

SAOLTA UNIVERSITY HEALTH CARE GROUP

Annual Report 2015



Grúpa Ollscoile Cúram Sláinte
University Health Care Group

Saolta University Health Care Group Executive Team



Maurice Power
CHIEF EXECUTIVE OFFICER



Dr Pat Nash
CHIEF CLINICAL DIRECTOR



Tony Baynes
I/ CHIEF FINANCIAL OFFICER



Ann Cosgrove
I/CHIEF OPERATING OFFICER



John Shaughnessy
GROUP DIRECTOR OF HUMAN
RESOURCES



Jean Kelly,
I/CHIEF DIRECTOR OF NURSING
AND MIDWIFERY

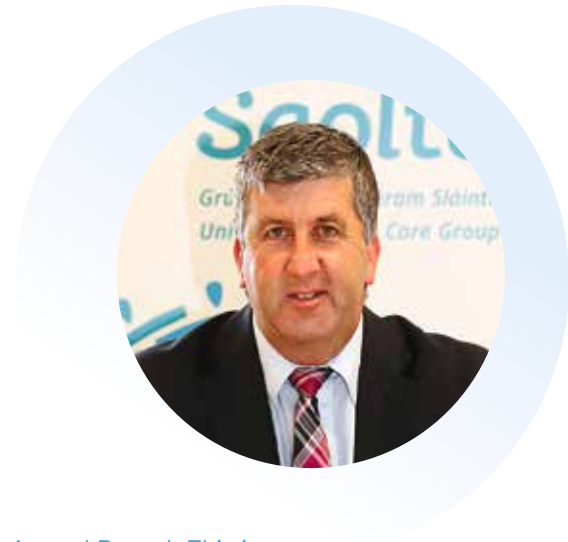


Fiona McHugh
HEAD OF CORPORATE
DEVELOPMENT

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CEO Foreword



I am pleased to present the 2015 Saolta University Health Care Group Annual Report. This is the fourth such report setting out the Group's activity, progress and key achievements in 2015 across the various Hospitals and Clinical Directorates. 2015 was another busy year and we treated more than one million patients throughout the year.

This report highlights the enormous work that takes place in the Group. It provides assurance to the public, our partners and statutory organisations and, most importantly, to our patients on the delivery on the key objectives outlined in the Saolta Group's Service Plan.

Accountability to the public

While preserving the primacy of patients in all respects, Saolta University Health Care Group recognises and accepts its responsibilities to a broader set of stakeholders that include our staff, the public and community, the HSE, the government and the many associated institutions in the health and education sectors.

In 2015, The Board of Saolta held ten meetings including two public Board meetings. I would like to thank our Board and Chairman Dr. John Killeen for their support and guidance in 2015 and look forward to their continued contribution in 2016.

The Board Subcommittees for Patient Safety, Audit and Finance held scheduled meetings throughout 2015 to review Group and individual hospital performance and reported back to the Saolta Board on progress.

Saolta executives had ongoing communication with Oireachtas members and Regional Health Forum Members and provided a series of briefings on key Group activities and Group priorities for 2015. The Saolta Patient Council was also established giving service users a voice, with a number of members now involved in hospital committees. Seven Patient Council meetings took place in 2015 with Neil Johnson CEO Croi as Chairman.

Capital Development Programmes

The Lambe Institute for Translational Research and the HRB Clinical Research Facility officially opened on September 28th 2015. The Clinical Research Facility built on the UHG site, in partnership with our academic partner NUI Galway, provides the platform to develop new and innovative therapies and technologies and allows them to be translated directly to the patient's bedside. The facility allows the Group, to attract the highest calibre of medical professionals and researchers.

The construction of the 75 bed ward block also commenced on the University Hospital Galway (UHG) site in May 2015, with the demolition of St Rita's Ward to enable the progression of this build, an additional 14 rehabilitation beds were opened in Merlin Park University Hospital to mitigate the reduction in capacity in UHG and to enable this essential development. Capital funding of €2.6m was also provided for the interim development of 30 additional in-patient beds in University Hospital Galway.

Other developments included the completion of the Endoscopy Unit capital project build in Roscommon University Hospital in September 2015. The cystic fibrosis unit was completed in Mayo University Hospital in September 2015 in partnership between



"I am proud to reflect on the contribution of our employees who strive, often in difficult circumstances, to provide the best possible care for our patients."

Mayo University Hospital, Cystic Fibrosis Ireland and Cystic Fibrosis West.

Medical Academics were developed in Mayo, Sligo and Letterkenny University Hospitals in conjunction with National University Ireland Galway (NUIG). I would like to acknowledge Dr Jim Browne, president of NUIG and our academic team's contribution to the development of learning and research in the hospitals across the Group. Of note NUI Galway is the first University in Ireland to invest in Hospital based Medical Academies, providing €9.5 million funding across hospitals in the Saolta Group.

The flood restoration and redevelopment project continued in Letterkenny University Hospital and in 2015 delivered new Catering and Laboratory facilities. The design team was appointed for the 50 bed replacement ward block at Portiuncula University Hospital and approval for funding of a €1.7m development plan to extend the Endoscopy Unit at Mayo University Hospital was received in 2015.

Saolta Programme for Service Improvement

This project, which commenced towards the end of 2015, is a priority for the Hospital Group. The project is reviewing a number of models for enhanced governance/directorate structures across the group, with the aim of ensuring that this structure will improve the integration of hospitals and ultimately services to patients.

Key to this is moving from purely a site based management structure, to one that (with enhanced clinical input) operates in an integral fashion across the group. It is imperative that we will have clinical strategies in place which will inform the further development of our services - and we will have a high level clinical strategy agreed by early 2017.

This is a complex process, given the geographical challenges that we face across the region and as such it is crucial that this project delivers a structure that is an improvement to patients and staff, gives clarity to roles and responsibilities, is sustainable, and maintains safety in individual sites.

A small core group is undertaking this initial work with a plan to undertake a staff engagement process so that staff have an opportunity to view and feed into the proposed structure. A Steering Group for implementation will then be formed which will be representative both from a staff group and geographical perspective.

In addition to the above project commencing, considerable work was undertaken during 2015 to improve our quality and safety processes. Robust pathways for management of incidents and complaints have been agreed and a process for escalating and managing risks has been introduced. Work is ongoing on the management of standards and recommendations, the development of group wide policies and clinical audit.

Our Performance in 2015

The Group reported to the Acute Hospital Division, HSE on Finance, HR, Quality and Patient Safety and other key service indicators on a monthly basis throughout the year. This year was another challenging year with a strong focus nationally on finance; headcount and our performance in terms of access both scheduled (waiting lists) and unscheduled (emergency) care. This was reflected in the service demands for individual hospitals in the Saolta Group. There was an overall increase in activity year on year from 2014 to 2015 with the exception of births.

A national initiative to improve access took place towards the latter part of 2015 and the Group developed a winter resilience plan in conjunction with the HSE and Department of Health. The plan outlined actions to address overcrowding in the Emergency Departments and to review ways to enhance patient flow across the Group. The plans primary focus was to ensure that every possible measure was taken to progress capacity and resource issues. Each site produced individual winter resilience plans, in addition to an integrated Group plan to manage pressures across the system. Funding of €5.5 million was received to put in place a range of measures to enable implementation of these plans.

A major objective in 2015 was to meet the 15 month target for inpatient /day cases and out patients by the end of December 2015. While the Group did not meet the 100% target set nationally for both inpatients and outpatients, we did perform very well with significant efforts across all sites and support from outsourcing (details outlined within the report).

The Financial Challenge

2015 was a year of significant challenges and change for the Saolta University Health Care Group. Demand for acute services in the West/ North West region increases each year and this was no different in 2015. The final expenditure figures for 2015 showed a Group net expenditure of €695.4m with an over spend on budget of €23m.

The main cost pressures in 2015 were the increased cost of agency (which was necessary due to the difficulties in recruiting consultant and non-consultant hospital doctors) and patient related non-pay pressures such as drugs, medicines and medical /surgical supplies.

“A major objective in 2015 was to meet the 15 month target for inpatient /day cases and out patients by the end of December 2015.”

Staff

I am proud to reflect on the contribution of our employees who strive, often in difficult circumstances, to provide the best possible care for our patients. Staff continued to deliver safe, high quality patient care despite increased demand on services and very tight management of resources. Employee engagement road shows took place in all hospitals across the Saolta Group in 2015 and we will continue to engage closely with, and invest in, our valued staff members as we continue to develop as a Hospital Group in 2016.

The Staff Recognition Awards took place in November in Sligo and staff from all six hospitals attended and received acknowledgement for their commitment, professionalism and innovation. The scale of participation was enormous and there were more than 140 applications across the Group. The panel of independent adjudicators were very impressed with the calibre of nominations. Details of the awards are outlined towards the end of this report.

I would also like to express my thanks to Dr. Geraldine Gaffney Consultant Obstetrician & Gynaecologist for her hard work as Clinical Director of the Women's and Children's Directorate over the last number of years.

In summary, I look forward to 2016 and our on-going Group development which strives to continually improve the quality of service we provide to our patients.

Maurice Power

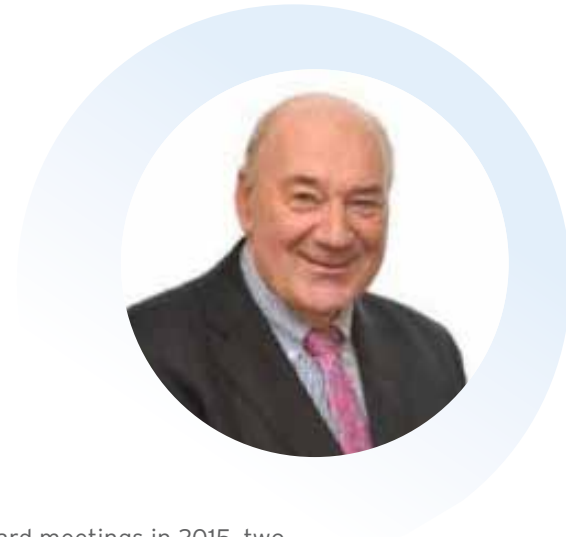
CEO
SAOLTA UNIVERSITY HEALTH CARE GROUP



“The Lambe Institute for Translational Research and the Clinical Research Facility officially opened on September 28th 2015.”

NUI Galway opened the Lambe Institute for Translational Research and HRB Clinical Research Facility at University Hospital Galway on Sept 28th 2015. The co-location of these two facilities in one building on hospital grounds will mean basic laboratory research conducted in the translational research facility can be evaluated in clinical trials in the clinical research facility and ultimately benefit patients faster.

Corporate and Clinical Governance



Overview of Corporate and Clinical Governance

Throughout 2015, the Board continued its focus on the development of corporate governance best-practice for the Saolta University Health Care Group. The Board led and directed the Group's activities by providing strategic guidance to the executive team, thereby ensuring that executives are accountable for the services provided by the Group, as set out in the annual service plan. A standard agenda item at each Board meeting is to review the Group's accountability reports, including a finance update, service update and a performance update against agreed key targets.

The members of the Saolta Board provide strong regional representation for the geographical area that the Group's hospitals serve, combined with a depth of clinical, business and academic experience to assist and guide Group operations. The board sub-committees are audit, finance, patient safety and strategic manpower planning, which provide advice and support to the executive team. An important role for the Board is that of patient advocacy and a Board member also sits on the Group's Patient Council. I am proud of the contribution the Board has made to the ongoing progression of the governance and management arrangements as set out in the Higgins report. Over the coming year, the Saolta Board will also engage with the National Health Reform Programme.

There were 10 Board meetings in 2015, two of which were held in public. As in 2013 and 2014, Board meetings were rotated across the Group hospitals and provided the Board members with the opportunity to engage with staff and members of the public in Galway University Hospitals, Portiuncula University Hospital, Roscommon University Hospital, Mayo University Hospital, Letterkenny University Hospital and Sligo University Hospital. The board decision to include 'University' in the formal name of each of the hospitals in the Saolta Group recognises the key role of the Group's academic partner NUI Galway in education, research and training across each hospital in the Saolta Group. Board members, along with members of the executive and the Clinical Directors, have also participated in employee engagement road shows, giving members of the board additional opportunities to hear first-hand from the staff in various hospital sites.

We look forward to further positive developments across the Saolta Hospital Group in 2016. The development of enhanced clinically-led governance / directorate structures across the Group will improve the integration of hospitals and ultimately, deliver more efficient services to our patients. In addition to significant capital developments taking place across hospitals in the Group, we will continue to develop partnerships with centres of excellence, such as, the Lambe Institute for Translational Research, HRB Clinical Research Facility, and


we will continue to foster links with external providers such as the private hospitals, CROI, Cancer Care West, Hospice and the City and County Councils in the region.

Significant cross border partnerships have also been established between Saolta and the Western Health and Social Care Trust (WHSCT) with the planned provision, by Altnagelvin Hospital Derry, for both Cardiology and Radiotherapy Services to Donegal residents.

On behalf of the Board, I wish to acknowledge the hard work, commitment and professionalism of all our staff across the Saolta Group in 2015 and look forward to working with you in 2016 to provide the best possible health care services for our patients.

Dr John Killeen

CHAIR
SAOLTA UNIVERSITY HEALTH CARE GROUP



“The Board led and directed the Group's activities by providing strategic guidance to the executive team.”

Saolta Hospitals

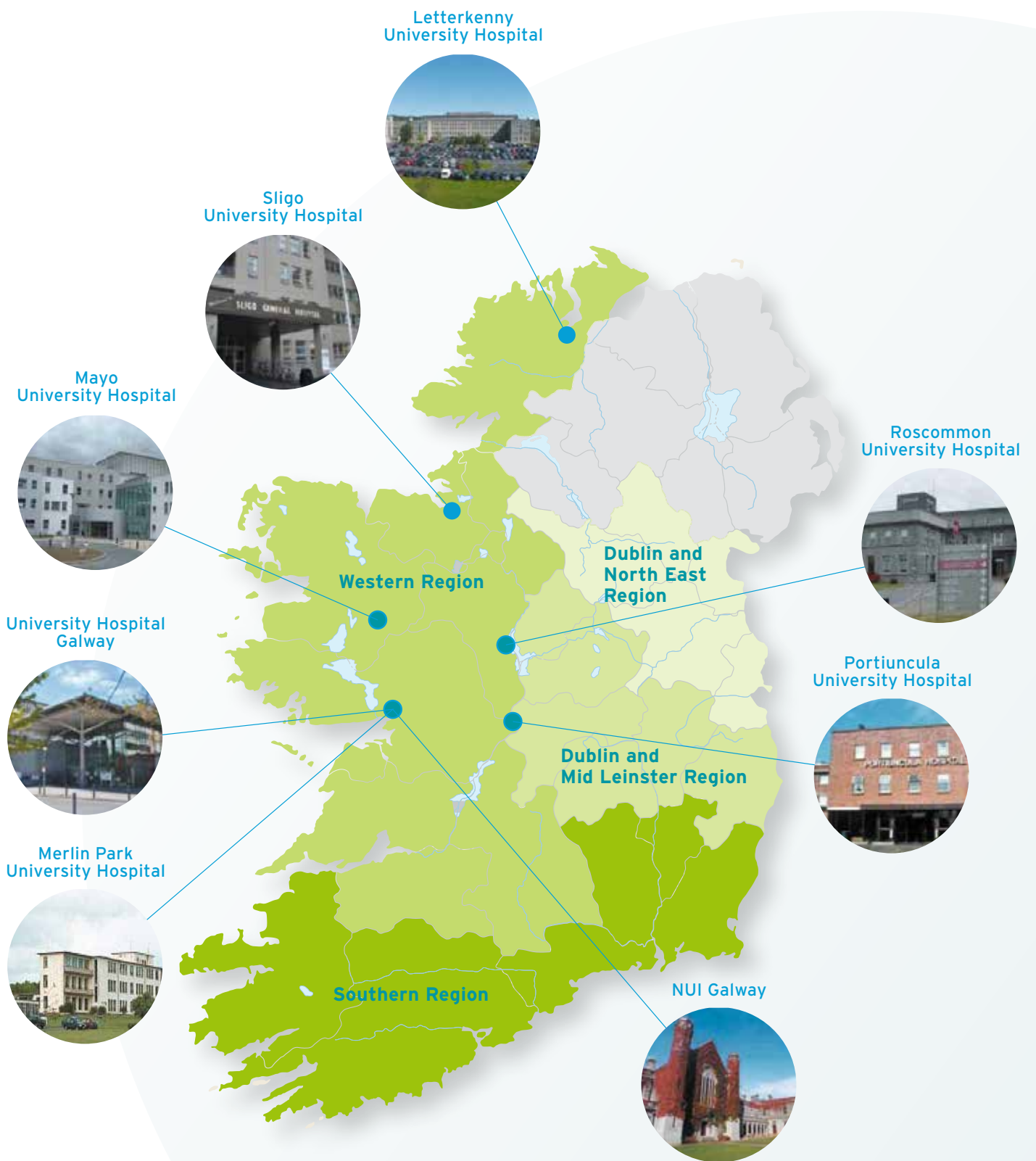
The Saolta University Health Care Group is comprised of the following hospitals:

- Letterkenny University Hospital (LUH)
- Sligo University Hospital (SUH)
- Mayo University Hospital (MUH)
- Roscommon University Hospital (RUH)
- Galway University Hospitals (University Hospital Galway (UHG) & Merlin Park University Hospital (MPUH))
- Portiuncula University Hospital (PUH)
- The Saolta Group is closely aligned with its Academic Partner NUI Galway.

The Saolta area is comprised of six counties (Galway, Mayo, Roscommon, Sligo, Leitrim and Donegal) with a population in 2011 of 703,684 which is 15.3% of the national population.



International clinical trials day.



Population Base

Demographics

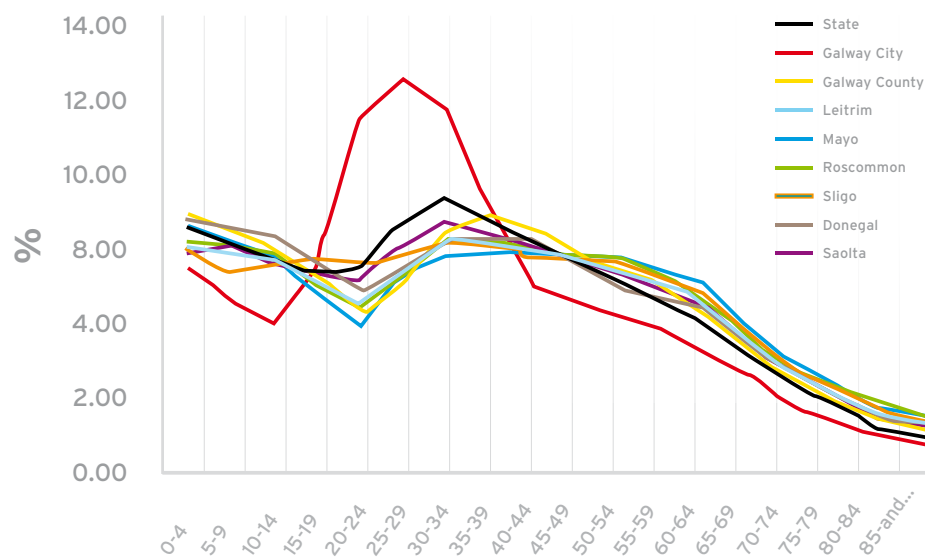
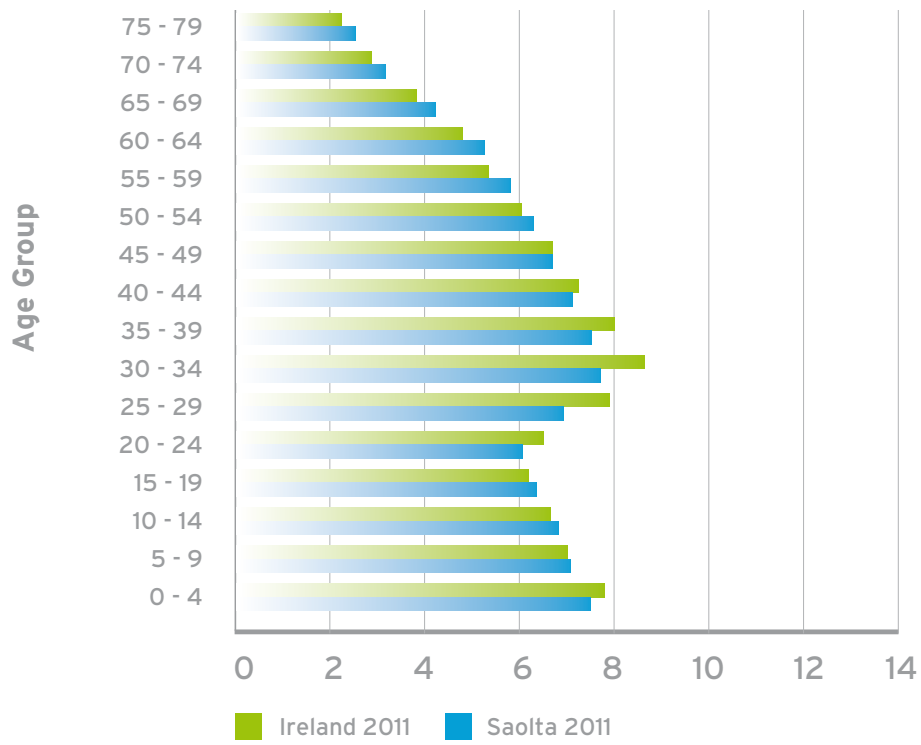
The Saolta area is comprised of six counties (Galway, Mayo, Roscommon, Sligo, Leitrim and Donegal) with a population in 2011 of 703,684 which is 15.3% of the national population. The projected population for the region in 2016 is 839,549, an increase of 135,865 and it is expected to increase to 859,496 by 2021 (www.cso.ie).

Galway County is the most populous county with a population of 175,124 while Leitrim is the least populous with a population of 31,798 (www.cso.ie CSO Census 2011).

Age

The age profile for the region is similar to the national profile, with the exception of Galway city which has a higher proportion of those in the 15-39 age categories and lower proportion of those in the 0-14 and over 40 years groups. Galway city also had the greatest proportional increase in the 20-30 age population of all Irish cities since 2006. The age dependency rate (i.e. the number of 0-14 age groups and those aged over 65 as a proportion of the rest of the population) for all areas excluding Galway city is higher than the national average of 33% with Leitrim, Donegal, Mayo, Galway county and Roscommon all having a dependency rates over 35% (www.cso.ie Census 2011).

County	Population 2011	5 year population change 2006 - 2011	% Change 2006 - 2011	Population % of National Population
Galway City	75,529	3,115	4.3	1.6
Galway County	175,124	15,868	10	3.8
Leitrim	31,798	2,848	9.8	0.7
Mayo	130,638	6,799	5.5	2.8
Roscommon	64,065	5,297	9	1.4
Sligo	65,393	4,499	7.4	1.4
Donegal	161,137	13,873	9.4	3.5
Total HSE WNW	703,684	52,299	7.9	15.3
State	4,588,252	348,404	8.2	



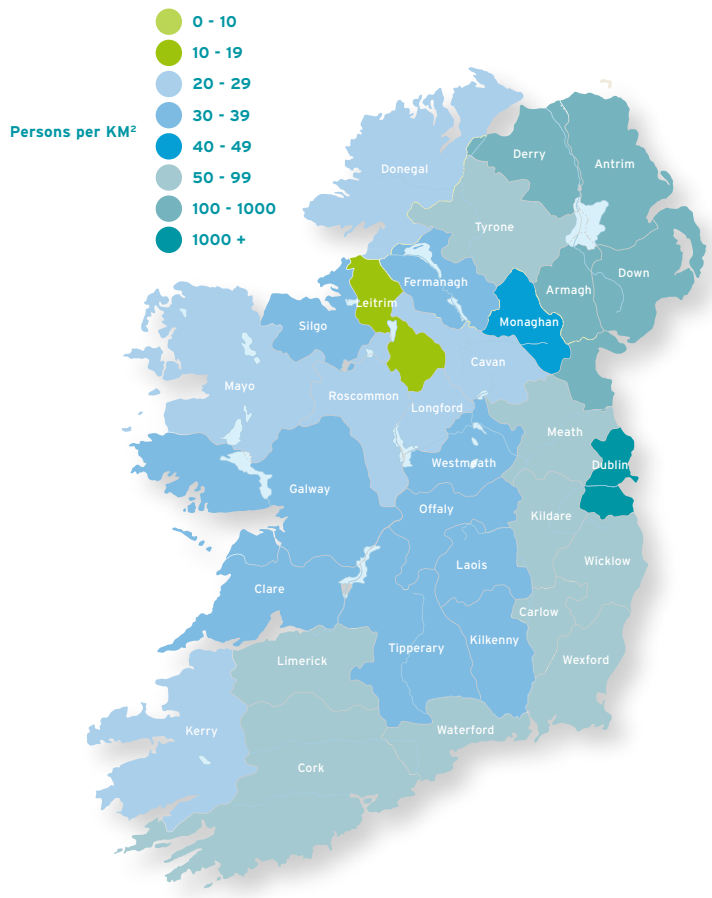
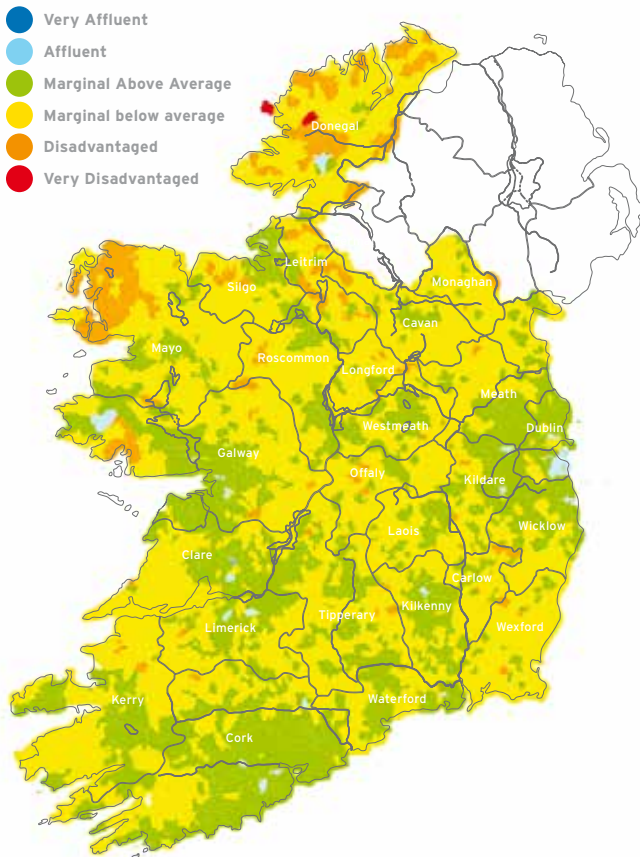
Density and Deprivation

The region consists of some of the most rural and most deprived areas nationally mainly associated with the western seaboard which consists of poor land, bog and mountains. Leitrim has a population density of 19 people per square kilometre and Mayo has a density of 25 people per square kilometre. This has a direct impact on deprivation levels. The Trutz Haas deprivation index is a composite measure based on Census 2011.

Donegal is ranked 33rd out of 34 making it the second most deprived county in Ireland, and Mayo, Leitrim and Roscommon are ranked 23rd, 22nd and 20th respectively.

Galway city is the third most affluent area nationally. (www.cso.ie and www.pobal.ie Census 2011 and Trutz Haas Deprivation Index)

Deprivation Index 2011



Overview of Saolta Group Hospitals

Saolta University Health Care Group Hospitals				
Hospital	Acronym	Size	Inpatient beds	Staffing December 2015
Galway University Hospitals (University Hospital Galway & Merlin Park University Hospital)	GUH	Model 4	646	3,361
Letterkenny University Hospital	LUH	Model 3	326	1,425
Sligo University Hospital	SUH*	Model 3	279	1,492
Mayo University Hospital	MUH	Model 3	281	1,026
Portiuncula University Hospital	PUH	Model 3	198	671
Roscommon University Hospital	RUH	Model 2	63	285

* SUH also governs Our Lady's Hospital Manorhamilton

* Model 4 Hospital: Admits undifferentiated acute medical patients including tertiary referred patients. Level 4 Hospitals have a category 3 or 3S ICU on site, a Medical Assessment Unit which is open on a continuous basis (24 hours, every day of the year) and an ED, including a CDU on site.

* Model 3 Hospital: Admits undifferentiated acute medical patients. Level 3 Hospitals have an Acute Medical Assessment Unit and an ED on site. The hospital has a category 1 or 2 ICU.

* Model 2 Hospital: Provides inpatient and outpatient care for differentiated, low-risk medical patients, who are not likely to require full resuscitation.

Saolta Cancer Centre

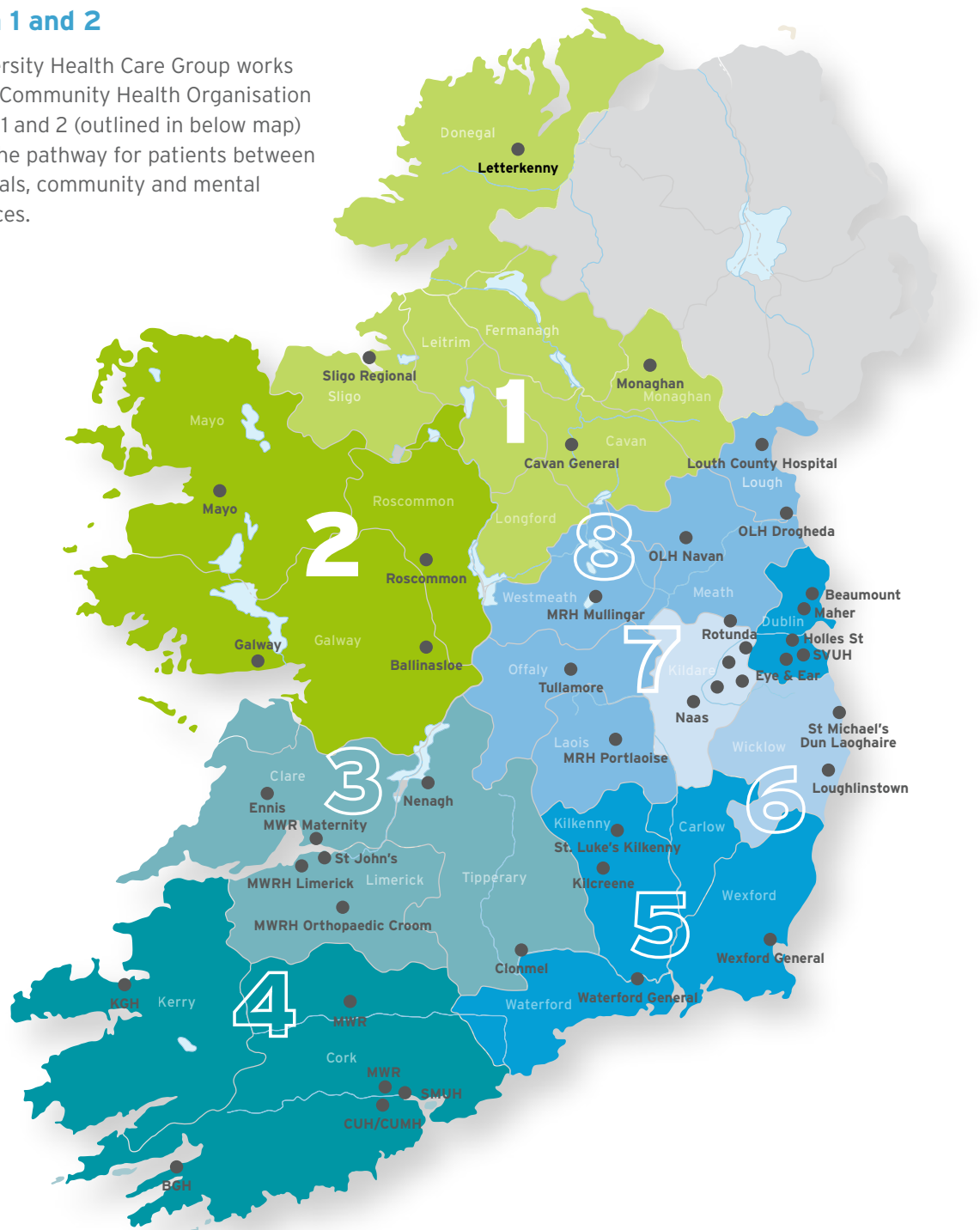
The Cancer Programme for the Saolta University Health Care Group is based at University Hospital Galway Cancer Centre with a satellite centre in Letterkenny University Hospital. The service is supported by on-site specific multidisciplinary teams, delivering care to our population of approximately one million people. The current model involves most major elective surgery and radiotherapy being delivered in University Hospital Galway. Medical oncology is delivered at UHG and at affiliated hospitals

across the Group, including Letterkenny University Hospital, Sligo University Hospital, Mayo University Hospital and Portiuncula University Hospital.

There are cancer site-specific multidisciplinary meetings for breast, lung, combined oncology, head and neck, urology, skin, endocrine, lymphoma, gastroenterology, gynaecology/oncology, haematology and colorectal screening and the affiliated hospitals connect into UHG for many related patient discussions.

CHO area 1 and 2

Saolta University Health Care Group works closely with Community Health Organisation (CHO) areas 1 and 2 (outlined in below map) to manage the pathway for patients between acute hospitals, community and mental health services.



Patient Activity

Summary of Service Delivery

The Group provides a full range of acute hospital services and its annual activity in 2015 was:

- 191,651 Emergency Department (ED) attendances with 58,482 ED admissions
- 5,118 Urgent Care Centre attendances in RUH
- 113,017 inpatients
- 174,399 day cases
- 586,829 outpatient attendances (including consultant, nurse and HSCP lead clinics)
- 9,574 births.

There were more than 191,000 attendances at the five Emergency Departments this year and 5,118 patients were seen in the Urgent Care Centre Roscommon. Over 113,017 inpatient admissions and 174,399 Day cases were treated across Saolta University Health Care Group and Outpatient Departments saw over 586,829 patients in 2015.

Group activity to end December 2015

Activity Table for the Saolta University Health Care Group 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Births	9,786	9,574	-2.17%
Day cases	167,602	174,399	4.06%
ED attendances	187,341	191,651	2.30%
ED admissions	57,209	58,482	2.23%
Inpatients	111,231	113,017	1.61%
Outpatients	557,374	586,829	5.28%
Urgent Care Centre	4,650	5,118	10.06%

The Group provides a high volume of services across the region maximising capacity available at each of the hospital sites in the provision of scheduled (waiting list) and unscheduled (emergency) care.

Individual Hospital Activity

Galway University Hospital 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Births	2,987	2,974	-0.44%
Day cases	86,285	89,204	3.38%
ED attendances	62,100	61,269	-1.34%
ED admissions	15,653	15,448	-1.31%
Inpatients	38,336	37,626	-1.85%
Outpatients	245,134	258,083	5.28%

Sligo University Hospital 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Births	1,401	1,356	-3.21%
Day cases	25,015	25,088	0.29%
ED attendances	33,630	34,861	3.66%
ED admissions	13,783	14,140	2.59%
Inpatients	17,661	18,275	3.48%
Outpatients	107,116	120,954	12.92%

Roscommon University Hospital 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Day cases	6,129	7,153	16.71%
Inpatients	1,979	1,737	-12.23%
Outpatients	15,437	16,541	7.15%
Urgent Care Centre	4,650	5,118	10.06%

Letterkenny University Hospital 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Births	1,677	1,754	4.59%
Day cases	17,683	19,301	9.15%
ED attendances	34,093	36,587	7.32%
ED admissions	10,631	11,363	6.89%
Inpatients	21,143	23,257	10.00%
Outpatients	77,326	75,974	-1.75%

Portiuncula University Hospital 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Births	1,983	1,882	-5.09%
Day cases	10,131	9,500	-6.23%
ED attendances	23,814	24,419	2.54%
ED admissions	8,432	8,313	-1.41%
Inpatients	13,061	13,149	0.67%
Outpatients	47,415	51,698	9.03%

Mayo University Hospital 2015			
Category	2014 Activity	2015 Activity	Variance Year on year
Births	1,738	1,608	-7.48%
Day cases	22,359	24,153	8.02%
ED attendances	33,704	34,515	2.41%
ED admissions	8,710	9,218	5.83%
Inpatients	19,051	18,973	-0.41%
Outpatients	64,946	63,579	-2.10%

Access



Scheduled Care Inpatient Activity

The inpatient targets set by the Special Delivery Unit (SDU) in 2014 remained for 2015:

- Adults - maximum wait time of 8 months
- Children - maximum wait time target of 20 weeks
- Scopes maximum wait time target 13 weeks (4 weeks if urgent).

New interim targets were also set in 2015 that all patients waiting over:

- 18 months would be treated by the end of June 2015
- 15 months would be treated by end of December 2015.

Action plans were put in place in 2015 to address the inpatient waiting lists including:

- Validation
- Movement of activity between hospitals
- Additional clinics
- Appointments to key specialties
- In sourcing / outsourcing (as part of a national Initiative a number of patients did receive their treatment in the private sector)
- Integration of waiting list management with preadmission services
- Development of Health and Social Care Professionals (HSCP) and nurse- led clinics.

The Saolta Group inpatient waiting list increased by 18% in 2015 and the Group achieved 95% of > 15 month breaching target as of December, 2015.

There were 19,373 patients on the inpatient/ daycase waiting list at the end of December 2015, with the number of patients breaching the original SDU targets at 5,261 patients, mainly arising at GUH. There were 421 patients breaching the 15 month target and 259 patients breaching the 18 month target at the end of December 2015 across a number of specialties. The largest numbers were in the areas of ENT, General Surgery, Orthopaedics and Ophthalmology.

Scopes

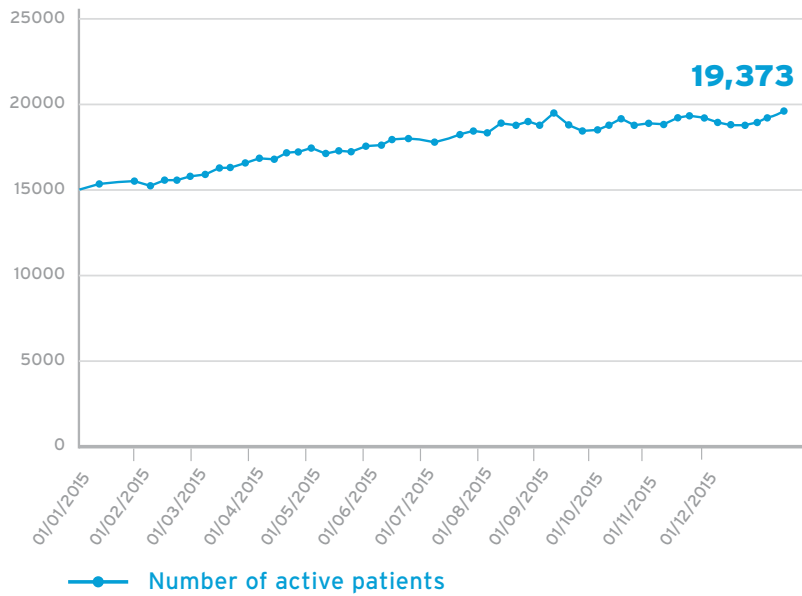
In 2015 there were five target categories of GI scope patients, all of whom had to be accommodated in defined time frames. These were:

- Urgent scopes - within 4 weeks
- Routine scopes - within 13 weeks
- Surveillance scopes - within 4 weeks of planned date
- Colorectal screening patients - within 4 weeks of pre-assessment
- Inpatient scopes - as per clinical need.

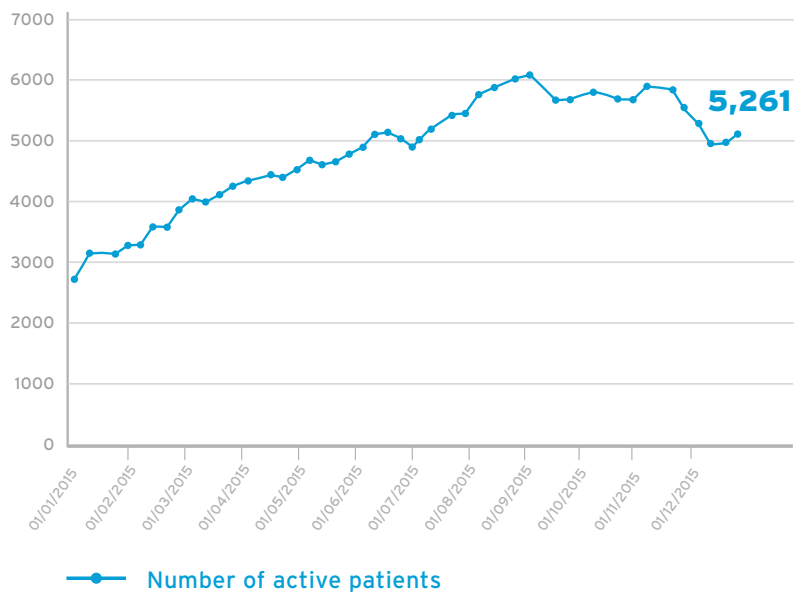
A detailed Group wide plan was drafted, to address deficits. This included identifying available capacity in the private sector for GP referrals, treating patients in hospitals across the Group and reviewing the referral criteria for GI scopes.

There were significant capacity issues for GI scopes throughout 2015 and towards the end of December 2015, 2,811 patients were on the GI Scope waiting list with 646 patients breaching the 13 week target, the majority 628 were on the GUH waiting list.

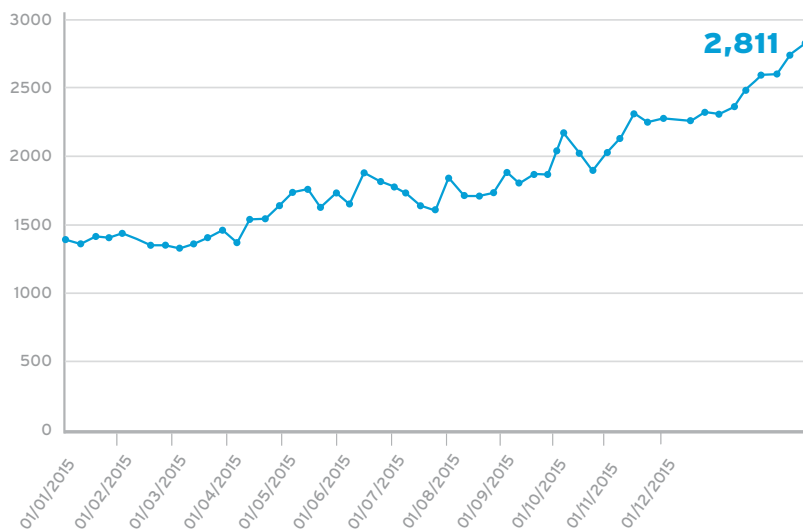
Number of Active Inpatient/Daycases - Saolta Group 2015



Number of patients breaching target - Saolta Group 2015



Number of active patients - GI Scopes - Saolta Group 2015



Scheduled Care Outpatient Activity

The Outpatient targets set by the Special Delivery Unit (SDU) in 2015 indicated that ‘no patient should wait longer than 12 months for an Outpatient appointment’. A Group-wide plan was implemented in 2015 with the aim of reaching the 12 month target by the end of December. Overall the Saolta Group outpatient waiting list reduced by 13% in 2015 and achieved 94% of >15 month breaching target as of December 2015.

An action plan was put in place in 2015 to address the Outpatient waiting lists which included:

- Additional clinics
- Implementation of robust ‘Did Not Attend’ (DNA) processes
- Group wide validation of waiting lists - resulting in a large number of patients who no longer required an appointment being removed from the waiting list
- Discharging patients who DNA or cancelled the same appointment on more than two occasions. (discretion was used)
- Specialty meetings within the directorates to develop sustainable solutions to manage demand for services across the Group
- Implementation of an outpatient strategic reform steering group
- Musculoskeletal (MSK) Clinics
- Nurse led Clinics.



SUH
Ophthalmology Team.

At the end of December 2015 there were 51,536 patients waiting for an outpatient appointment across the Group, with 6,261 patients breaching the 12 month SDU target.

There were 2,089 patients breaching the 15 month waiting time target and 1,237 patients breaching the interim 18 month wait time target at the end of December 2015. The largest numbers were in the specialties of Rheumatology, Urology, Dermatology, Orthopaedics, Gynaecology and Anaesthetics.

As part of a national initiative patients breaching the 18 month target in December 2015 were outsourced to the private sector. A national procurement team identified the available capacity by specialty and informed each hospital of the volume of patients to be outsourced and to which hospitals. Each hospital in the Group contacted the relevant

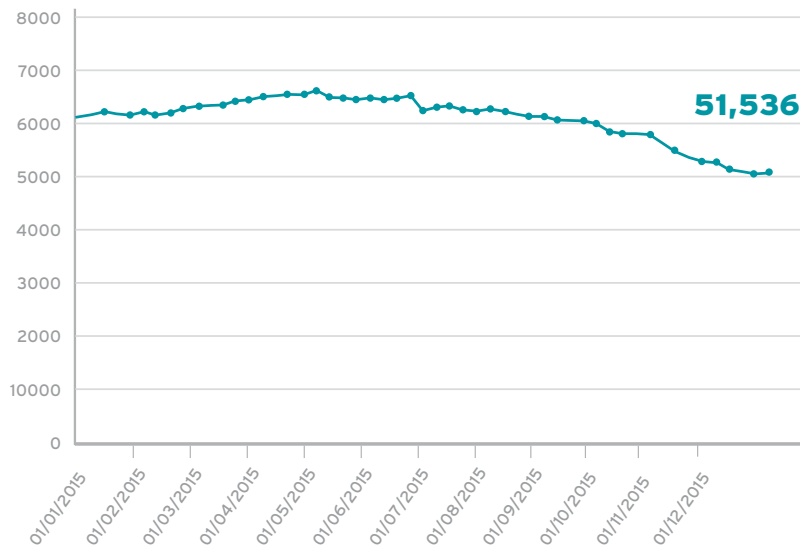
patients and the referral details were then forwarded to the identified hospital.

Unscheduled Care

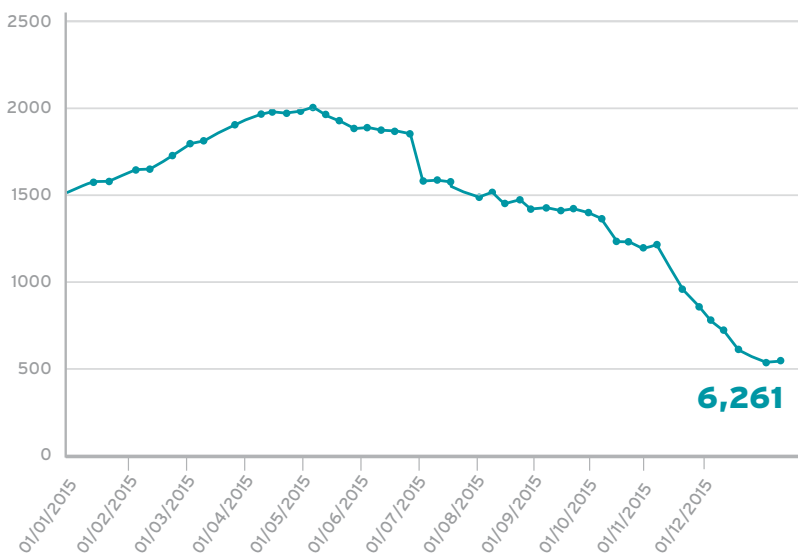
Unscheduled care in 2015 saw a 2.30% increase in attendances at Emergency Departments across the Saolta Group. 191,651 patients attended the five Emergency Departments and 58,482 patients were admitted to hospital from the Emergency Departments. Such large attendances are above the capacity of most of the Group's Emergency Departments and the receiving hospitals' capacity to admit patients. This results in many patients waiting for admission for unsatisfactory lengths of time.

To address the issue of emerging winter pressures on unscheduled care on the hospital system, an Unscheduled Care Governance Group was established supported

Number of patients on waiting list (no date) - Saolta Group 2015



Number of patients breaching 12 month outpatient target (no date) - Saolta Group 2015





Neasa De Búrca,
Clinical Specialist
Physiotherapist in
MSK triage MPUH.

by a Steering Group. This was established to provide oversight on the delivery of key goals and actions set out in the Saolta Winter Resilience Plan and the national key performance indicators; thereby improving patient flow and delivery of efficient and effective unscheduled care. Three subgroups of inflow, throughput and egress were subsequently established.

The 2015 Winter Planning Group Governance Structure outlined the following key priorities to achieve the goals set out to improve patient flow:

1. Interim ward capacity PUH 5 beds, LUH 10 beds, SUH 14 beds, GUH 15 beds planned to open January 2016 with a further 13 beds to open March 2016
2. Extended diagnostics staffing levels in line with access
3. Escalation plan to include >75yo >9hr PET breaches and >24yo PET breaches and ED non-admitted patients escalation plan
4. Establish inflow, throughput and egress subgroups and agree dashboard for

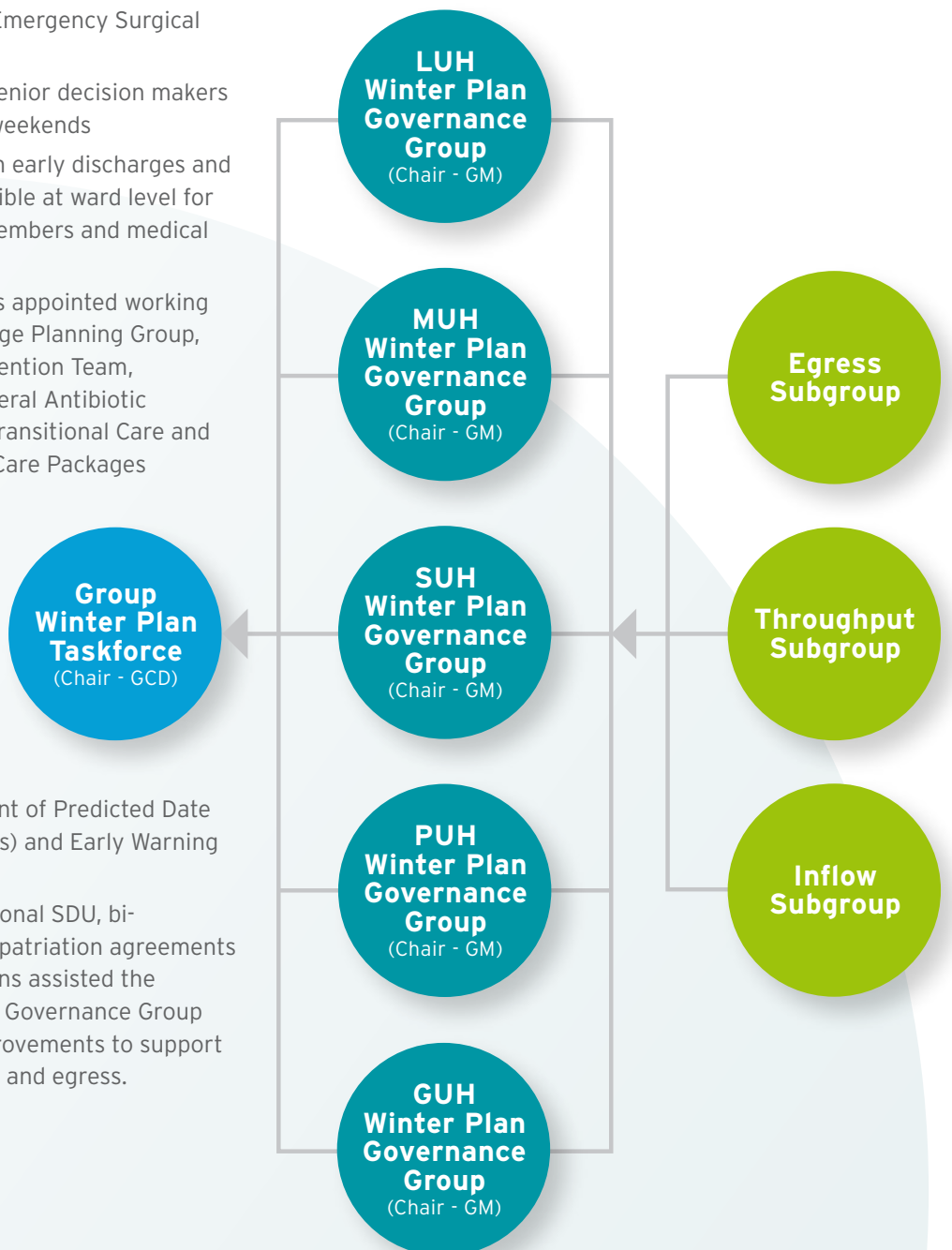
monitoring activity and start collating data

5. Joint working with community services to manage patient transfer from hospital to community.

Actions taken to meet the key priorities included:

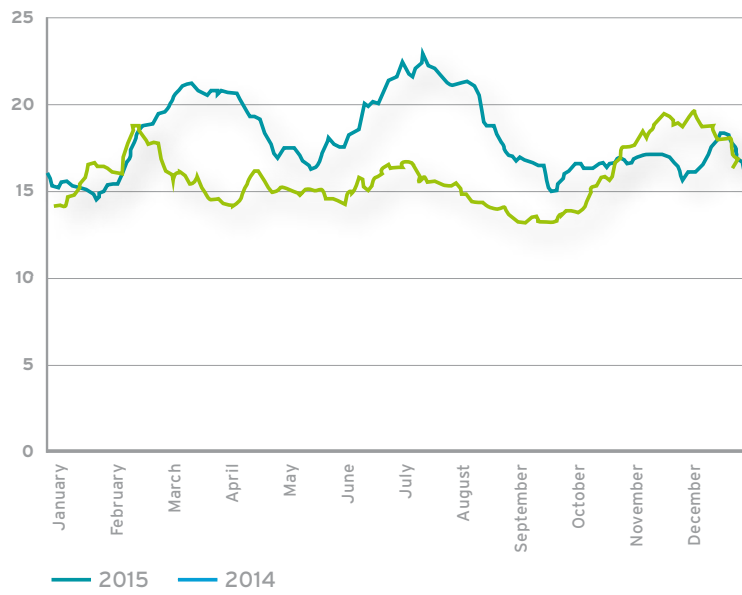
- Consultant chaired unscheduled care subgroups addressing intake, throughput and egress with updated progress reports as a standing item on the agenda
- Individual site committees, unscheduled care chairpersons and Group consultant leads linked into the Group-wide structure
- Escalation plans were integrated with CHO and had clearly defined roles, authorities, response triggers and actions. Escalation plans continued to be aligned with the National Escalation Framework
- The navigational hub bed meetings held 3 times daily were led by the patient flow staff in conjunction with the CNMs and Hospital Management

- Development plans were put in place in GUH to introduce protected flow through ED into a dedicated Acute Medical Unit and Emergency Surgical Ward in 2016
- Patient flow and senior decision makers were rostered at weekends
- Increased focus on early discharges and 'home by 11am' visible at ward level for patients, family members and medical teams
- Frail Elderly Teams appointed working with Joint Discharge Planning Group, Community Intervention Team, Outpatient Parenteral Antibiotic Therapy (OPAT), Transitional Care and Integrated Home Care Packages



- Active management of Predicted Date of Discharge (PDDs) and Early Warning Score (EWS)
- Support from National SDU, bi-directional flow/repatriation agreements and escalation plans assisted the Unscheduled Care Governance Group to implement improvements to support inflow, throughput and egress.

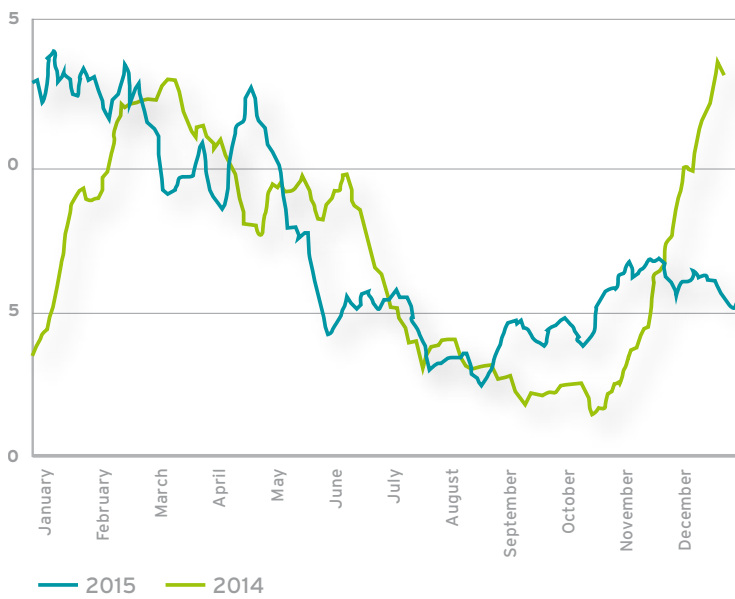
University Hospital Galway
Annual data 2015 and comparative data for 2014



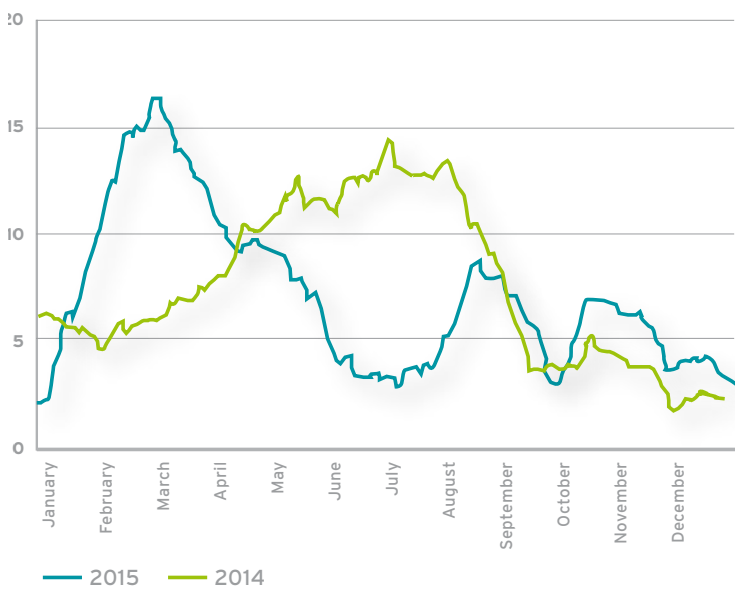
Sligo University Hospital
Annual data 2015 and comparative data for 2014



Mayo University Hospital
Annual data 2015 and comparative data for 2014



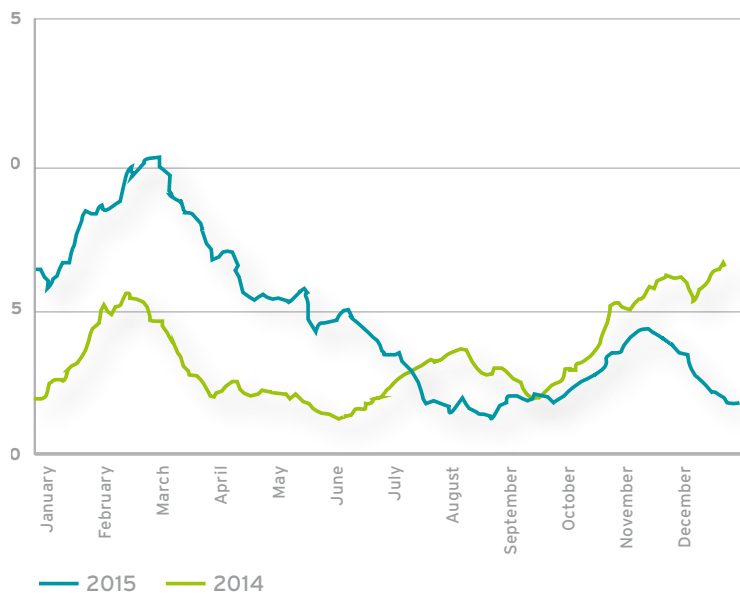
Letterkenny University Hospital
Annual data 2015 and comparative data for 2014





National sunflower day RUH 2015.

Portiuncula University Hospital
Annual data 2015 and comparative data for 2014



Key Service Developments

Roscommon University Hospital (RUH) Highlights

New Services / Key appointments

- The “Varicose Veins One Stop Shop” initiative was undertaken, enhancing services for varicose veins patients to enable them avail of their surgical Out Patient consultation, doppler examination and pre-operative assessment during one visit, and have an agreed date for their procedure when leaving RUH. This initiative was scheduled for patients from Galway University Hospital and Letterkenny University Hospital to alleviate long waiting times
- Vascular and Neuromodulation Services (part of the Urology Service) were developed

- As part of the National Diabetes Foot Care Programme, a Podiatrist was appointed to Roscommon University Hospital. The Diabetic Podiatry service sees patients catergorised as high risk and/ or presenting with active diabetic foot disease (foot wounds). The development of integrated care pathways allows access to podiatric care locally along with direct access to further hospital services as required.

Infrastructure Development

The construction of the new €5.5million Endoscopy Unit at RUH was completed in late 2015. Following the receipt of approval, recruitment of staff for the new Unit commenced. It is expected that the Unit will open in mid-2016.



Elaine Prendergast General Manager & Anne Marie Fallon HSE Estates with the Endoscopy Unit Design and construction teams.

A Spatial Master plan of the Roscommon Hospital Campus was developed to inform the key constraints and opportunities of future development and expansion plans of the hospital.

Quality Improvement

- Caring Behaviours Assurance System - Ireland (CBAS - I). Caring Behaviours Assurance System - Ireland is an evidence based system for assuring the delivery of safe care from point of care (bed) to Board and back again. Bed to Board ensures communication channels between wards/departments, directorates and upwards to the executive management team and Board of the Hospital Group. This was introduced to RUH in 2015

Roscommon University Hospital held a Caring Behaviours Assurance System - Ireland (CBAS - I) Awareness Day for all staff on the 7th December 2015 in the hospital

- JAG Accreditation - Roscommon University Hospital Endoscopy Unit 2015 annual report card saw RUH receive accreditation for 2016
- INAB Accreditation of Blood Transfusion Service
- Hygiene Quality Improvement Plan and Audit Plan was developed and implemented.



Staff attending the CBAS-I Awareness Day: Tina Vaughan, Asst. Director of Nursing; Madeline Spelman, Dietician; Annette Connolly, Leadership and Innovation Advisor, National Leadership and Innovation, Centre for Nursing and Midwifery; Maura Loftus, Director of Nursing; Eliza Bridgeman, CNMI; Anthony Keaveney, Porter; Kathleen Mollohan, CNM2, Loretta Connaughton, Staff Nurse and Fiona Hamrock, Staff Nurse.

Healthy Ireland Initiatives

- Pedometer Challenge - RUH were winners of “Best large workplace award” based on the 45% participation rate of staff in Roscommon University Hospital, who participated in the National Pedometer Challenge 2015.
- Calorie Posting - The Catering and Dietetics Departments in the Hospital are part of a national initiative to promote awareness among the public visiting the hospital and staff working in the hospital, of the calorific content of the food on offer through calorie posting. This calorie posting on menus aids consumers in making more informed, healthier food and drink choices. As part of this national initiative Roscommon University Hospital rolled out calorie posting both in the shop and canteen during 2015.

Initiatives

- INAB Accreditation of Blood Transfusion
- Remembrance services for deceased patients and staff of RUH
- Sepsis Awareness
- Promotion of Roscommon University Hospital as a Model 2 Hospital continues with staff presenting at National conferences including, the Plastics Team Roscommon Hospital presented “See & Treat Model of Care” at the HSE Integrated Care Conference in Dublin Castle, where they received 1st prize in the poster presentation.



Patricia Rogers Catering Manager, Tina Vaughan Assistant DoN & Healthy Ireland RUH Lead with members of the RUH catering staff.



Best Large Workplace Award.

Receiving the “best large workplace award” for the pedometer challenge 2015 are Sinead Flavin (smarter travel workplaces facilitator), Tina Vaughan (assistant director of nursing Roscommon), Pamela Normoyle (Healthy Ireland lead, Galway and Roscommon).



Roscommon Hospitals Plastics Team, Led by Ms Deirdre Jones, Consultant in Plastics and Reconstructive Surgery GUH /Roscommon University Hospital.

Portiuncula University Hospital (PUH) Highlights

New Services / Key appointments

- Appointment of two Obstetrician/ Gynaecologists
- Appointment of Consultant Endocrinologist /Senior lecturer
- Appointment of Discharge Co-ordinator
- Appointment of Speech and Language Therapist.

Infrastructure Development

- Design team appointed for the 50 bed replacement ward block
- The theatre department/oncology/SCBU underwent minor refurbishment works to meet infection control/hygiene standards
- Full upgrade of the family room in the Pastoral Care Department which was funded under the Hospice Friendly Hospital Programme.

Quality Improvement

- INAB re-accreditation in the Blood Transfusion Department
- National stroke audit site visit in February
- National radiology peer review site visit as part of the Quality Assurance Programme and the introduction of the PeerVue system in Radiology Department
- Workshop held to review the implementation of the HIQA Standards for Safer Better Health care
- Re-accreditation of Baby Friendly status
- Roll out of the National GP e-referral pilot commenced

- Hygiene Quality Improvement Plan/Action Plan developed and departmental hygiene audits commenced
- Additional nursing posts secured in Maternity/Emergency Department
- Pre-admission model of care site visit as part of the Clinical Care Programme
- The State Claims Agency provided information sessions to staff on 'An evaluation of the policies, procedures, protocols and/or guidelines for the use of oxytocin to induce or augment/ accelerate labour currently employed in maternity services in Ireland'
- Discharge pathways introduced for access to Community Intervention Teams and Community Nursing Units
- National quality assurance in surgery site visit executive
- Local quality and safety walkabouts undertaken.

Initiatives

- The Friends of Portiuncula Hospital was established and a 'Men's Awareness' fundraising evening held
- Remembrance service held for parents and families
- Hand hygiene awareness week
- Service plan briefing session
- Sepsis information sessions held for staff
- Palliative care/hospice friendly -meeting held for all staff
- Hospital facilitation programme for students.

Healthy Ireland Initiatives

- Calorie posting introduced for breakfast and lunch in the staff dining room
- Operation Transformation challenges promoted to staff
- Nutrition and Hydration Steering Group established to oversee the implementation of the HIQA Standards
- Weekly meditation classes for staff commenced
- Stress management training provided for staff
- Smarter travel workplace survey
- Promotion to encourage the uptake of the Flu Vaccine.



PUH staff promoting Safe Hands Campaign

Galway University Hospital (GUH) Highlights

New Services / Key appointments

- Consultant Orthopaedic Surgeon appointed
- Consultant Ophthalmic Surgeon appointed
- Consultant Otolaryngologist appointed
- Two Consultant Anaesthetists appointed
- Consultant Urologist appointed
- Consultant Gastroenterologist appointed
- Consultant Rheumatologist appointed
- Consultant Physician in Geriatric Medicine/Senior Lecturer appointed
- Consultant Rheumatologist was appointed Associate Professor /Senior Lecturer
- Appointment of 6th Advanced Nurse Practitioner in Emergency Department.

Infrastructure Development

- Completion and commissioning of Clinical Research facility (joint project with NUI Galway, the building encompassing both Clinical Research Facility and Translational Research Facility) was officially opened by An Taoiseach September 2015
- Construction commenced on a new three storey 75 bed ward block and double storey carpark
- Commencement of works on the provision of an additional 30 beds in UHG within the existing site
- Maternity Day Assessment Unit opened at UHG in December 2015
- Transfer of musculoskeletal outpatient physiotherapy in UHG to Unit 8 MPUH along with the relocation of

the physiotherapy staff gym space in November 2015

- The design process on Replacement Blood and Tissue Establishment commenced
- Progression of Design and Dignity grant aided project on St. Monica's ward
- Completion of ventilation project orthopaedic theatres MPUH
- Relocation of Cardiac Rehab Services to Nurses Home MPUH
- OPD physiotherapy transfer of services to Unit 8 MPUH
- Refurbishment of Bereavement Room in St.Catherine's ward
- Completion of medical gases project in the maternity department UHG.

Quality Improvement

- New MDT Assessment for older people; Frail Elderly Assessment Team (FEAT) commenced in 2015 with a team consisting of an occupational therapist, physiotherapist, medical social worker, clinical nurse specialist and geriatrician. The team was established following a successful pilot in 2014
- Healthmail/Health Links, a confidential email address is now established for all specialties, following a pilot in two specialties - cardiology and nephrology at GUH. The email will be available for GPs to refer questions or seek clarification from the Consultant. This development will provide advice to GPs in a timely manner

- Medical physics accreditation awarded from the North American Commission on Accreditation of Medical Physics Education Programs (CAMPEP)
- HIQA standards - continuation of self-assessment
- Hand hygiene awareness campaign.
- Schwartz Rounds in GUH were introduced in conjunction with the Quality Improvement Division of the HSE and NUI Galway.
- The Radiology department received approval to replace equipment of CT.2
- Ultrasound service for GP referrals i.e. radiology advice email service to handle GP queries
- IT strategic projects progressed (EDRM, PAS and EPR)
- Completion of Microsoft Product Upgrade Project - all PCs and Servers required to be upgraded from older versions of Microsoft Products (XP)

Initiatives

- Refurbishment of classrooms 1 and 2 in the UHG Nurse's Home to a new simulation theatre to enhance the learning for all interns and NCHDs. This is the first integrated on-site simulation space in the country.



The Occupational Therapy Service at Galway University Hospitals has recently acquired a new rehabilitation tool known as Dynavision D2. The purchase of the device was supported by a grant of €10,000 from the charity Footsteps and it is the only hospital in the West of Ireland to currently have this device.

- Cairde Oispideal na Gaillimhe - The Friends of Galway University Hospital was established and 'Men's Awareness' and 'Womens Awareness' fundraising evenings were held
- GUH appointed three access officers to support staff to deal with issues relating to disability access for patients and service users
- Visit by Minister Varadkar July 2015.

Healthy Ireland Initiatives

- Healthy Ireland and UHG began implementing the HSE calorie posting policy in March 2015
- Stress control programme
- Promotion of flu vaccine
- Brief intervention training
- Motivational interviewing training.



Pictured in the launch of the Dynavision D2 system at Occupational Therapy GUH are: Cornelius Dhivakar, Senior Occupational Therapist, GUH; Charles Jackson, Footsteps Committee Member; Rosalie Parker, Chairperson of Footsteps; Caitriona Cosgrove, Senior Occupational Therapist GUH; Ann Cosgrove, General Manager Galway University Hospitals; Alisha Kelly, Clinical Specialist Occupational Therapist GUH.

Mayo University Hospital (MUH) Highlights

New Services / Key appointments

- MUH participated in a concept test of Caring Behaviours Assurance System -Ireland© within the Saolta University Health care Group. CBAS-I is an evidence-based system for enabling and assuring the delivery of person-centred health and care from point of care to Board. It reflects the National Standards for Better Health Care (HIQA 2012). From the Emergency Department 7 champions attended training enabling them to

address 'caring for patients' and 'caring for staff' in equal measure. The CBAS champions have gained skills in assuring the quality and safety of the care experience for patients, their families and for staff.

Infrastructure Development

- An Taoiseach Enda Kenny TD officially launched the Mayo Medical Academy on 14th December 2015. This is an NUI Galway partnership with Saolta University Health Care Group and Mayo University Hospital for the training of doctors.



Mayo University Hospital celebrates World Sepsis Day

Mayo University Hospital staff recently celebrated World Sepsis Day. This was part a worldwide campaign that takes place every September known as World Sepsis Awareness Month. The event celebrated the improvements made in identification and treatment of sepsis at the hospital and promoted the success that the hospital has achieved in implementing the National Clinical Guidelines on Sepsis Management.

- New day care and out patient facility for people with cystic fibrosis was opened in Mayo University Hospital in September 2015. This project was a partnership between Mayo University Hospital, Cystic Fibrosis Ireland and Cystic Fibrosis West
- An upgrade of the waiting area and existing radiological facilities within the Emergency Department MUH was completed in 2015
- Approval for funding of a €1.7m development plan to extend the Endoscopy Unit at Mayo University Hospital was received by the HSE's Capital Committee. This project will enable Mayo University Hospital to achieve JAG accreditation and will support MUH plan to become a screening centre as part of the National Colorectal Cancer Screening Programme.

Quality Improvement


- The Pathology department was inspected by the Irish National Accreditation Board and was certified as accredited by INAB
- Mayo University Hospital hosted its 2nd Annual Quality and Patient Safety Symposium on November 20th 2015 in Castlebar at St Mary's Hall, GMIT.

Initiatives

- The Frail Elderly Assessment Team was established as a pilot under the Winter Funding Initiative. This interdisciplinary team including occupational therapy, physiotherapy, pharmacy, social work and

nursing, work with the medical teams in the Emergency Department and Acute Medical Assessment Unit

- In 2015 the Meet and Greet Volunteer Service in Mayo University Hospital was presented with a Mayo People of the Year Award. Mayo University Hospital Volunteer Service has had over 50 members of the community participate in the service since it began in March 2012
- MUH was shortlisted for patient safety awards in Birmingham July 2015
- There was ongoing discussion with community services in Mayo on the development of the new Primary Care Centre in Castlebar (scheduled to open in 2016). The hospital will have dedicated space in this facility for the delivery of some outpatient services
- Radiology department installed a new Carestream wireless DR X-ray room in the Emergency Department. The MRI and CT service opened until 8pm for out-patients in order to fast track in-patients and ED/MAU patients during core hours
- Speech and Language department established a video fluoroscopic swallow service for the first time in MUH in December 2015.



Maurice Power
(CEO) and Arlene
Finn (smarter travel
workplaces
co-ordinator).

Sligo University Hospital (SUH) Highlights

New Services / Key appointments

- North West Paediatric Insulin Infusion Pump Therapy Service. This new service commenced in early 2015. The availability of the service locally will reduce the significant costs, both in terms of travel time and financially, previously experienced by families travelling to tertiary centres.

Infrastructure Development

- Work commenced on the building of a Medical Academy by NUI Galway in a €2million development of a state of the art facility including a lecture theatre, clinical skills laboratory, tutorial rooms, consultation rooms, offices and study spaces
- Other capital works continued in 2015 including fabric protection, fire compartmentalisation and other minor capital works.

Quality Improvement

- A blood science tender for Sligo and Letterkenny University Hospitals was awarded which saw equipment and infrastructural upgrades in both hospitals
- Completion/implementation of demand and capacity project with Special Delivery Unit, which enhanced information/visibility of Patient Flow data and performance indicators via the Hospital Dashboard. Forecasting data informed decision making during times of increased emergency pressures. Hub available on HSEland

- Introduction of cardiac investigations in two Community Hospitals in Sligo/Leitrim. The project allowed low risk patients to avail of cardiac diagnostic services in the community.

Initiatives

- The warfarin outpatient clinic went live with their anti-coagulation electronic patient record in July. The software links with the IPMS for patient demographics and the Laboratory Information System (LIS) for INR results and computes the dosage of warfarin based on the INRs received from the LIS
- Minister Leo Varadkar visited the hospital on the 23rd July
- A range of public events were held during the year including: the 16th Annual Research Conference, the Annual Acute Primary Care Workshop, a Men's Health event along with various events organised in the main foyer of the Hospital covering various services
- Sligo University Hospital won "Public Hospital of the Year" in the Irish National Health Care Centre Awards. Two other projects won in their respective categories also, Improvements in Pre-Admission Clinic and Changing the Face of Post-Operative Ophthalmology Procedures Through Best Use of Technology
- Roisin Fowley, Radiographer won the Irish Institute of Radiography and Radiation Technology, Radiographer of the Year and was presented with her award by CEO of Medray.



Opening of the Sligo University Hospital Mortuary.

Official Opening of Sligo Regional Hospital Mortuary

A new mortuary viewing area and facilities for families of the deceased was officially opened on Wednesday, October 28th at Sligo University Hospital (SUH) by Tommie Gorman, RTE Northern Ireland Editor.

The Slán Project will provide a private and dignified space for bereaved families to spend time with their deceased loved one in an appropriately designed facility.

L:R Kate Bree, Assistant Director of Nursing, SUH, Domhnall McLoughlin, Assistant General Manager SUH, Ann Hayes, Clinical Nurse Manager 3, End of Life Care at SUH, Tommie Gorman, RTE Northern Ireland Editor and Grainne McCann General Manager arriving at a new mortuary viewing area and facilities for families of the deceased which was officially opened at Sligo University Hospital (SUH) by Tommie Gorman, RTE Northern Ireland Editor.

Healthy Ireland Initiatives

- Work continued with regard to the Healthy Ireland Framework implementation. A local implementation group has been established, a survey of staff and various actions undertaken during 2015. This included implementation of Calorie counting, staff survey on fitness levels and attitude to physical activity, Sofa to saddle initiative

and Bike for Life programme, focus on Skin to Skin Time under the Baby Friendly Hospital Programme, Audit of Patients admitted to hospital-weight recorded on admission or within 24 hours of admission.



Sligo University Hospital recently held an Energy Awareness Day for staff and members of the public in the Hospital. The National Energy Efficiency Action Plan sets out several obligations on public bodies to lead the way in relation to energy efficiency and Sligo University Hospital is playing its part in reducing energy through a number of initiatives within the hospital including the formation of an Energy Map Team. Members of the Energy Map Team are employees of the hospital, working across various hospital departments and with direct knowledge of the hospital's major energy-using systems. The focus of the recent Energy Awareness Day was to encourage staff, patients and members of the public to become aware of energy consumption.

Letterkenny University Hospital (LUH) Highlights

New Services / Key appointments

- Appointment of substantive Consultant in Paediatrics with a special interest in respiratory medicine.

Infrastructure Development

- The ED/ AMAU, pharmacy department, pulmonary laboratory, chapel, catering and dining facilities, pathology laboratory and the interim physiotherapy/OT departments have been rebuilt as part of the flooding rebuild programme.

Quality Improvement

- Paediatric insulin pump service has been introduced for diabetic children as part of a Saolta initiative in conjunction with Sligo University Hospital. This initiative has increased paediatric clinical nurse specialist support and all Donegal children currently receiving treatment from Our Ladies Children's Hospital in Crumlin were repatriated to the Letterkenny service by the end of 2015
- In November 2015 LUH became a referral site for patients within the BowelScreen Programme. To facilitate this development



The Minister for Health Leo Varadkar TD visited Letterkenny University Hospital, Thursday October 1st. During the visit the Minister met with management and staff at the hospital and formally opened the new catering unit and dining facilities which were redeveloped at a cost of approximately €2.97m and the new pulmonary laboratory which was part of a larger €2.06m development at the hospital.

a Modular Endoscopy Unit has been commissioned on the LUH campus pending the delivery of the approved Endoscopy Unit Capital Project, which was suspended due to the enabling works required for the post 2013 flood restoration and rebuild programme

- Work continued on the Cross Border Radiotherapy Project (service due to be commissioned October 2016) and Cross Border Cardiology Project (Primary PCI) due to be commissioned in May 2016. As part of the enabling clinical infrastructure, enhancements to the clinical information ICT systems and cross border data exchange were made.

Initiatives

- €750,000 was raised by Friends of Letterkenny General Hospital to provide equipment for Interventional Radiology Suite and €400,000 to purchase a second CT Scanner.

Healthy Ireland Initiatives

- LUH is one of 2 National pilot sites for implementation of calorie posting of the dining room and shop food products. Staff involved in this key health promotion initiative are leading on the roll out of this initiative throughout the Saolta Group.



The Friends of Letterkenny University Hospital presented Letterkenny University Hospital with a cheque for €750,000. This money is being provided by the Friends of Letterkenny University Hospital to facilitate the development of an Interventional Suite at the radiology department in Letterkenny University Hospital. Photo: Management at Saolta and Letterkenny Hospital receiving cheque from Friends of Letterkenny.



UHG Anna May Driscoll Award 2015.

Nursing and Midwifery



Patient and Public Involvement

In 2015 the Patient Liaison Service (PALS) was further embedded in Galway University Hospital (GUH) with the reassignment of another staff member to the service. There are now three staff working full time in the PALS service in GUH. Discussions are underway on other sites within the group to identify staff in each hospital that will be responsible for the PALS service.

In GUH the PALS service experienced a growth of 121% in reactive PALS activity in 2015. PALS provided information and advice for patients their families and staff. They assisted in resolving issues or problems that arose at any point on the journey within GUH. Proactively PALS are involved in:

- the development and embedding of the Group Patient Council
- the patient experience committee
- establishing a health literacy committee
- supporting the implementation of Schwartz Rounds
- working with Support & Advocacy Service for Older People (SAGE)
- development of a robust patient experience survey in conjunction with HIQA.

Schwartz Rounds provide a structured forum where all staff, clinical and non-clinical, come together regularly to discuss the emotional and social aspects of working in health care.

The purpose of Rounds is to understand the challenges and rewards that are intrinsic to

providing care, not to solve problems or to focus on the clinical aspects of patient care.

Rounds can help staff feel more supported in their jobs, allowing them the time and space to reflect on their roles. Evidence shows that staff who attend Rounds feel less stressed and isolated, with increased insight and appreciation for each other's roles. They also help to reduce hierarchies between staff and to focus attention on relational aspects of care.

The underlying premise for Rounds is that the compassion shown by staff can make all the difference to a patient's experience of care, but that in order to provide compassionate care staff must, in turn, feel supported in their work.

Sage was formally established on June 24th 2014 following the signing of a Memorandum of Agreement in which the HSE and The Atlantic Philanthropies agreed to fund "the development and provision of an independent and impartial support and advocacy service for older people in all care settings: home; nursing home; hospital; hostel; hospice and in the process of transition between them" under the governance of Third Age. The work of Sage is overseen by a National Advisory Committee chaired by Patricia Rickard-Clarke and includes representatives of key stakeholder interests. The mission of Sage and its role in ensuring that the voice of vulnerable older people is heard is best expressed in the motto 'Nothing about you / without you'.



Galway Ladies
Gaelic Football
Team.

Three staff nurses from University Hospital Galway, all members of this year's Galway Ladies Gaelic Football team were nominated for the 2015 TG4 All Star Awards. Team captain Geraldine Connelly from Dunmore works on St Michael's Ward, Tracey Leonard from Corofin and this year's vice-captain works on St Enda's Ward and Patricia Gleeson also from Corofin works in the haematology / oncology day ward. The LGFA TG4 All Star Awards ceremony took place at the Citywest Hotel, Dublin on Saturday, 14 November. Pictured from L:R: Tracey Leonard, Patricia Gleeson and Geraldine Connelly.

Caring Behaviours Assurance System -Ireland (CBAS-I) continues to be rolled out across the Saolta University Health Care Group. Caring Behaviour Assurance System-Ireland is a system for enabling and assuring the delivery of person-centred health care from point of care to executive board. Caring Behaviours Assurance System-Ireland addresses 'caring for patients' and 'caring for staff' in equal measure; when staff are looked after effectively, their ability to care for their patients/service users in a caring and compassionate manner is enhanced. The evaluation of the programme to date is positive.

Patient Council

The patient council was established in 2015 giving service users a voice. It was decided that the patients' voice would be best represented by having Patient Council representation on appropriate non-clinical committees across the Group and members now sit on the following committees;

- Capital projects
- Health literacy
- Patient experience
- Nutrition
- Healthy Ireland
- Support & Advocacy Service for Older People (SAGE)
- Hygiene

The Patient Council met 7 times in 2015.

Healthy Ireland

The Saolta Group is leading the way on the Healthy Ireland (HI) agenda. In 2015 we became the first Group to introduce the HSE calorie posting policy in all staff restaurants. We were also the first hospital group to undertake the smarter travel workplaces surveys as part of our commitment to improving active travel options for staff. Galway University Hospitals won 'Smarter Travel Workplace of the year 2015' while Roscommon University Hospital won 'Best Large Workplace Award' in the Pedometer Challenge with a staff participation rate of nearly 50%.

The Saolta HI 2015 report was published in April.

Roll out of National Sepsis Guidelines

Multidisciplinary committees were established on all sites to oversee the training of staff and the rollout of the guidelines. The roll out commenced in the Emergency Departments and the Acute Medical Units in all hospitals. Audit will begin in April 2016

Paediatric Early Warning Score (PEWS)

Portiuncula University Hospital (PUH) was one of the pilot sites for the introduction of PEWS. PEWS will be rolled out to all sites in early 2016.



GUH staff on International Nurses Day 2015

Quality and Patient Safety



Chief Clinical Director Overview

Two new Clinical Directors were appointed in 2015. Dr. Ethel Ryan was appointed Clinical Director to the Women's and Children Directorate and Dr. Kevin Clarkson was appointed to the Peri-operative Directorate. Associate Clinical Directors and Specialty Leads were also appointed during the year.

The Hospital Group implementation project commenced in 2015 with the establishment of a working group and two project Leads. A steering group was convened which will lead the project through 2016 on implementing a governance model and recommending a clinical strategy for the Group.

Quality & Safety Overview

The Quality and Management Information System (QMIS) expansion project has progressed throughout 2015 and will 'go live' in early 2016.

Maternal Care

The Maternity Services Strategic Group (MSSG) continued to meet during 2015 and provided an update report to the Board in December 2015 on the implementation of the various recommendations from the reports on the maternal death in 2012.

Implementation of HIQA Portlaoise Report

Work was ongoing during the year on implementing the recommendations from this report mapped against the National Standards for Safer Better Health care.

Group Wide Service Reviews

Review of several services were ongoing during 2015 including:

- Group ED review
- Urology review
- Haematology review
- Microbiology review
- Orthopaedic Review

Corporate Risk Register

The Corporate Risk Register is a dynamic document that contains information on the key risk issues currently being encountered by the organisation. Risks are included following discussions at strategic governance committees such as the Executive Committee, Quality and Safety Executive Committee or the Board Patient Safety Committee. Some risks may have been escalated from the hospitals within the Group or as a result of recommendations from serious incident reviews.

Incident Reporting and Management

Numerous international studies have demonstrated that the nature and complexity of modern health care is associated with the occurrence of patient safety incidents or adverse events. In 2015 these incidents were reported by frontline staff at the point of occurrence and managed through the Quality and Safety department. Many of these incidents result in no harm or minimal harm to the patient and are analysed for pattern recognition and result in a generalised response such as falls prevention programmes or sharps awareness initiatives.

Those incidents that result in serious harm or the death of a patient are managed through the Serious Incident Management Team (SIMT) (see below table).

During 2015 the Serious Incident Management Team (SIMT) met monthly and provided oversight, support and guidance in the management of serious adverse incidents across all hospitals in the Saolta Group therefore ensuring that serious incidents were managed consistently and effectively across the Group.

Serious Incident Reviews by Clinical Directorate and Hospital

Directorate	GUH	LUH	SUH	MUH	RUH	PUH
Medical	9	5	5	13	0	7
Perioperative	5	0	4	5	0	0
Women's & Children's	2	1	4	4	0	2
Diagnostics	0	0	1	0	0	0
Total	16	6	14	22	0	9

Incident and Complaints aggregated data 2015

	GUH	LUH	SUH	MUH	RUH	PUH
Serious Reportable Events (SRE)	6	1	7	6	0	5
General Incidents reported by Hospital	4,085	1,997	2,367	1,811	344	1,000
Complaints	817	118	143	102	66	80

National Standards for Safer Better Health care

The National Standards were developed by the Health Information and Quality Authority and require that each hospital demonstrate a level of compliance against a range of detailed criteria. Each hospital in the Saolta University Health Care Group has engaged in this process which involved the compilation of evidence of compliance against the standards being used (a Quality Assurance and Improvement tool developed by the HSE). It is envisaged that a Group-wide lead for the coordination of Standards will be recruited in 2016.

Chief Academic Officer Achievements 2015

Administration

- Appointment of associated academic officers
- Review of Basic Specialist Training (BST) programmes across disciplines and sites with tracking of recruitment.

Training and Education Programmes

- Development of Non Consultant Hospital Doctor (NCHD) induction portal to improve, standardise, and streamline induction
- Re-launch of hospital-wide grand rounds.
- Membership Examination (MRCPI) development of tutorial and mock examinations and establishment of GUH and SUH as examination site
- Review and increase access to HSE library west

- Delivery of workshops on interview techniques and curriculum vitae preparation
- Development of SIM West Centre and programmes for training using simulation in skills and team based learning and the appointment of Director of Simulated Learning and simulation technician
- Foundation year in surgery (4 posts) as an introductory year to a career in surgery
- NCHD Chief Resident role (GUH) with plan to roll out for all level 3 hospitals
- Paediatric App (guidelines app for NCHDs in the paediatrics department)
- Development of Health and Social Care Professional (HCSP) lead with focus on academic issues for HSCPs.

Research

- Development of research forum with development of short term strategy to review research governance in Saolta
- GUH Research study day
- Review of Research Ethic Committees in Saolta
- Review of audit offices and supports in Saolta.



SIMMed School - Transition Year students learn what it is like to be a junior doctor.

After the success of the inaugural SIMMed School in 2014, over 30 transition year (TY) students from across the West of Ireland attended the Saolta Simulation Centre at University Hospital Galway on Monday 23th March 2015 to experience what it is like to be a junior doctor.



World Physio day GUH

Clinical Directorates

Medical Directorate

The Group Medical Directorate has continued to develop the Clinical Directorate structure across the Saolta Group during 2015.

The Directorate in conjunction with the Associate Clinical Director at each site continues to address challenges and progress agreed priorities in line with the Saolta Group Service plans and the Clinical Care Programmes.

Associate Clinical Directors on each site are:

- **Dr. Ramona McLoughlin**
Galway University Hospital
- **Dr. Laura Bandut**
Portiuncula Hospital, Ballinasloe
- **Dr. Gerry O'Meara**
Roscommon Hospital
- **Dr. Finola Lavin**
Mayo General Hospital
- **Dr. Katherine Finan**
Sligo General Hospital
- **Dr. Chris Steele**
Letterkenny General Hospital

Directorate site meetings were held in each hospital in the Group in rotation attended by the respective Associate Clinical Director, ADON for Medicine, General Manager and Director of Nursing. The main areas covered were Unscheduled Care, Scheduled Care, Quality and Safety, HR and Finance.

In addition a Group business meeting attended by the Group specialty leads, Finance, HR and Quality and Safety representatives for the Medical Directorate took place each month. During 2015 each of

the specialty leads provided a presentation profiling their respective service and identified their challenges and priorities. The plan for 2016 is to undertake a review of each specialty across the Saolta Group to identify priorities and enable strategic planning of services.

Review of Emergency Medicine Services

During 2015 a review of Emergency Departments across the Saolta University Health Care Group was commissioned by the Executive Management Team. The objective of the review was to carry out an analysis of each Emergency Department, obtain data and information around the 'as is' situation and make recommendations to improve group-wide Emergency Medicine services. Dr. Fergal Hickey, Consultant in Emergency Medicine was the Clinical Lead for this review. An implementation plan is to be developed in 2016 to accompany the report.

Review of Haematology Services

A review of Haematology services was commissioned by the Group Chief Clinical Director, Dr Pat Nash and was undertaken by Dr. Ruth Gilmore, Consultant Haematologist. The objective of this review was to ascertain the current status of haematology services across all Saolta hospital sites. This will allow for the development of a Group-wide strategy for haematology services ensuring the most efficient and effective use of capacity, based on patient need and benchmarked against international best practice.

Frail Elderly Assessment Team (FEAT)

The Frail Elderly Assessment Team (FEAT) was set up to provide enhanced multidisciplinary care to frail older people attending the Emergency Department at University Hospital Galway. The team consists of an occupational therapist, physiotherapist, medical social worker, clinical nurse specialist and a geriatrician. The aim of the team is to ensure that the functional, safety and social needs of older patients in the Emergency Department are addressed as soon as possible at presentation to ED, and that their discharge is completed with optimum consideration of their functional status and/or care needs within the community.



Haemochromatosis Staff RUH

Bariatric Medicine Outpatient Initiative

The bariatric service at Galway University Hospitals is one of two centres nationally providing care to patients with severe and complicated obesity. The service sees approximately 250 new and 650 return patients per annum. With the increased demand for the service, GUH worked with CROI to provide the initial outpatient assessments for 120 bariatric patients as part of a bariatric medicine outpatient initiative. This consists of an initial clinical assessment and dietetic consultation by CROI staff prior to review by the Consultant Endocrinologist. The objective was to achieve a maximum waiting time of less than 12 months for all patients referred to the regional bariatric service at GUH by January, 2016.

Door to Needle Project

The multi-disciplinary team, led by Dr Tom Walsh, clinical lead for stroke medicine, and comprising staff from the stroke service, radiology department and emergency department, in consultation with the ambulance service, developed a new streamlined stroke thrombolysis pathway with the aim of achieving better clinical outcomes for patients. The “door to needle” time for stroke patients who are suitable for thrombolysis commenced in November 2015 in University Hospital Galway. Between 280 and 300 patients per year are treated for stroke in Galway University Hospitals and it is widely acknowledged that earlier access to thrombolysis for eligible patients reduces

long-term disability and improves patient outcomes. The goal for the initial phase of this project was to reduce the “door to needle” time for those patients who arrive at our hospital via the ambulance service.

Healthmail Pilot

Healthmail, a confidential email system between HSE and GPs, was established in 2015 on a pilot basis in two specialties in the Medical Directorate, cardiology and nephrology at GUH. The email is available for GPs to refer questions / clarifications on patients to the Consultant.

Insulin Paediatric Pump Service

Launch of the Insulin Paediatric Pump Service in Sligo University Hospital with an outreach service at Letterkenny University Hospital. Clinics are now up and running across Sligo and Letterkenny for this Service with patients repatriated back to Letterkenny and Sligo from Dublin.

Diagnostics Directorate

The Diagnostic Directorate of Saolta University Health Care Group is made up of the departments of Laboratory Medicine and Radiology. The departments work together within the directorate towards a vision of providing a safe, timely and efficient service for its service users. The directorate aims to improve services through progression and standardisation of IT infrastructure, standardisation of processes, improvement of communication, and research and education.



RUH Cardiac Rehab - Lecarrow benevolent fund

Key Achievements 2015;

- GP Access to Ultrasound (USS) programme commenced
- Extended operating hours of MRI service at Galway University Hospitals
- Commissioning of Microbiology Services Review by Prof. Hilary Humphreys for the group
- Laboratory server upgrade works commenced for Galway, Mayo & Roscommon University Hospitals
- Saolta University Health Care Group Haematology Services review in co-operation with the Medical Directorate
- Laboratory Critical Alerts Guideline developed
- Approval for Locum Microbiologist at Sligo University Hospital
- Recruitment process for 2 Consultant Radiologists for Mayo University Hospital progressed
- Letterkenny & Sligo University Hospital Blood Sciences upgrade progressed
- Maldi-Tof procurement progressed through to development of group business case
- Upgrade of Interventional Suite at Sligo University Hospital progressed to National Capital Project approval stage
- NIMIS project work continues at Letterkenny University Hospital
- Letterkenny University Hospital's rebuild/ renovations of both Radiology & Laboratory departments continue



GUH Radiology Staff

- National Medical Laboratory Information System (MedLIS) site visit October. The HSE signed a contract in September 2015 with Cerner, the multinational health care technology company, for the introduction of an integrated nation-wide hospital laboratory information system over the next four years.

Peri-operative Directorate

MPUH/ACAD

In October 2015 an interventional vascular surgery service led by consultant vascular surgeon was commenced in Merlin Park University Hospital (MPUH) and now runs three lists per month. The Plastic Surgery service also commenced outpatients' clinics and plastics day surgery procedures at MPUH during 2015.

There is now a steady increase in the number of specialties performing day procedures on the MPUH site and there are plans to increase this further in 2016.

Urology Review

A review of urology services commenced in 2015 with developments of a hub and spoke model. This has seen development of a spoke service in both Sligo University Hospital (SUH) and Letterkenny University Hospital (LUH). This process is working extremely well and has had significant impact on both inpatient and outpatient waiting lists targets across the Group. The lead for this development is Mr Eamon Rogers, Consultant Urologist.

Plastic Surgery

Alisha Kelly, Clinical Specialist Occupational Therapist GUH, was awarded the prize for Best Paper Presentation at the British Association of Hand Therapists' Annual Conference.

The paper outlined how a change in the post operative therapy for the management of Zone 1 Flexor Tendon Injuries has resulted in a significant improvement in patient outcome. Traditionally patients were treated using a forearm dorsal blocking splint; however in 2013, based on some very promising emerging evidence from the Wythenshawe Hand Unit in Manchester, a decision was taken in collaboration with the Physiotherapy department and the consultants in the Plastic Surgery Department at Galway University Hospitals to change the splint to a less restrictive splint and to include synergistic wrist and finger motion in the rehabilitation phase of treatment.

A retrospective review of the outcomes over a two year period was conducted and the results were compared with outcomes from the previous two years, in which, the traditional long splint had been used. Outcomes improved significantly, with 64.7% of patients achieving good/excellent movement, compared with 25% achieving good/excellent results using the old protocol. ($p=0.0096 \neq 0.5$). The functional significance of this is the restoration of movement at the tip joints of the fingers. Flexion at the finger tips facilitates the grasping of larger objects, the execution of fine motor tasks and allows for precise digital

placement for individuals such as string musicians.

GUH is the first hand unit nationally to have adopted this model of practice in Ireland, along with only a small number of units in the UK.



Alisha Kelly, Clinical Specialist Occupational Therapist

Ophthalmology Department

University Hospital Galway was selected as a treatment centre under the National Diabetic Retinopathy Screening Programme and commenced treating diabetes related eye diseases in October 2014. In March 2015, Ms Deirdre Townley, Consultant Ophthalmic Surgeon, commenced as clinical lead for the treatment programme at UHG. The multi disciplinary team of eye doctors, nurses, photographer, orthoptists and administration staff have streamlined services to ensure high numbers of patients can be seen and treated in very short time frames. The delivery of these treatments have prevented the possibility of this sight threatening eye disease causing potential blindness in those with diabetes.

In Sligo University Hospital the Acute and community ophthalmic project was established to improve patient access to

ophthalmic services by optimising resources in the acute hospital /community. This led to an additional 1,400 outpatients being seen and 850 day case procedures performed in 2015.

Pain Service

During 2015 the chronic pain service developed additional service/sessions in Merlin Park University Hospital in an effort to address waiting lists.

A service level agreement was developed and agreed with the Clinical Psychology service at NUI Galway to provide additional psychology support to the GUH chronic pain service, involving individual patient and group sessions. The pain team are currently working with occupational therapy and physiotherapy to develop a fulltime Pain Management Programme.

The pain service now has a registered nurse practitioner in chronic pain management since December 2015, one of only two such roles in the country. This is a key development and has enhanced the overall pain service delivered at GUH. This role includes involvement of a psychology/RANP led psychology programme for patients with chronic non-malignant pain.

Through procurement of equipment in 2015 on the MPUH site the pain team were in a position to expand services and deliver specific treatments in a more timely manner.

Theatre

A Peri-Operative course commenced in collaboration with the University of Limerick. This is a two -year course with the option



Volunteers Mayo
University Hospital.

of doing the second year as a Masters. Five theatre nurses are attending the course.

A CNMII panel was formed in December 2015. There were six new appointments from that panel with one specified purpose post also being processed. Nursing recruitment campaigns are ongoing nationally and internationally.

Critical Care

A critical care outreach service commenced during 2015. An Advanced Nurse Practitioner is providing this service in GUH whereby deteriorating patients and discharged patients from Critical Care are supported on wards thus avoiding readmission to Critical Care or allowing more timely admission to Critical Care if required.

Women's and Children's Directorate

Implementation of Review Recommendations

During the year the Directorate continued with the implementation of the recommendations of the HIQA, HSE and Coroner's reports across the Group. Progress was overseen at the monthly meetings of the Group-wide Maternity Services Strategic Group. A database was developed to allow each Maternity Unit to log their compliance with the recommendations and ongoing audits of training.

Maternity Strategy Steering Group

On 30th April, 2015, Minister Leo Varadkar established a Steering Group to advise on the national maternity strategy. The Saolta University Health Care Group was represented on the Steering Group by Ms. Dawn Johnston, Group Director of Midwifery, Professor Declan Devane, Professor of Midwifery and Dr. Maeve Ni Bhuinneain, Consultant Obstetrician and Gynaecologist, Mayo University Hospital.

Letterkenny University Hospital

Alcohol Awareness during Pregnancy

A new project aimed at increasing awareness of the health benefits to pregnant women and unborn children of ceasing alcohol consumption entirely during pregnancy has been taking place in the antenatal clinic at Letterkenny University Hospital.



Photo : L-R: Helen McFarland, ETB; Ciara Doyle, Project Lead, Hidden Harm, HSE/Alcohol Forum; Cora McAleer, Acting Manager, Mental Health Addiction Services, HSE West, Donegal; Evelyn Smith, Assistant Director of Nursing/Midwifery, Women and Children's Services, Letterkenny University Hospital; Christina McElenny, Coordinator Tutor, University of Limerick Diploma in Drug and Alcohol Studies, ETB / NWRDATF; Dr. Nandini Ravikumar, Consultant Obstetrician, Letterkenny University Hospital; Sean Murphy, General Manager, Letterkenny University Hospital; Geraldine Hanley, CMM2 Antenatal Education Coordinator, Letterkenny University Hospital; Moira Mills, Alcohol Forum; and Mary Kelly, Health Promotion Officer, Letterkenny University Hospital.

The 'Prescription for a Healthy Pregnancy Practice Change' initiative is a multi-disciplinary multi-agency response to maternal alcohol consumption, involving Letterkenny University Hospital maternity services, the HSE Drug and Alcohol Service, Donegal, the Education and Training Board, the North West Regional Drugs Task Force and the Alcohol Forum.

Sligo University Hospital

Associate Clinical Director

Mr. Fergal Hickey, Consultant in Emergency Medicine, took on the role of Associate Clinical Director of the Women's and Children's Directorate at Sligo University Hospital.

Lean Project in SUH Antenatal Clinic

A project to improve the experience of mothers-to-be attending the antenatal clinic in Sligo University Hospital took place in 2015. Using the DMAIC framework (Define, Measure, Analyse, Improve, Control), the project resulted in the restructuring of appointments and the implementation of a system that calls patients in order of their appointments and affords greater privacy to those attending the clinic. The project resulted in significant reductions in the length of booking and review visits and was shortlisted for an Irish Health Care Centre Award



Calorie Posting for Staff & Visitors SUH

Mayo University Hospital

Education on Sepsis in Pregnancy and Childbirth

A one-day education programme on Sepsis in Pregnancy and Childbirth was facilitated by the Centre of Nurse and Midwifery Education Mayo/Roscommon, in partnership with Mayo University Hospital. The aim of the programme was to enable midwives, obstetricians, microbiologists, the infection prevention and control team and the general Intensive Care team to work together in the identification, prevention, recognition and management of maternal sepsis.

Women's Health Initiative Open Morning

The Women's Health Initiative aims to improve women's health services for traveller women and families. The annual open mornings offer expert advice in an informal setting. The programme is planned with the Community Health Workers who are all mothers from the traveller community. The programme for the ninth open morning in MUH included talks on domestic abuse, infection, sepsis and pain management.



UHG staff celebrating National Breastfeeding Week. Left to Right: Anne Marie Grealish, A/CMM 3; Heather Helen, Practice Development; Cora Marnell, Midwife, Parentcraft; Mary Reidy, CPC; Barbara Bradley, CPC; Mary Moran, Midwife, Parentcraft; Carmel Connolly, CMM 2, Parentcraft; Eithne Gilligan, CMM 2, Antenatal Ward.

Portiuncula University Hospital

Baby-friendly Hospital Initiative

Portiuncula University Hospital was reaccruited as a Baby-friendly Hospital under a WHO / UNICEF initiative which recognises that implementing best practice in the maternity service is crucial to the success of programmes to promote breastfeeding. Portiuncula was the first organisation in Ireland to achieve this accreditation in 2004 and is the only hospital in the country to have maintained an unbroken accreditation record since then.

SCBU

Refurbishment work began in 2015 on

the Special Care Baby Unit at Portiuncula University Hospital to improve the environment to meet the requirements identified in a HIQA Hygiene Inspection. The work involved separating the admission area, reorganising storage and hand-washing facilities, painting and replacement of flooring.

New outreach Antenatal Clinic in Athlone

A new weekly outreach antenatal clinic commenced in Athlone in 2015. 37% of the women who give birth in Portiuncula University Hospital are from the Athlone area. Approximately 50 patients are seen per clinic and between five and eight of these are booking visits.



PUH Baby Friendly Accreditation

University Hospital Galway

Maternity Day Assessment Unit

A new Maternity Day Assessment Unit opened at UHG in December 2015. The accommodation consists of a four-bay unit and a single room and other facilities are shared with the existing OPD area. This new service allows women over sixteen weeks gestation experiencing problems in pregnancy to be monitored on an outpatient basis in accordance with agreed criteria. This new unit will enhance care and avoid unnecessary admission to the antenatal ward, which is welcomed by the women and their families. The unit currently opens from 8.30am to 5pm Monday to Friday and it is planned to expand the opening hours at a later stage following an audit of the service.

Provision of Routine Antenatal Anti D Prophylaxis (RAADP)

Following a joint initiative between the Women's and Children's Directorate and the Diagnostics Directorate, the maternity service at UHG commenced offering RAADP to all rhesus negative women at 28 weeks gestation. This is in line with best practice and has been well received by the women concerned.

Launch of Galway Teen Parents Support Programme website

The Galway Teen Parents Support Programme launched its new website (www.teenparentsgalway.ie) which was developed to provide young parents in Galway city and county with information about relevant services available to them. The Teen Parents support the wellbeing of young parents and their children, empower young parents in their parenting role and ensure equality of opportunity.

Outreach Midwifery Clinic in Athenry

The UHG Community Midwives team opened a new outreach clinic located in the Athenry Primary Care Centre. Pregnant women from Athenry and the surrounding area can attend this clinic for their care once they have booked into University Hospital Galway.

Neonatal Research Vitamin D Levels in pre-term infants

Research into Vitamin D levels in pre-term infants was carried out by Dr. Yolanda Alins Sahun, Dr. Irina Ciocoiu, Ms Jean James, Ms Ana O'Reilly-Marshall, Dr. Ethel Ryan and Dr. Donough O'Donovan at the Neonatal Intensive Care Unit, University Hospital Galway, and was presented at the Irish Neonatal Research Symposium in Dublin

Neonatal Skin Assessment

A research study into nurses' experiences of skin assessment post implementation of a neonatal Skin Risk Assessment Tool has been carried out at University Hospital Galway by Ms Jane Grosvenor of UHG and Dr Mary O'Hara, School of Nursing and Midwifery Studies, National University of Ireland, Galway. Following this study, Ms Grosvenor developed a neonatal skincare guideline for use across the Saolta Neonatal Care Group.

Increased Activity in UHG Colposcopy Unit

The Colposcopy Unit at UHG has an increase in activity in 2015. Compared to 2014 there was a 37% increase in referrals to end of August, with the numbers almost doubling over the summer months. CervicalCheck provided additional funding for the increased activity. The colposcopy team had anticipated this increase which is due to the introduction of HPV (Human Papillomavirus) triage in May 2015.



**Carol O'Shea,
Carmel Keane,
Jennifer Duggan,
Louise Whelan and
Nicola Greene
(Student Midwife).**



Pictured in the image above (left to right) are: Anna Byrne, Teen Parenting, Monica Meaney, Project Worker, Teen Parenting, Aileen Davies, Programme Leader, Teen Parenting, Maeve Tonge, Senior Medical Social Worker

Cancer Services

Achievements 2015

One of the many highlights of 2015, was the local launch of the Saolta University Health Care Group Cancer Centre Annual Report 2014 at the 3rd Western Cancer Centre Symposium, held in collaboration with NU I Galway. The guest speaker at 2015 symposium was Dr David Wink from the National Cancer Institute, USA who gave a comprehensive presentation on clinical and translational research as it has evolved in the United States.

Another major addition to cancer services provided at University Hospital Galway in 2015 was the official opening of an Irish Cancer Society Daffodil Centre on the 7th December 2015 in the main foyer of

University Hospital Galway.

The Daffodil Centre, which is run by an Irish Cancer Society Cancer Nurse and 18 trained volunteers, is an information service on-site in the hospital, where people affected by or concerned about cancer can receive information and support. A similar facility operates in Letterkenny University Hospital providing advice and support to patients, relatives and the general public.

The National Cancer Control Programme key performance indicators (KPIs) continue to drive quality and service improvements across the Saolta University Health Care Group and in 2015 the Group performed at a consistently high level in all the cancer sites assessed.



On the 14th December 2015, Mr Enda Kenny, Taoiseach, officially launched the Cancer Centre Annual Report 2014 at Mayo University Hospital during a visit to formally open the MUH Medical Academy. Pictured at the local launch of the Saolta Group Cancer Centre Annual Report is guest speaker, Dr David Wink, USA, Professor Michael Kerin, Professor Maccon Keane, Dr John Killeen, Chairman, Saolta Board



Featured from left to right: Dolores Walsh, Daffodil Centre Volunteer, Joan Kelly, ICS, Donal Buggy, ICS, Aileen Mc Hale Daffodil Centre Manager, ICS, Kevin Walsh, Galway Football Manager, John Mc Cormack, CEO, ICS, Ann Flanagan, Galway Committee Chairperson, Fionnuala Creighton, Cancer Nurse, Daffodil Centre, Ann Cosgrove, Interim COO, Saolta Group, Marie Cox, NCCP, Michael Hughes, Daffodil Centre Volunteer.

Symptomatic Breast Service

The Symptomatic Breast Service across the Saolta Group experienced another busy year with a large number of patients referred to the service. Over 5,200 new patients were seen at the breast centre at UHG in 2015 and over 1,600 new patients were seen in the satellite centre at LUH. 99.9% of new patients who were triaged as urgent at UHG and 90% of urgent referrals at LUH were given an appointment within 10 working days in 2015.

Simultaneously, the breast centre at UHG saw 91% of patients triaged as routine within 84 days. LUH were challenged in 2015 in seeing the routine group of patients within the KPI timeframe. The breast centre in UHG continued to support the breast centre in LUH throughout 2015 in managing both its urgent and routine referrals. All patients

with a diagnosis of breast cancer were discussed at the breast multidisciplinary team meetings.

Rapid Access Lung Service

The Rapid Access Lung (RAL) Service at UHG was again extremely busy in 2015 with the service seeing almost 550 new patients. The Rapid Access Lung Clinic received referrals from GPs, internal hospital teams and external hospitals within the Saolta University Health Care Group. The aim of this service is to ensure the early diagnosis and timely treatment of people with lung cancers, impacting survival rates and patient outcomes. At UHG, this extensive service saw patients with a suspected diagnosis of lung cancer, within a two week period of referral, as per the recommendations of the National Cancer Control Programme (NCCP). In 2015,

the lung service saw an additional 23 patients within KPI when compared to 2014 and its overall performance showed an improvement of 5% in 2015 when compared to 2014.

Rapid Access Prostate Service

The Rapid Access Prostate (RAP) clinic is one of the six National Cancer Centres designated by the National Cancer Control Programme (NCCP) to treat prostate cancer. Over the years there has been a significant

increase in the volume of patients being treated at the prostate clinic at UHG. This upward trend continued in 2015 with 712 new patients seen at the Rapid Access Clinic at UHG as compared to 687 in 2014. The key message around the RAPC in 2015 is that its performance consistently improved month on month over the twelve months of 2015, leading to the overall improvement of 30% in its KPI performance over the entire year when compared to 2014.



Two Letterkenny based nurses have helped pioneer a new web based application that offers the latest research free to the public on helping prevent cancer. The site was developed in conjunction with local technology firm, Sendmode, who are based Letterkenny's Co-Lab, next to LYIT. To access this site, go to <http://stopcancer.support> Pictured above with the HSE Cancer App are Janet Richmond, Mary Grace Kelly and Barry Murphy, Sendmode



Hospice friendly hospital.

Radiation Oncology

The Radiation Oncology Department at UHG provided radiotherapy services to patients across the Saolta University Health Care Group and the service was fully integrated into the regional multidisciplinary cancer care teams, the National Programmes for Radiation Oncology (NPRO) and the National Cancer Control Programme. Activity levels in 2015 remained at a consistently high level but despite the high level of activity the department performed well in terms of performance measures recorded nationally, with over 85% of patients commencing radiotherapy within 15 days of their designated ready to treat date.

Medical Oncology/ Haematology Services

2015 was an extremely busy year for the Medical/Haematology Oncology Services across the Saolta University Health Care

Group with increasing numbers of patients attending the outpatient clinics, day care and inpatient facilities. Medical oncology was provided across the Group with new patients being seen within two weeks of referral. The goal was for chemotherapy, where indicated, to commence within two weeks of the decision to treat in line with the NCCP key performance indicators. In 2015, 90% of patients were given their first cycle chemotherapy within KPI across the Group: this represents a 3% improvement on its 2014 performance.

The Lambe Institute for Translational Research at NUI Galway was officially opened by An Taoiseach, Enda Kenny TD, on September 28th 2015. The Lambe Institute engages the education and research mission of the University and hospital partners. Improved health care outcomes for patients are best achieved in a research-led environment. Funded by the Galway University Foundation and Breast Cancer Research it is named after one of the

major donors to the project, Dr Ronan and Ann Lambe. The Lambe Institute occupies two floors of the newly constructed research facility and is home to over 100 researchers specialising in cancer research and medical technology. Co-located with University Hospital Galway (UHG) and the Health Research Board Clinical Research Facility it allows for near patient research and access to clinical trials.

Pathology

The Pathology departments provided a high quality diagnostic service in 2015 to meet the National and EU objectives of reducing the morbidity and mortality caused by cancer through early detection and appropriate service delivery. Advisory services were provided through numerous MDMs as well as by direct referral.

Radiology

The Radiology Departments across the Group provided a range of diagnostic, staging and surveillance imaging studies for oncology patients in 2015, including Computed Tomography, Ultrasound, Nuclear Medicine and Magnetic Resonance Imaging.



John Mc Namara, Galway University Foundation, Prof Tim O'Brien, Dean, College of Medicine, Nursing and Health Science, NUI Galway, Prof Michael Kerin, Interim Director, Lambe Institute, Dr Jim Browne, President, NUI Galway, An Taoiseach Enda Kenny, Mayor of Galway, Cllr Frank Fahey, Dr Ronan Lambe, Mrs Ann Lambe, Tom Joyce, Galway University Foundation.

Resources



Human Resources

The Saolta Human Resources priorities for 2015 were:

- To implement the Group's Human Resources Strategy
- To maintain downward trend in absences
- Continue to develop staff in 2015
- Manage staffing levels in a safe fashion
- Continue the Employee Engagement programme
- Drive the Healthy Ireland Implementation Programme
- Continue to work proactively with unions in promoting strong employee relations
- Support the Clinical Directorates from a HR perspective
- Seek improved and integrated HR/ Finance/MIS systems for the Group.

Workforce

There was a net increase of 461 Whole Time Equivalents (WTEs) during the calendar year. The actual number of employees at the end

of 2015 was 9,570 with an average monthly turnover rate of 0.51%.

Agency usage continued to increase in 2015 reflecting the recruitment challenges in respect of medical staffing using 52% of overall agency hours with significant increases in demand for agency Support Staff; 31.3% to 'special' patients in need of 24 hour one to one care.

Attendance Management

Significant improvements continued throughout 2015 in respect of managing attendance. The continued implementation of the Group's Attendance Management Action Plan was very positive and achieved an overall Group absence level of 3.64% in December 2015. The National target is 3.50%. The Group's data is particularly positive when it is seen in the context of research which indicates that the occupational exposure to absence-causing factors in the health sector is considerably higher than in most other sectors and industries.

WTEs	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
GUH	3,149	3,173	3,208	3,222	3,224	3,222	3,214	3,239	3,255	3,287	3,329	3,361
LUH	1,360	1,369	1,381	1,388	1,390	1,395	1,392	1,377	1,381	1,392	1,411	1,425
MUH	987	1,007	1,004	1,006	1,000	998	995	1,009	1,018	1,028	1,028	1,026
PUH	654	656	662	656	658	660	659	667	665	670	670	671
RUH	278	279	276	277	277	277	277	278	278	281	281	285
SUH	1,372	1,401	1,406	1,418	1,422	1,424	1,425	1,440	1,460	1,476	1,483	1,492
Saolta	7,799	7,885	7,937	7,968	7,971	7,976	7,961	8,009	8,057	8,134	8,202	8,260

Saolta's 2015 12 month running average is 3.87% - the national equivalent is 4.21% and acute services's is 3.80%. Group absence was below 4% for 10 of the 12 months, indicating a sustained improvement. The absence levels compare favourably with the rates reported by ISME for large organisations in the private sector and available information for other large public sector organisations both in Ireland and internationally. For example, NHS England absence rates for year to July 2015 were 4.25%. Scotland's NHS absence rate

for a similar period was 5.04% while in Wales the rate recorded was 5.0%.

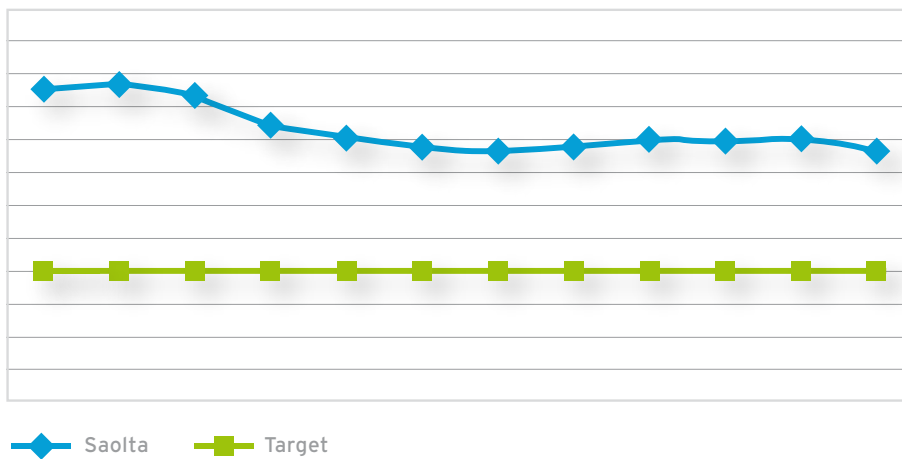
Partnership

The Joint Union Management Forum (JUMF) in association with seven unions continued to develop during 2015. This is part of our sharing and dissemination of information agenda and maximising collaboration with staff representative organisations is a key action in the Group's HR Strategy.

Absence Management

2015	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
GUH	3.67%	4.25%	3.65%	3.35%	3.27%	3.77%	3.99%	4.13%	3.23%	3.03%	3.86%	3.43%
PUB	4.38%	5.27%	4.43%	2.90%	3.63%	3.77%	3.01%	3.47%	3.59%	2.50%	3.60%	3.97%
RUH	2.62%	3.87%	4.76%	5.12%	3.31%	3.27%	2.60%	5.70%	3.41%	3.94%	4.36%	4.79%
LUH	4.27%	4.23%	3.80%	3.63%	3.75%	4.29%	4.47%	5.12%	4.95%	4.30%	4.86%	3.97%
SUH	4.58%	5.97%	4.45%	4.14%	4.29%	3.99%	4.00%	4.76%	4.16%	3.40%	3.60%	3.26%
MUH	3.48%	4.75%	3.90%	3.63%	3.46%	3.30%	3.17%	3.14%	3.05%	2.88%	3.24%	3.72%
Saolta	3.93%	4.69%	3.96%	3.60%	3.59%	3.82%	3.84%	4.27%	3.95%	3.28%	3.90%	3.62%

Saolta 12 month running average v National Target January 2015 to December 2015.



PUH Dietitians Lizzy O'Sullivan, Alex Kilkelly, Fiona Finneran & Maeve Doherty

Employee Engagement

Employee Engagement roadshows took place across all seven sites from May to July 2015 with high levels of staff attending. There was positive dialogue and useful critiquing of how some aspects of our business are conducted and these roadshows will be repeated in 2016.

The implementation stage of the Staff Engagement Programme commenced through Local Implementation Groups in each hospital.

Employee and Management Development

Future Leaders programme:

The second group involved in this programme commenced in November 2013 with a further eleven participants and they completed their programme in March 2015. The third group commenced in December 2014 and will complete their programme in early 2016.

The Development Programme for Clerical/ Administrative Staff commenced during late 2015 and will continue into 2016.

There were site specific Learning and Development Programmes in five of the six hospitals in 2015.

Most of our sites have also made some funding available to staff to attend conferences, seminars and courses as relevant to their roles and service need.

The Group will continue to seek opportunities to build further staff development capacity.

Policy Implementation

There was continuing Implementation of the Haddington Road Agreement throughout 2015 and commencement of the implementation of its successor, the Lansdowne Road Agreement.

European Working Time Directive

The Group continued to work on implementing the 24 hour parameter of the EWTD with a 95.26% compliance rate in December. There is compliance with the breaks, the 11 hour daily rest/equivalent compensatory rest and the 35 hour weekly/59 hour fortnightly/ compensatory rest requirements.

Performance measurement

Detailed key performance indicators for Human Resources are produced each month for each hospital with associated targets. The HR services strove to meet the needs of the staff in what continued to be challenging times in the health sector throughout 2015.

Finance



The Group faced a significant financial challenge from the outset of 2015 as the budget allocation was approximately 3.1% (€20m) below 2014 expenditure. Spend grew in the latter months of 2014 causing a further increase to this financial challenge. The 2015 year-end position was a deficit of €23m after receiving a supplementary allocation of €29m.

The graph shows our overall spend for 2015 against budget 2015 and spend 2014.

Pay

In 2015 the payroll spend increased on 2014 by €19.9m to €530.9m. An analysis of this figure showed increases across all elements of pay particularly basic pay and agency. All categories of pay have increased due to national agreements, increased numbers of patients attended as in-patients, day-cases and ED combined with the requirement to address waiting list numbers and the winter surge which impacted significantly on pay expenditure.

Non-Pay

2015 non-pay expenditure increased on 2014 by €21.3m. This increased across all clinical costs and was activity related. We also continued to experience additional pressures on the drugs spend with a growth of €8.1m on 2014 spend.

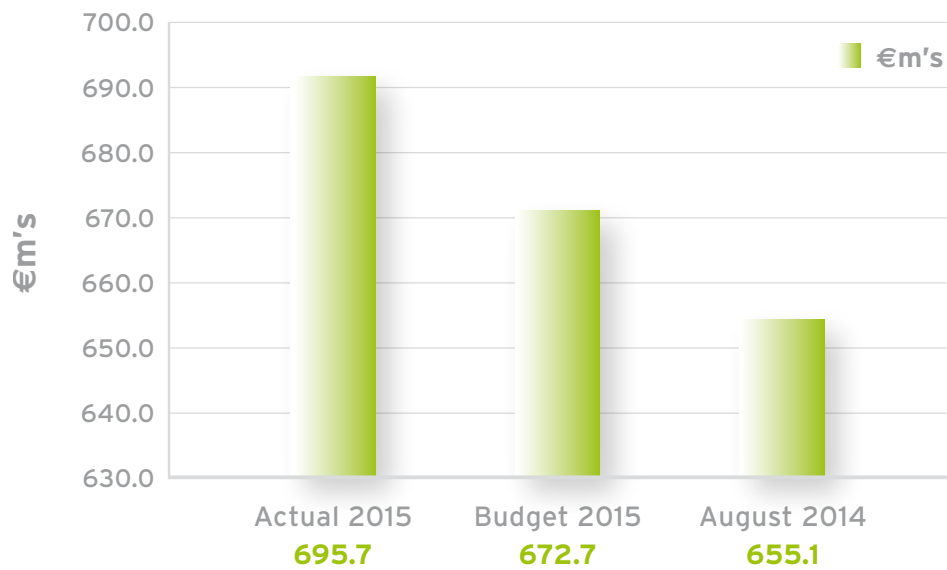
Income

2015 patient related income has reduced by €2.4m on 2014 levels which is a combination of patients not availing of their private insurance cover and also the reduction in patients with private health insurance.

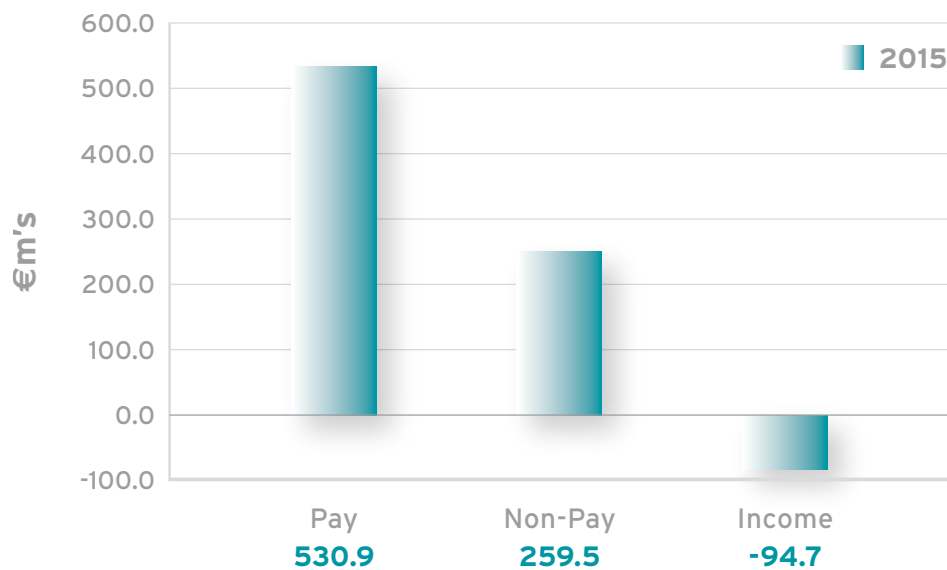
An Taoiseach attending the opening of the Mayo Medical Academy.



Saolta University Health Care Group



Saolta University Health Care Group



Finance Achievements

The implementation of the electronic claims management system (Claimsure) was completed in all the Group hospitals in 2015. We continued to develop our internal audit function including the peer review programme, which involved reviewing audit issues on a monthly basis.

Reporting systems were constantly reviewed and updated. The Business Intelligence Unit (BIU) function was assigned a dedicated resource which will facilitate the production of group-wide timely, accurate and relevant data.

ICT

In early 2015, work commenced with National Chief Information Officer /Ernst & Young and we published the Saolta ICT Strategy which highlighted the need to:

- Recruit a Group-wide Head of IT
- Put an IT organisational structure in place to ensure that IT supports Group business
- Agree data requirements to support Group
- Agree priority systems that will meet and provide data requirement.

A range of key projects which were priorities for the Group and were also part of national rollouts commenced such as Medlis (National Labs), National Maternity, Group PAS, Electronic Medical Records (EDRM), NIMIS in Letterkenny, MOCIS (National Medical Oncology). A three year plan will

be developed in 2016 which will focus on selecting, implementing and resourcing IT priorities as agreed by ICT Steering Group and signed off by Executive Council.

Other Key Updates

The Electronic Document Record Management (EDRM) evaluation team identified a preferred vendor for group EDRM (GUH initial site) in 2015 and will work with National ICT and Group Management on contracts in 2016. The Team have had great interest and support from Medical, Nursing, HSCO and Admin staff for the project. The intention is to roll this out to the Group at the earliest possible stage

PAS (Saolta has 4 PAS functions across the Group)and EPR Clinical process workshops were held across the Group to assess the CSC Lorenzo Product which fed back to Executive Council at end of November 2015.

LUH and SUH worked on order communications for NIMIS and also with Altnagelvin on developing electronic referrals & document sharing which will support Letterkenny patients when they have their radiotherapy treatment in Altnagelvin in 2016.

All hospitals in the Group were signed up for electronic GP referrals. The system for radiotherapy and medical oncology in GUH was upgraded in Q4 2015. The lab servers at GUH and SUH were upgraded to support old hardware issues in late 2015.



Travel Smart app launch

From an infrastructure perspective, GUH experienced a significant IT outage in March 2015. This prompted a review and a report was issued with follow up recommendations. A review group was set up to work on implementing the recommendations. RUH and PUH also undertook data network reviews and these recommendations will be progressed with national ICT in 2016.

Telephony systems tenders were issued for SUH and LUH in 2015

2015 was also a significant year for personal computers (PC) improvements with Microsoft compliance issue - 2,000 personal computers were replaced and 3,000 were upgraded across the Group. In 2016 a similar exercise will be undertaken to ensure service compliance and continued support.

Saolta Arts and Health Programme

Galway University Hospitals Arts Trust (GUHAT) run the west of Ireland's leading arts in health programme as a means of improving the hospital experience for patients, staff and visitors. The Arts Trust believes access to the arts promotes well-being and enhances the hospital environment. They provide a multi-disciplinary programme of events and activities, including exhibitions, participative workshops, music, theatre and poetry for patients, visitors and staff in UHG and MPUH. In July 2015, it was agreed that GUHAT would support other hospitals in the Group in developing an arts programme on the other sites.

The Galway University Hospitals Arts Trust and Arts Committee support and enhance the patient environment in Galway's public hospitals. The aim of the Arts Trust is to involve the arts in the healing process in order to promote the well being of patients, staff and visitors in Galway University Hospitals. The Arts Trust believes access to the arts promotes positive health and it has worked to develop and implement a programme of events and activities that integrates the arts and the health care environment.

Key Highlights in the arts programme in 2015 include:

Visual Arts:

The Arts Corridor in University Hospitals Galway hosted several exhibitions throughout the year. In 2015 ten exhibitions took place including exhibitions by local artists, national and international artists as well as patients, staff and members of the local community.

Cleary Connolly Tour at GUH

Cleary and Connolly were awarded a touring grant for their project called Meta-perceptual Helmets for the Dead Zoo. The project involved a series of sculptures that allowed exploration of varied conditions of vision and perception, some referred to animal vision, such as the chameleon or hammerhead shark. The tour came to UHG for one week in July which coincided with Galway International Arts Festival.





Art @ Work 13

Art@work is the annual exhibition organised by Galway University Hospitals Arts Trust to showcase art produced by the staff of Galway University Hospitals. The exhibition was held on Friday 18 December and launched by Mr. John Behan RHA.

Art@work celebrates its thirteenth birthday this year. Each year the Art@work exhibition aims to uncover more budding artists. This year it featured sixty artworks from 30 staff working in Galway University Hospitals. The exhibition includes a diverse range of media and techniques including: oils, watercolour, acrylic, photography and drawing. In 2015 a second exhibition began in Merlin Park.



Art@work launch December 2015



TIME - UHG by Finbar247

TIME - the installation which marked Mental Health Week was unveiled on Friday October 9th 2015 in the foyer of University Hospital Galway. The exhibition promoted the benefits of living in the now and the main entrance of the hospital foyer was transformed into a space for people to learn about taking positive steps in their life. The large numbers of the hospital community and general public who come through UHG every day experienced the art exhibition, interactive pieces, guided tours, magazines and video documentation. UHG facilitated this project to raise awareness of the very important issue of mental health.

Artist talk with Finbar247, distribution of a zine to complement the artwork, workshops and health and fitness talks by Geoffrey Sheridan also took place.

Other Exhibitions:

- Three exhibitions of patients work in Unit 7 Merlin Park University Hospital
- Exhibition of patients work in Unit 4 Merlin Park University Hospital
- Burning Bright; an arts programme developed with local arts, local authority and health partners for nursing homes in County Galway. Galway Arts Centre hosted the exhibition in May 2015. The exhibition featured work which has resulted from the Art Angel programme in Unit 4 at Merlin Park University Hospital and Unit 7 and St. Ann's ward in UHG

Social Inclusion Week

Social Inclusion Week ran from October 19th-25th and GUH Arts Trust partnered with Ragoon Family Centre in Westside to exhibit work completed by their members. The exhibition was situated in the transit lounge of the main hospital foyer. Young people from the centre in Westside created artworks themed around the idea of 'Community and Diversity' to mark the week. Colourful drawings, photographs and positive messages devised by the group encourage an understanding of social inclusion.

Arts Participation:

Our arts participation strand of our programme continued to grow in 2015 with more patients than ever before taking part in visual art workshops.

Art workshops with haemodialysis patients in Unit 7

The Unit 7 art programme was introduced in 2012 to enhance the experience of dialysis for patients. Art workshops take place during dialysis treatment and are designed around individual needs, interests and nursing priorities. Most participants have never made art before and often exceed their own expectations. The dialysis arts programme was introduced to enhance the patient experience of dialysis with the support of an Arts Council Arts Participation Project Award. In this project phase the participants published a book, exhibited at Galway Arts Centre and redesigned their waiting room. Since then the programme

has continued with support from the Irish Kidney Association, Galway University Hospitals, Saolta University Health Care Group, and the Unit 7 Patient Comfort Fund. Those participating found a more positive, productive use of their time, engaged in a way that distracts from worries and "makes the time fly". Speaking at the launch of the participants' publication **The Magician and the Swallow's Tale**, Nephrologist Dr. David Lappin described the arts programme as "humanizing the environment, providing another level for on which medical professionals can engage with patients". Three exhibitions took place in 2015.

Art Angel workshops in Unit 4 with Marielle MacLeman, St. Ann's UHG with Louise Manifold

The aim of the Art Angel Project was to help older people in hospital explore and develop their own creativity and express themselves freely through art. The Art Angel Sessions had many positive effects. To date participants have had:

- Exhibitions in the main exhibition space in the hospital and in ward areas including in the hospital restaurants
- Exhibitions in Galway Arts Centre
- Created Christmas cards and thank you cards
- Art activities including mask making; clay modelling; puppet making, framed work throughout the departments.



COMMISSIONS:

Neonatal Unit

UHG commissioned GUHAT to design blinds and furnishings for the newly refurbished neonatal unit in UHG. Bláth by Marielle MacLeman is a huge success, with positive feedback from parents and staff.

Literature:

Kevin Higgins continued to visit UHG and Merlin Park every other week. In May there was a reading by participants to celebrate Poetry Day and staff and patients had the opportunity to read their poetry. Poetry by staff and patients was also displayed in the foyer for people to enjoy in the lead up to National Poetry Day.

Poems for Patients exhibition selected by Naomi Shihab Nye

Naomi Shihab Nye launched the twelfth series of Poems for Patience in April. The

poems are displayed on the Arts Corridor during the Cúirt International Festival of Literature and afterwards placed in waiting rooms for patients and visitors to read.

All Ireland Poetry Day 2015 - Menu of Poems

In celebration of Poetry Day 2015, the Menu of Poems was distributed throughout hospitals and health care settings in Ireland. The poetry featured on the Menu was a selection from the Poems for Patience series in Galway University Hospitals and edited by Naomi Shihab Nye. This is a project of Arts and health Co-ordinators Ireland and managed by GUH Arts Trust, kindly supported by the HSE and Poetry Ireland. The Menu of Poems was circulated on National Poetry Day to hospital and health care settings throughout the Saolta Group and other participating hospitals nationally.



Participants from the Creative Writing class with Kevin Higgins.





Hand Hygiene Poetry Competition

Patients and staff were invited to enter a Limerick poetry competition for Hand Hygiene Day which was also celebrated on Poetry Day. Winners were; **Mark O'Loughlin**, Department of Histopathology, Cytology and Molecular Pathology. Highly commended: **Ellen Wiseman** and **Olive Gallagher** PALS Co-ordinators for their joint effort and **Frances Devlin** Senior Medical Scientist in the Histopathology Dept.

Music:

Bealtaine As part of the Bealtaine Festival-celebrating creativity as we age, a series of music performances were held in University Hospital, Galway and Merlin Park University Hospital. Na Cruithne, a local Galway based group played folk and traditional style music.

International Nurses Day

To celebrate International Nurses Day, Na Cruithne played a special performance in the hospital foyer. The music entertained staff, patients and visitors and marked the beginning of a week celebrating the work of nurses in the hospital. A student nurse also read Recovery by Edward Hirsch from the Poems for Patience series.

Culture Night 2015

Culture Night took place on Friday night September 18th. Aindrias de Staic and the Latchikos performed courtesy of Galway City Council.



Staff Recognition Awards

The Saolta University Health Care Group Staff Recognition Awards took place on Friday November 13 at an event in the Sligo Park Hotel.

This was the second year of the Saolta University Health Care Group Staff Recognition Awards which recognises and rewards exceptional staff performance, promotes a sense of pride and reinforces the Saolta University Health Care Group as an excellent place to work.

The awards celebrated achievements in the areas of performance, patient care, innovation, quality, education, training and research. Applicants from across the Groups' hospitals were invited to participate in eight categories. A total of almost 140 entries were received and these were shortlisted to finalists in each category by an independent judging panel. The winners were announced on the evening by event host Norah Casey.

Education and Training Award

This award was presented to nominees who demonstrated outstanding teaching prowess and who served as role models and mentors to other members of staff. The winner of this award was the Intern Boot Camp and Nanny Programme from Galway University Hospitals. Presenting the Education and Training Award to the Intern Boot Camp and Nanny Programme, Maurice Power, CEO of the Saolta University Health Care Group said "The Intern Bootcamp aims to improve levels of preparedness for clinical practice - all 80 interns undergo intensive manikin based simulation training delivered by Intern Co-ordinator Dr Dara Byrne and the team of ten over the course of one month - a unique team-based training for interns in Ireland.

The finalists for this award, in were:

- The Saolta Finance Team at Roscommon University Hospital and Galway University Hospitals for the 'Foundations in Financial Management Course'
- The Breast Team at Letterkenny University Hospital for the 'Breast Cancer Multidisciplinary Course'
- The Haemovigilance, Blood and Tissue Establishment at Galway University Hospitals for 'Education and Training for Transfusion and Tissue Products' and
- The Medical Physics and Bioengineering Team at Galway University Hospitals for 'Training and Education for Technology Based Medicine.

Best Team Award

This award was given to teams whose efforts supported the Saolta Group goals of improving quality, financial performance or patient experience. Each of these teams collaborated exceptionally well towards a common goal and together contributed to the success of their hospital and therefore organisation.

This year's winner was the Diabetic Retinopathy Treatment Service at Galway University Hospitals. Presenting the Best Team award the Diabetic Retinopathy service, Maurice Power added "The Diabetic Retinopathy Treatment Service at Galway University Hospital - exceeded all National Programme requirements and received maximum payments, meaning purchasing new equipment, including a laser machine which allows more patients to receive their sight preserving treatment".

The finalists for the Best Team Award were:

- The Stroke Patients' Early Support Discharge Team at Galway University Hospitals
- The Multi-Discipline Pre-Assessment Clinic at Sligo University Hospital and
- The Friends of Letterkenny General Hospital from Letterkenny University Hospital.

Innovation in a Clinical Area

This award recognised those who showed an innovative way of thinking in a clinical area through new or improved processes or initiatives with measurable positive outcomes in quality, service, financial operations or safety. The winner of this award was Dr Paul O'Connor and his team from Letterkenny University Hospital for their project 'Enhanced Recovery after Surgery'. Presenting the award, Maurice Power said, "This project owes its success to the multi-disciplinary team working to re-design the Joint Replacement Program -it is an excellent example of process re-engineering, delivering quality outcomes for patients and improving efficiencies in the hospital.

The finalists for this award were :

- Paul Mullaney and his team from the Ophthalmology Dept, Sligo University Hospital for their project 'Having The Right People, With The Right Skills, In The Right Place At The Right Time
- Dr Deirdre Jones and the Team from the Plastic Surgery Department of Roscommon University Hospital for their 'See and Treat Clinic'
- Dr Darren Moylette and Team from

Galway University Hospitals for their Transcatheter Aortic Valve Implantation (TAVI) Team

- The Patient Flow in Haematology Day Ward Team, Galway University Hospitals.

Innovation in a Non-Clinical Area

This award was open to innovations in a non-clinical setting and this year's winner was. the Keepsake Tapestries for Bereaved Parents Programme at Sligo University Hospital. Presenting the award, Maurice Power said, "This initiative combines the local Yeats Country Quilters and Sligo University Hospital in offering a gift to bereaved parents, a memento to clothe their beloved during the viewing in the Mortuary - a simple initiative but displays sensitivity and support to the recently bereaved".

The finalists for the Innovation, Non-Clinical award were:

- The Induction Portal Team at Galway University Hospitals
- The Cleaning Solution Team from Roscommon University Hospital
- The 'Electronic Documentation System' from the Consumer Services Office in Sligo University Hospital and
- 'Improving Patient Flow - Developing a Capacity and Demand Framework' Sligo University Hospital.

Exceptional Patient Experience Award

This award was given to those who demonstrate the fine ideals of caring through extraordinary service to patients, families, physicians and co-workers. These were individuals who exhibited a deep understanding and compassion for people, promoted cohesive teamwork and go above and beyond the expectations of their role. The winner of the Patient Experience Award was the Patient Advice and Liaison Service at Galway University Hospitals. Commenting on this service, Maurice Power noted, "This is an exciting project driven by patient experience, and grounded in patience and kindness, PALS provides support and guidance to patients and their families, carers and the public in general".

The finalists for this award were:

- Anne McKeown, Bereavement Liaison Officer, Galway University Hospitals
- Mary Mahon, Clinical Midwife and Lactation Specialist, Portiuncula University Hospital
- Jackie O'Brien, Olive Cummins and Amy Carroll, Colorectal Clinical Nurse Specialists, Roscommon University Hospital
- St Marys Ward for the introduction of the Care Behaviours Assurance System©, Galway University Hospitals.

Quality Improvement Award

This award recognised those whose work improved patient or staff safety; patient care and experience; or quality of service..

Presenting the Award to the Cardiac Diagnostics in the Community Team, Maurice Power, said "This project saw the introduction of cardiac diagnostic tests into the community and away from the acute hospital setting as a jointly funded project with Community Services, thus reducing stress, cost and anxiety for often elderly patients. It has also improved acute patient flow within the hospital, reduced lengths of stay, and reduced numbers of bed days used for patients awaiting cardiac investigations".

The finalists in this category were:

- Leading the Way in Urinary Catheter Care Team, Letterkenny University Hospital
- The Blood and Tissue Establishment, Galway University Hospitals
- National Safer Better Standard - Raising Staff Awareness Project, Roscommon University Hospital and
- The Surgical Day Ward Nurse Competency Book, Galway University Hospitals.

Research Award

This award was given to those whose substantive contribution to research has improved patient or staff safety, care, experience or quality of service. The Atlantic Diabetes in Pregnancy Service at Galway University Hospitals was a joint winner together with the Mayo Medical Academy at Mayo University Hospital. The Atlantic Diabetes in Pregnancy Service focuses on pragmatic clinical and health services research impacting women with Diabetes before, during and after pregnancy. The

outcomes-significant improvements in congenital malformations, miscarriage and stillbirth rates, perinatal mortality for these women in the region are now ranked with the best international groups. Marita Keenan from Sligo University Hospital also worked as part of this team. The Research Award was presented to Professor Kevin Barry, Consultant Surgeon and Dean on behalf of the Mayo Medical Academy which is based at the Hospital. The research, "Efficacy of a Laparoscopically" was published in The Journal of the American College of Surgeons in August this year. This research will have a worldwide impact and will significantly change the analgesic pathways utilised during laparoscopic cholecystectomy.

The finalists for this award were:

- 'Cancer Research and Website: stop cancer dot support', from Letterkenny University Hospital
- 'Supporting Smoking Cessation In Pregnancy: An Observational Study' at Dligo University Hospital.



The final Category was the Unsung Hero Award

This award was presented to a person/team who demonstrated exceptional services to the patients or who have gone 'that extra mile' for their patient, staff and/or service user. The Unsung Hero's this year are a group of nurses who displayed quick thinking, resilience and comradery during a fire last June at Mayo University Hospital. The team were Angel Gavin, Marie Cuffe, Derbhla Esler, Aoife Gibbons, Anna McCarthy and Angela Mohan



Finalists for this award were:

- Mr Conor McLoughlin, Maintenance Manager, Sligo University Hospital
- Dr Ann Meehan, Senior Registrar, Galway University Hospitals
- Fr Bernie Costello, Hospital Chaplain, Portiuncula University Hospital and
- Ms Marie Gately, Endocrinology Department, Galway University Hospitals.



STAFF RECOGNITION AWARD



Intern boot camp and nanny programme.



Looking Forward

Service Priorities for 2016

	Saolta University Health Care Group Priorities 2016	Lead	Timeline
1	Group Restructuring / Integration	<ul style="list-style-type: none"> Chief Clinical Director 	Q4
2	Achieve Key Patient Access Targets: Unscheduled Care <ul style="list-style-type: none"> Emergency Department (ED) Patient Experience Time (PET) 6hr / 9 hr / >74yrs admitted or discharged within 9 hrs targets Trolley waits in ED Implement National Ambulance Turnaround times & monthly monitoring 	<ul style="list-style-type: none"> Chief Clinical Director I/Chief Operating Officer 	Ongoing
3	Achieve Key Patient Access Targets: Scheduled Care <ul style="list-style-type: none"> Inpatient waiting list targets Outpatient waiting list targets Diagnostic waiting list / f Ensure robust system is in place for follow up of Investigations 	<ul style="list-style-type: none"> I/Chief Operating Officer 	Ongoing
4	Reviews <ul style="list-style-type: none"> Implement recommendations of ED and Cardiology review Complete Urology /Haematology reviews & implement recommendations 	<ul style="list-style-type: none"> Chief Clinical Director 	Q4
5	Develop and Implement an Integrated Group Clinical Strategy	<ul style="list-style-type: none"> Chief Executive Officer Chief Clinical Director 	Q3-Q4
6	Develop and maintain relationships with key Strategic Partners <ul style="list-style-type: none"> Community Health Organisations General Practitioners Academic Partners Cooperation and Working Together (Cross border) Western Health & Social Care Trust & Altnagelvin Hospital Charitable Organisations Private Hospitals 	<ul style="list-style-type: none"> Chief Executive Officer 	Ongoing
7	Implement National Safer Better Health Care Standards and Policies Procedures Guidelines across the Group and monitor implementation of quality improvement plans.	<ul style="list-style-type: none"> Chief Clinical Director I/Chief Operating Officer I/Chief Director of Nursing And Midwifery 	Q4
8	Progress next phase of Activity Based Funding while maximising funding within the resources available in our hospitals	<ul style="list-style-type: none"> I/ Chief Financial Officer 	Q4
9	Appoint Chief Information Officer (CIO) and Implement IS Strategy	<ul style="list-style-type: none"> Chief Executive Officer I/ Chief Financial Officer 	Q4

10	<p>Continue implementation of HR Strategy (2014 - 2018)</p> <ul style="list-style-type: none"> • Deliver appropriate and timely recruitment through the Workforce Plan and enhance attractiveness of Saolta to improve staff retention • Enable further roll out of the Clinical Directorate structure, incorporating better staff communication, engagement, attendance, succession management and talent development • Promote Healthy Ireland through the Saolta Implementation Plan 	<ul style="list-style-type: none"> • Group Director of Human Resources 	Q4
11	<p>Implement robust Audit Programme and ensure learning from audits, Serious incidents and local complaint reviews.</p>	<ul style="list-style-type: none"> • Audit Committee • Qualsec 	Ongoing
12	<p>Deliver Key Capital Projects / Physical Infrastructure upgrades</p> <ul style="list-style-type: none"> • Endoscopy Roscommon • 75 bed Ward Block GUH • Radiation Oncology • Medical Devices / Equipment replacement 	<ul style="list-style-type: none"> • I/Chief Operating Officer 	Ongoing
13	<p>Implement National Clinical Guidelines across acute hospitals in Group</p> <ul style="list-style-type: none"> • Sepsis b) Clinical Handover Maternity & Acute c) PEWS 	<ul style="list-style-type: none"> • Chief Clinical Director • I/Chief Director of Nursing And Midwifery 	Q2
14	<p>Ensure control and prevention with compliance with targets of health care associated infections/AMR with a particular focus on antimicrobial stewardship and control measures for multi-resistant organisms, underpinned by the implementation of HIQA National Standards for the Prevention and Control of Health care Associated Infections.</p>	<ul style="list-style-type: none"> • I/Chief Director of Nursing And Midwifery • I/Chief Operating Officer 	Ongoing
15	<p>Implement maternity service improvements in line with HIQA recommendations and other relevant reviews including PUH maternity review</p>	<ul style="list-style-type: none"> • Chief Clinical Director 	Ongoing
16	<p>Ensure the appropriate staff are appraised of the Children First Act and their duties and responsibilities. Provide training to relevant staff in conjunction with Children First development officers.</p> <p>Implement the policy on Safe-guarding Vulnerable Persons at Risk of Abuse in conjunction with Social Care Division</p>	<ul style="list-style-type: none"> • I/Chief Director of Nursing And Midwifery 	Ongoing
17	<p>Develop and Implement Research Strategy for the Group</p>	<ul style="list-style-type: none"> • Chief Academic Officer 	Q4

