of 17 Acute Hospitals were in attendance with representation from Roscommon, Dublin, Kerry, Sligo, etc. Topics for discussion included Winter Plans, the ED Taskforce and Shared Learning Experiences.



Mercy Week

September 24th is Mercy Day – the day on which in 1827 that Catherine McAuley, the foundress of the Sisters of Mercy dedicated the first House of Mercy in Dublin.

At MUH, Mercy Day is the focal point of a series of events which has in more recent times transcended into a "Mercy Week".



Mercy Day Mass

This year, MUH were honoured by the presence of Bishop John Buckley, Bishop of Cork and Ross, to celebrate Mercy Day Mass which was attended by staff, patients, and visitors and transmitted to each ward within the Hospital.

The contribution of staff, from all disciplines, to the Mass ensures that it is a very personal and special day for all. As CEO, Sandra Daly stated *"Mercy Day provides us with an opportunity to pause and reflect on our history of yesterday and our mission of today."*



Long Service and Lifetime Achievement Award

As part of Mercy Week celebrations, MUH introduced its new Long Service Awards with the presentation of special pins acknowledging 10, 20 and 30 years' service.

Mercy Week culminated in the Mercy Stars event hosted by the MUH Foundation on October 2nd. The most significant award for the hospital is the Lifetime Achievement Award which is awarded on the direct recommendation of the Executive Management Board of Mercy University Hospital.



The Lifetime Achievement Award for 2015 was awarded to **Catherine Murphy of the Catering Department.**

Unveiling the First Heritage Wall

The Mercy "Heritage Wall' is a dedicated space telling the story of our heritage that has brought us to this point. The Wall demonstrates Mercy University Hospital's mission and values in a more tangible, visual and approachable format which will inform patients and visitors of our history whilst reminding staff of the strong collective legacy which they continue to be part of.

The Wall highlights the role of the Sisters of Mercy and their Foundress Mother McAuley in their enduring mission. It charts the hospital's development from the small team of nurses with very few beds in the Mansion House which opened as the Mercy Hospital on St. Patrick's Day in 1857, to today's 300 plus bedded acute hospital providing general and specialist services to the City, County and Region.

The Wall is designed as a series of panels which take the hospitals values of: Compassion, Excellence, Justice, Respect and Team Spirit as a design motif throughout. These ideas will be expanded into further panels which will be designed and installed in other public locations in the hospital over the next months and years.



The official unveiling of the Hospital Heritage Wall on Mercy Day by Sr. Laurentia Roche, with a blessing from Bishop John Buckley.

Appointment of Research & Innovation Co-Ordinator



Ms. Lisa McSharry

In recognition of Mercy University Hospital as an integral member of the South/South West Hospital Group, MUH was the first hospital in the Group to appoint a **Research & Innovation Co-Ordinator** located on the hospital campus.

This development was made possible with the support of Professor Mary Horgan, Dean and Head of School of Medicine, UCC and Professor Joe Eustace, Director of the Health Research Board Clinical Research Facility. A number of research programmes are currently being undertaken within MUH and it is in this regard that this office was established to ensure that MUH has the necessary infrastructure in place to support all staff in participating fully in the Hospital Group.

MUH was delighted to extend a warm Mercy welcome to **Ms. Lisa MacSharry** who commenced in the post of Research and Innovation Co-ordinator in mid 2015. Lisa comes to this position following a wonderfully diverse career. Having completed a BSC in Business from Dublin Institute of Technology, Lisa spent time in America before spending eight years as a respiratory sales and support coordinator which saw her travelling to hospitals across the Munster region including MUH.

MUH is looking forward to the success of this venture and as the role and office develop within MUH, there will be significant opportunities arising in the delivery of research and innovation within the hospital.

RESEARCH PUBLICATIONS

DEPARTMENT: PHYSIOTHERAPY

McCullagh R, Brady NM, Dillon C, Horgan NF, Timmons S. '*A Review of the Accuracy and Utility of Motion Sensors to Measure Physical Activity of Frail Older Hospitalised Patients.*' Journal of aging and physical activity. 2015 Nov 19.

DEPARTMENT: NURSING

O'Keeffe AP, Corry M, Moser DK. *'Measuring job satisfaction of advanced nurse practitioners and advanced midwife practitioners in the Republic of Ireland: a survey.'* J Nurs Manag. 2015 Jan;23(1):107-17. doi: 10.1111/jonm.12096. Epub 2013 Jul 4.

A Coffey, J Hegarty, P Leahy-Warren, N Cornally, M Rose-Day, B Maher , J Browne, L Sahm, M Flynn, S Hutton, E Healy, KA O'Connor, K McGrath, A O'Mahony, K Arenella, E Savage (2015). Commissioned 196 page report for HSE. *'A Systematic Literature Review on Tackling Delayed Discharges in Acute Hospitals Inclusive of Hospital (Re) admission Avoidance'* June 2015 (Report)

DEPARTMENT: CLINICAL HEALTH PSYCHOLOGY

Fortune, D.G. Rogan, C. & Richards, H.L. (2015). *'A structured multicomponent group programme for carers of people with Acquired Brain Injury: Effects on perceived criticism, strain, and psychological distress'.* British Journal of Health Psychology, in press, Early online doi:10.1111/bjhp.12159 (IF=2.8)

DEPARTMENT: GASTROENTEROLOGY

Sullivan, L. M., Kehoe, J. J., Barry, L., Buckley, M. J. M., Shanahan, F., Mok, K. H., & Brodkorb, A. (2015). *'Gastric digestion of □-lactalbumin in adult human subjects using capsule endoscopy and nasogastric tube sampling.'* British Journal of Nutrition, 112, 638–646. doi: 10.1017/S0007114514001196

DEPARTMENT: NEUROLOGY

Apiwattanakul M, Milone M, Pittock SJ, Kryzer TJ, Fryer JP, O'Toole O, McKeon A, Lennon VA. *'SRP Ig-G detected incidentally associates with autoimmune myopathy.'* Nerve Muscle 2015. Epublished ahead of print.

McNicholas N, O'Dowd S, McNamara B; O'Toole, O. *'An unusual presentation of Guillain Barre syndrome in a young man with bilateral upper extremity weakness.'* BMJ Case Reports 2015 Epublished ahead of print.

O'Toole O, Murphy O, O'Dwyer J, Lonergan R, Keogh B, Tubridy N, Lynch T, Farrell M. *'Paraneoplastic dentate ganglionopathy: clinical and neuroimmunologic studies.'* Clin Neuropathol. 2015 Jan-Feb;34(1):34-9.

Kruse J, Lapid M, Lennon VA, Klein CJ, O'Toole O, Pittock SJ, Strand EA, Frye MA, McKeon A. *'Psychiatric Autoimmunity: NMDA-Receptor IgG & beyond.'* Psychosomatics 2015. (In Press) Finalist for Dorfman Award for Best Article for Original Research 2015.

DEPARTMENT: PHARMACY

Kelly M, Sahm LJ, Shiely F, O'Sullivan R, Brenner M, Larkin P, McCarthy S. *'The knowledge, attitudes and beliefs of carers (parents, guardians, healthcare practitioners, crèche workers) around fever and febrile illness in children aged 5 years and under: protocol for a qualitative systematic review.'* Syst Rev. 2015 Mar 14;4:27. doi: 10.1186/s13643-015-0021-7.

DEPARTMENT: INFECTIOUS DISEASES

Brennan A, Jackson A, Horgan M, Bergin CJ, Browne JP. *'Resource utilisation and cost of ambulatory HIV care in a regional HIV centre in Ireland: a micro-costing study.'* BMC Health Serv Res. 2015 Apr 3;15:139. doi: 10.1186/s12913-015-0816-1.

Clancy U, Ronayne A, Prentice MB, Jackson A. '*Actinomyces meyeri brain abscess following dental extraction.'* BMJ Case Rep. 2015 Apr 13;2015. pii: bcr2014207548. doi: 10.1136/bcr-2014-207548.

DEPARTMENT: THERAPEUTICS

McCarthy C.P., Mullins K.V., Kerins, D.M. *'The role of trimatezadine in cardiovascular disease: beyond an anti-anginal agent.'* European Heart journal Cardiovascular Pharmacotherapy 2015; doi: 10.1093/ehjcvp/pvv051.

Wong L.H., Ting P., Kerins D. '*Seasonal variations in nocturnal changes in blood pressure between Ireland and Singapore'.* Clinical Trials and Regulatory Science in Cardiology. 2015;12:12-7.

Kumar, R. Kerins D.M, Walther T.M. '*Disease Management: Cardiovascular safety of anti-diabetic Drugs'.* European Heart Journal Cardiovascular Pharmacotherapy. 2015 doi:10.1093/ehjcvp/pvv035

DEPARTMENT: HAEMATOLOGY

Murphy K, Ryan C, Dempsey EM, O'Toole PW, Ross RP, Stanton C, Ryan CA. *'Neonatal Sulfhemoglobinemia and Hemolytic Anemia Associated With Intestinal Morganella morganii.'* Pediatrics. 2015 Dec;136(6):e1641-5. doi: 10.1542/peds.2015-0996. Epub 2015 Nov 9.

Alizadeh H, Jaafar H, Rajnics P, Khan MI, Kajtár B. *'Outcome of pregnancy in chronic myeloid leukaemia patients treated with tyrosine kinase inhibitors: short report from a single centre.'* Leuk Res. 2015 Jan;39(1):47-51. doi: 10.1016/j.leukres.2014.10.002. Epub 2014 Oct 18.

DEPARTMENT: RESPIRATORY

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J Bronchology Interv Pulmonol. 2015 Apr;22(2):130-4. doi:10.1097 / LBR.0000000000000138.

DEPARTMENT: PAEDIATRICS

Tsang V, Dvorakova V, Enright F, Murphy M, Gleeson C.J. *'Successful use of infliximab as first line treatment for severe childhood generalized pustular psoriasis.'* Eur Acad Dermatol Venereol. 2015 Sep 25. doi: 10.1111/jdv.13388. [Epub ahead of print]

DEPARTMENT: UROLOGY

Davis NF, Burke JP, Redmond EJ, Elamin S, Brady CM, Flood HD. *'Trigonal versus extratrigonal botulinum toxin-A: a systematic review and meta-analysis of efficacy and adverse events.'* Int Urogynecol J. 2015 Mar;26(3):313-9. doi: 10.1007/s00192-014-2499-2. Epub 2014 Sep 13.

Breen KJ, O'Connor KM, Power DG, Mayer NJ, Rogers E, Sweeney P. *'Penile cancer--Guideline adherence produces optimum results.'* Surgeon. 2015 Aug;13(4):200-6. doi: 10.1016/j.surge.2014.01.007. Epub 2014 Feb 18.

DEPARTMENT: CARDIOLOGY

Ali MT, Martin K, Kumar AH, Cavallin E, Pierrou S, Gleeson BM, McPheat WL, Turner EC, Huang CL, Khider W, Vaughan C, Caplice NM. *'A novel CX3CR1 antagonist eluting stent reduces stenosis by targeting inflammation.'* Biomaterials. 2015 Nov;69:22-9. doi: 10.1016/j.biomaterials.2015.07.059. Epub 2015 Aug 3.

DEPARTMENT: SURGERY

Delea S, Buckley C, Hanrahan A, McGreal G, Desmond D, McHugh S. '*Management of diabetic foot disease and amputation in the Irish health system: a qualitative study of patients'* attitudes and experiences with health services.' BMC Health Serv Res. 2015 Jul 1;15:251. doi: 10.1186/s12913-015-0926-9.

Chang KH, Cotter J, McGreal GT. '*A rare aberrant distal branch preventing complete internal carotid artery occlusion.'* J Surg Case Rep. 2015 Jun 12;2015(6). pii: rjv038. doi: 10.1093/jscr/rjv038.

Chang KH, Cotter J, McGreal GT. '*Massive carotid artery aneurysm presenting as an oropharyngeal swelling in a young woman.'* BMJ Case Rep. 2015 Jan 30;2015. pii: bcr2014206810. doi: 10.1136/bcr-2014-206810.

DEPARTMENT: RADIOLOGY

Murphy KP, Twomey M, McLaughlin PD, O'Connor OJ, Maher MM. *'Imaging of Ischemia, Obstruction and Infection in the Abdomen.'* Radiol Clin North Am. 2015 Jul;53(4):847-69, ix-x. doi: 10.1016/j.rcl.2015.02.008.

Murphy KP, Maher MM, O'Connor OJ. '*Abdominal ablation techniques.'* AJR Am J Roentgenol. 2015 May;204(5):W495-502. doi: 10.2214/AJR.14.13222.

Sullivan CJ, Murphy KP, McLaughlin PD, Twomey M, O'Regan KN, Power DG, Maher MM, O'Connor OJ. *'Radiation exposure from diagnostic imaging in young patients with testicular cancer.'* Eur Radiol. 2015 Apr;25(4):1005-13. doi: 10.1007/s00330-014-3507-0. Epub 2014 Dec 13.

DEPARTMENT: MICROBIOLOGY

Gabriel EM, O'Connell JE, O'Connor BR, O'Reilly B, Fitzpatrick L, Coffey A, Guerin SJ, Harty JA, O'Mahony JM. *'Potential for the enhanced detection, identification, and subsequent treatment of periprosthetic joint infection using MALDI-TOF Ms. analysis of sonicate fluid.'* J Hosp Infect. 2015 Jul;90(3):272-3. doi: 10.1016/j.jhin.2015.04.001. Epub 2015 Apr 23.

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DEPARTMENT: PAIN MEDICINE

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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 2015

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. Kevin Cummins
Sr. Elizabeth McGrath
Dr. Con Murphy
Mr. Dermot Hargaden
Ms. Edel Clancy
Ms. Anne Pettit
Ms. Yvonne Barry
Dr. John Cahill



Micheál Sheridan, Foundation CEO and Dr. Suzanne Timmons, Consultant Geriatrician, presenting the 2015 Mercy Raffle Winners with their cheques in the beautiful surroundings of the new Day Room in St. Mary's Ward. Funds raised from the Raffle were used to transform the Day Room in an effort to make the ward more dementia-friendly.

THANK YOU!



Carrigaline Community School students, along with family and friends took to the water at Myrtleville Beach on Christmas Day in memory of their friend, Danny Crowley, who passed away after a long battle with Leukaemia in November 2013. They raised an amazing €12,000 for the Mercy Kids & Teens Appeal.



Tralee woman, **Brenda Doody** presented a cheque for €30,000, raised through her Mercy Marathon Challenge, to Sandra Daly, CEO, Mercy University Hospital, at the inaugural Mercy Christmas Wishes Cancer Ball in November 2015. Brenda, whose husband Pat was treated successfully at the Mercy, ran 12 marathons in 8 months to support oesophageal cancer research at the Hospital.



Crew members from Irish Naval Service Ship L.E Ciara visited the Children's Ward and were in awe at some of the smallest patients there! They presented a cheque for €1,000 to the Ward and the L.E Ciara has chosen The Mercy Hospital Foundation as its Charity Partner for 2016.



Billy Bermingham, from Carrigaline, raised over €3,000 for The Mercy Hospital Foundation when he cycled from Dublin to Paris in 2015

Notes

Notes

COMPASSION

EXCELLENCE

JUSTICE

RESPECT

TEAM SPIRIT





2015 ANNUAL REPORT