



Grúpa Ollscoile Cúram Sláinte  
University Health Care Group

# Saolta University Health Care Group Annual Report 2017





## Saolta University Health Care Group Executive Team



**Maurice Power**  
Chief Executive Officer



**Dr. Pat Nash**  
Chief Clinical Director



**Ann Cosgrove**  
Chief Operating Officer



**Jean Kelly**  
I/ Chief Director of  
Nursing and Midwifery



**Tony Baynes**  
I/ Chief Financial Officer



**John Shaughnessy**  
Group Director of  
Human Resources



## Contents

<b>CEO Foreword</b>	<b>Page 5</b>
<b>Chairman's Message</b>	<b>Page 8</b>
<b>Saolta Hospitals</b>	<b>Page 9</b>
<b>Population Base</b>	<b>Page 10</b>
Demographics	<b>Page 11</b>
Overview of Group Hospitals	<b>Page 15</b>
<b>Patient Activity</b>	<b>Page 16</b>
Summary of Service Delivery	<b>Page 16</b>
Group Activity	<b>Page 16</b>
Individual Hospital Activity	<b>Page 17</b>
<b>Access</b>	<b>Page 18</b>
Scheduled Care Inpatient Activity	<b>Page 18</b>
Scheduled Care Outpatient Activity	<b>Page 20</b>
Unscheduled Care	<b>Page 23</b>
<b>Overview of the Year</b>	<b>Page 27</b>
<b>Key Service Developments</b>	<b>Page 38</b>
Galway University Hospitals	<b>Page 39</b>
Roscommon University Hospital	<b>Page 49</b>
Portiuncula University Hospital	<b>Page 55</b>
Mayo University Hospital	<b>Page 61</b>
Sligo University Hospital	<b>Page 66</b>
Letterkenny University Hospital	<b>Page 70</b>
<b>Nursing and Midwifery</b>	<b>Page 75</b>
National Patient Experience Survey	<b>Page 75</b>
Schwartz Rounds	<b>Page 75</b>
Patient Advisory Liaison Service	<b>Page 75</b>
Clinical Leadership Development Foundation	<b>Page 76</b>
Sepsis	<b>Page 77</b>
Workforce Planning	<b>Page 77</b>
Perioperative Nurse Networking Group	<b>Page 77</b>
Falls Collaboration Working Group	<b>Page 77</b>
Influenza Vaccine	<b>Page 77</b>

# Contents

<b>Chief Academic Office</b>	<b>Page 79</b>
Training and Education	<b>Page 79</b>
Clinical Audit	<b>Page 79</b>
Research and Innovation	<b>Page 79</b>
Infrastructure	<b>Page 79</b>
<b>Quality and Patient Safety</b>	<b>Page 80</b>
Quality and Safety Structures	<b>Page 80</b>
Incident And Complaints Management	<b>Page 80</b>
HIQA National Standards	<b>Page 80</b>
Quality Improvement and Clinical Audit	<b>Page 80</b>
Falls Prevention Collaborative	<b>Page 80</b>
<b>Quality and Safety Overview</b>	<b>Page 85</b>
Clinical Directorates	<b>Page 85</b>
Medical Directorate	<b>Page 85</b>
Peri-operative Directorate	<b>Page 93</b>
Women's and Children's Directorate	<b>Page 96</b>
Radiology Directorate	<b>Page 109</b>
Laboratory Directorate	<b>Page 114</b>
<b>Cancer Services</b>	<b>Page 119</b>
Achievements	<b>Page 120</b>
<b>Resources</b>	<b>Page 122</b>
Human Resources	<b>Page 122</b>
Finance	<b>Page 127</b>
ICT	<b>Page 129</b>
<b>Saolta Arts and Health Programme</b>	<b>Page 130</b>

## CEO Foreword



I am very pleased to present the 2017 Saolta University Health Care Group Annual Report. This is our sixth annual report setting out the Group's achievements, challenges, service improvements, strategic developments and financial and operational activity for the past year.

Once again 2017 was another very busy year for the Group.

In February, we welcomed the Minister for Health, Simon Harris TD to Galway, where he launched the Saolta Cancer Centre Annual Report and was briefed on the many cancer services developments and challenges across the Group. We have a very strong vibrant cancer network service from Donegal to Galway performing at the highest level against a range of nationally set KPIs and are looking forward to developing cancer services further as part of the recently launched National Cancer Strategy.

In September, Mary McAleese, former President of Ireland, officially opened the Design and Dignity Family Room and refurbished Mortuary Viewing Room at Roscommon University Hospital. I would like to acknowledge the work of the Irish Hospice Foundation in partnering with us on many projects across the Group and thank them for their on-going support.

The Rebuild Programme at Letterkenny University Hospital continued in 2017, with the opening of the Haematology and Oncology Day Ward and the Coronary Care Unit. These state of the art units

will greatly enhance patient care and experiences, and provide a significantly improved working environment for staff. The last four years in LUH has seen a huge amount of rebuilding work which has caused significant disruption. I want to acknowledge this and thank both patients and staff for their patience as we get all services and departments in the hospital back up and running.

As in previous years our Emergency Departments were extremely busy with increased attendances across all sites, particularly towards the end of the year. The impact of an ageing population is resulting in greater numbers of patients aged over 75 attending our EDs and this has had an impact on our inpatient capacity and our ability to meet our planned activity targets. A surge in flu cases in the winter months and norovirus outbreaks also added to the delays experienced by patients and the challenges for staff. I would like to take this opportunity to thank all staff for their continued hard work and dedication to providing safe patient care throughout 2017.

I expect that in 2018 we will see an investment in increased bed capacity across all hospitals in the country with the publication in 2017 of the Health Service Capacity Review and the clear understanding for the need for further investment in additional inpatient beds. Additional capacity alone will not solve the problem; there is also an onus on using what we have in a better way, becoming more efficient and increasing productivity and throughput of our bed capacity. We have seen this first-hand with the continuation of the very successful National Patient Flow Improvement Programme with GE

## CEO Foreword

Finnamore in GUH, with a number of successful Kaizen Report-Outs and the cohorting project completed. It is very heartening to see staff in GUH across the many disciplines and specialities involved in the Patient Flow Programme working together, for the benefit of our patients. I am delighted to say that Saolta was approved for phase 2 of the national programme and it is my intention to develop and embed lean management, an improvement culture and innovation in all of our hospitals in 2018.

A number of ICT Projects across the Group continued to be progressed and implemented in 2017. A €2.5m contract was signed with Kainos Evolve to implement a new electronic based patient record system in Galway University Hospitals. This is a much welcomed project as it will allow staff to access patient records quickly and easily 24/7 and reduce the reliance on paper based records. This electronic system will be rolled out to all hospitals in the group in the next two years. Work has also been ongoing to implement a fully integrated Group PAS (Patient Administration System) in conjunction with the Community Health Organisations and I expect we will sign a contract during 2018. We also saw the roll-out and implementation of a new financial system (SAP) in Sligo University Hospital and Letterkenny University Hospital. This was a significant project and I congratulate the staff involved in both hospitals for ensuring a successful transition to the new system.

The results of the National Patient Experience Survey undertaken in May 2017 reflect the great work that is being done by staff daily in each of our hospitals

and highlighted the many positive patient experiences across the Group. The Saolta Group performed very well and I am delighted to say we achieved the highest overall satisfaction rate of any Hospital Group in the country. It is important that we take pride in this and celebrate our success. We are however keen to address areas where we can improve the service we provide to our patients and I know Jean Kelly, Group Director of Nursing and Midwifery is working with the individual hospitals on plans to address these areas.

There were no Board of Directors Meetings held in 2017, with the previous Board Members term of office having expired in late 2016. Following a national recruitment campaign, Minister for Health, Simon Harris appointed eleven Non-Executive Directors to our Board of Directors in December 2017 for a three year term. I am delighted that Dr John Killeen has remained in his post as Chairperson. Some of our original board members have remained with us and I wish them and our new Board members well in their roles and look forward to working with them over the coming years.

Throughout this report you will read of the many achievements in 2017 and how we performed in terms of our operational plan. But while the day-to-day running of health services is of paramount importance there is also a requirement to look strategically to the future and what will our Group be doing in the next five years. The establishment of our Group Project Management Office (PMO) in March 2017 was an important milestone. This office has allowed us to put full time resources in place to solely focus on our strategic plans. They



have undertaken significant work in progressing the Saolta Group Integrated Governance Project and our Group Corporate Strategy 2018-2023 under the guidance of Dr. Pat Nash and Jo Shortt. I expect to we will be publishing our Saolta Strategy late 2018 and this will provide the roadmap for service delivery for the group over the coming years.

Services continued to be developed at Roscommon University Hospital with the commencement of theatre sessions for urology dealing with the waiting lists for the Saolta Group. This initiative is an example of the continued collaboration and working between our hospitals across the Group.

During 2017 Mayo University Hospital went through a significant change in senior management team structures and governance. The hospital achieved a successful transition by partnering with the HSE National Quality Improvement Division, led by Dr. Philip Crowley, utilising the National Framework for Improving Quality resource.

In November Galway University Hospitals hosted the first GUH Health and Social Care Professionals Conference, which was attended by over 90 staff from across the Group with local, national and international speakers. This was a very positive and successful event and it is planned to hold a similar event in 2018.

I am very pleased to say that our hospitals and staff were the recipients of many national awards throughout 2017. Portlinculla University Hospital was one of the first hospitals in the region to achieve the 'Gold' Standard Happy Heart Healthy Eating Award from the Irish Heart Foundation thanks to their Catering Departments work in ensuring that the food and menus in the staff dining room meet healthy eating guidelines. Sligo University Hospital

was presented with the Pakman Award for Food Waste Management sponsored by the Department of Communications, Climate Action and Environment in recognition of their efforts to reduce food waste, landfill waste and increase recycling. In University Hospital Galway a team from the Blood and Tissue Establishment were the winners of two HSE Excellence Awards (Best Team Award and Popular Choice Award) held in Farmleigh House in December, for their work in producing serum eye drops used to treat a range of ocular surface disorders. Thanks to this treatment many patients in Ireland have had an improved quality of life and no longer have to travel abroad to avail of this service.

In November I was delighted to again host the third Saolta Staff Recognition Awards. Over 145 projects and initiatives were nominated from all hospitals across the Group, highlighting our many achievements in research, education and training, clinical innovation, non-clinical innovation, patient experience, quality improvement and the unsung hero award. This was a very enjoyable event, allowing staff from all the hospitals to meet each other and share their experiences.

There were many new staff appointments to the Saolta Group over the past year. I am delighted to welcome Jo Shortt, Group Portfolio Manager; Mary Garvey, General Manager at Roscommon University Hospital; Siobhan Canny, Group Director of Midwifery and Fergal Hickey who was appointed as Group Clinical Director for Quality and Safety.

Finally, I would like to thank all those who have contributed to this annual report.

**Maurice Power**

*Chief Executive Officer*



## Chairman's Message



Dr John Killeen,  
Chair Saolta University  
Health Care Group

On behalf of the Board of Directors, I welcome the publication of the 2017 Saolta University Health Care Annual Report.

The Board of Directors have a key role in advising and assisting the Executive, providing oversight and supporting the strategic objectives of the Group. While there were no Board Meetings held in 2017, due to the previous Board Members terms of office having expired in late 2016, the work of the Board continued throughout the year. Ms. Phyllis Mac Namara continued in her role as a patient advocate on the Group Patient Council and Patient Experience Committee. The Board Audit Committee also continued to meet, holding four meetings in 2017, and providing advice and oversight of financial and operational risks, review of audit reports and evaluating the effectiveness of internal controls.

Following a national recruitment campaign in 2017, the Minister for Health Simon Harris appointed eleven Non-Executive Directors in December. The new Board of Directors have a three year term of office and will meet 10 times per year, with two of these meetings being held in public. Meetings will be rotated across each of the hospitals in the Group which will provide Board Members with an opportunity to visit each of the hospitals and to meet staff. Our new Board Members are: Dr Aislinne Freeman, Dr Brendan Day, Brian Thornton, Prof Ciarán Ó hÓgartaigh (President of NUIG), Darina Kneafsey, Dariona Conlon, Gerry McManus, Dr John Morris, Mary Dunne, Phyllis Mac Namara and Tom Canavan. I wish them well in their roles and look forward to working closely with them over the coming three years.

In 2017 significant work continued on the Saolta Group Integration Project. Work was ongoing throughout the year towards the development of clinical governance structures, with Clinical Networks for Cancer and Women's and Children due to be implemented in 2018. The new clinically led services will have clear benefits for patients and staff by bringing decision making closer to the patient.

I welcome the results of the National Patient Experience Survey 2017. The Saolta Group performed very well and on behalf of the Board of Directors, I wish to thank all our staff and acknowledge their continued hard work and commitment to patient care in 2017 and I look forward to working with you in the coming year.

**Dr John Killeen**  
*Chairman*  
*Saolta University Health Care Group*

## Saolta Hospitals

The Saolta University Health Care Group is comprised of:

- 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*



Sligo University Hospital



Mayo University Hospital



University Hospital Galway



Merlin Park University Hospital



Letterkenny University Hospital



Roscommon University Hospital



Portiuncula University Hospital



NUI Galway

## Population Base

According to the 2016 Census the population of the area was 709,880 an increase of 0.9% over the 2011 Census. However, as some patients attending Saolta are outside of these counties there is an estimated population of 730,513 (Health Finder <https://finder.healthatlasireland.ie/>). The largest increase in population was in Galway City (3139 or 4.2%) and Galway County (4266 a 2.4%) whilst Donegal had a decrease of 1.2% (-2382). The population of Saolta constitutes 14.9% of the whole population

Table 1. Population Saolta 2016

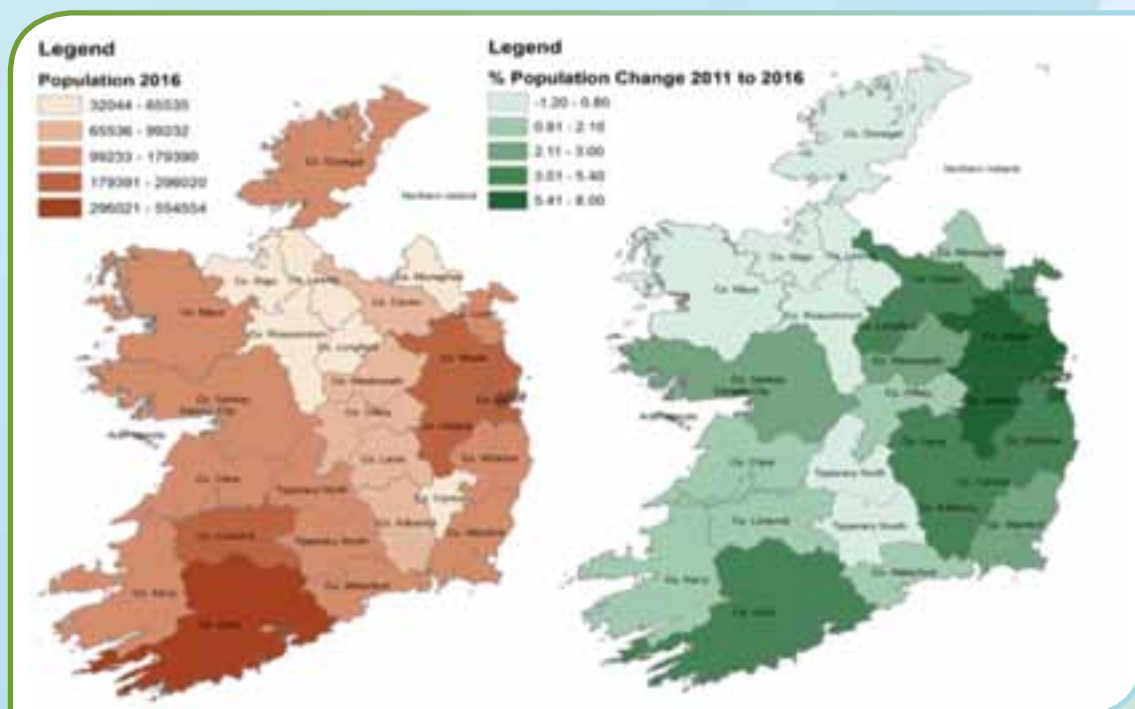
Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)

County	Population 2016	Population Change 2011-2016	% Change 2011-2016	Population % of National Population
Galway City	78668	3139	4.2	1.7
Galway County	179390	4266	2.4	3.8
Leitrim	32044	246	0.8	0.7
Mayo	130507	-131	-0.1	2.7
Roscommon	64544	479	0.7	1.4
Sligo	65535	142	0.2	1.4
Donegal	159192	-1945	-1.2	3.3
Saolta	709880	6196	0.9	14.9
State	4761865	173613	3.8	

The region has some of the least populated counties in the State (Sligo, Leitrim and Roscommon), and overall the population in the region has stayed static since Census 2011. The population in the region is expected to grow by approximately 1.6% (11,706) between 2016 and 2021 (based on CSO M2F2 Population Projections –[www.cso.ie](http://www.cso.ie)).

Fig. 1 Population Density 2016 by County and % Population Change 2011-2016

Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)



## Demographics

Saolta is unique in a number of aspects. It is comprised only of statutory hospitals and it provides care to a clearly defined geographical population- covering over a quarter of the country. The Saolta area comprises the counties of Donegal, Sligo, Leitrim, Galway, Mayo and Roscommon.

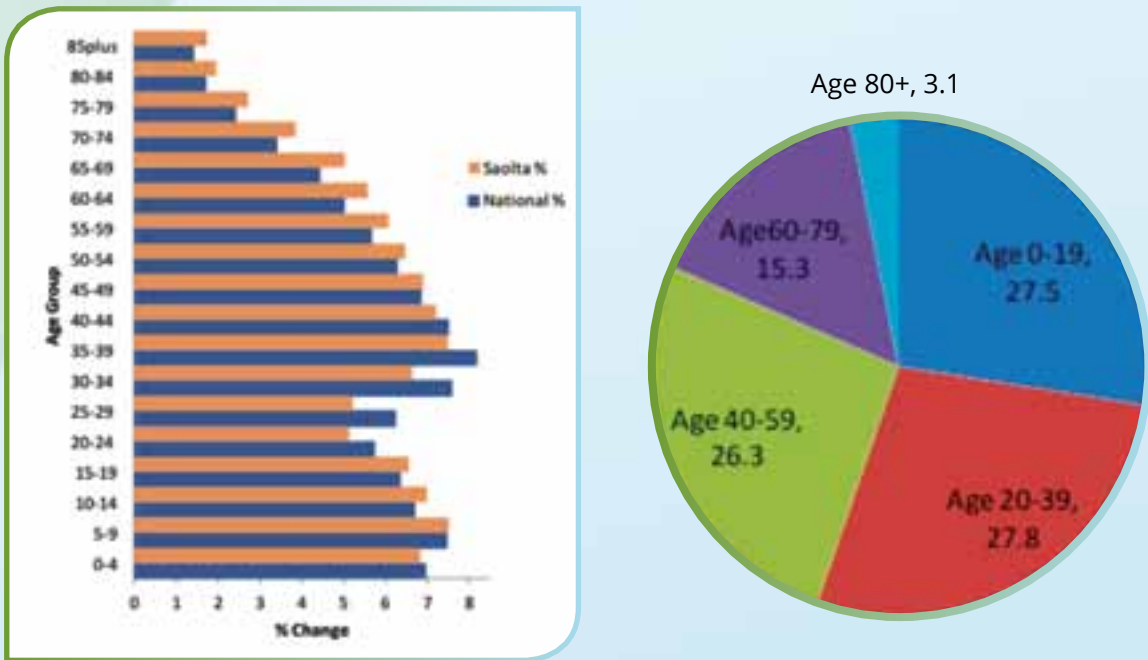


## Age

The age profile for Saolta from Census 2016 shows that the area has a higher proportion of those aged 65 plus (15.3% compared to a national figure of 13.4%). The greatest increases were in the older age groups, particularly those aged 60-79 (+17,113 a 67% increase in this age group since 2011). The greatest decrease was in the 20-39 age group (-22,632 a -47% decrease since 2011).

Fig. 2 & 3. Population Pyramid % by 5 year Age Group and % of Population by Age Group in Saolta by 20 year age groups

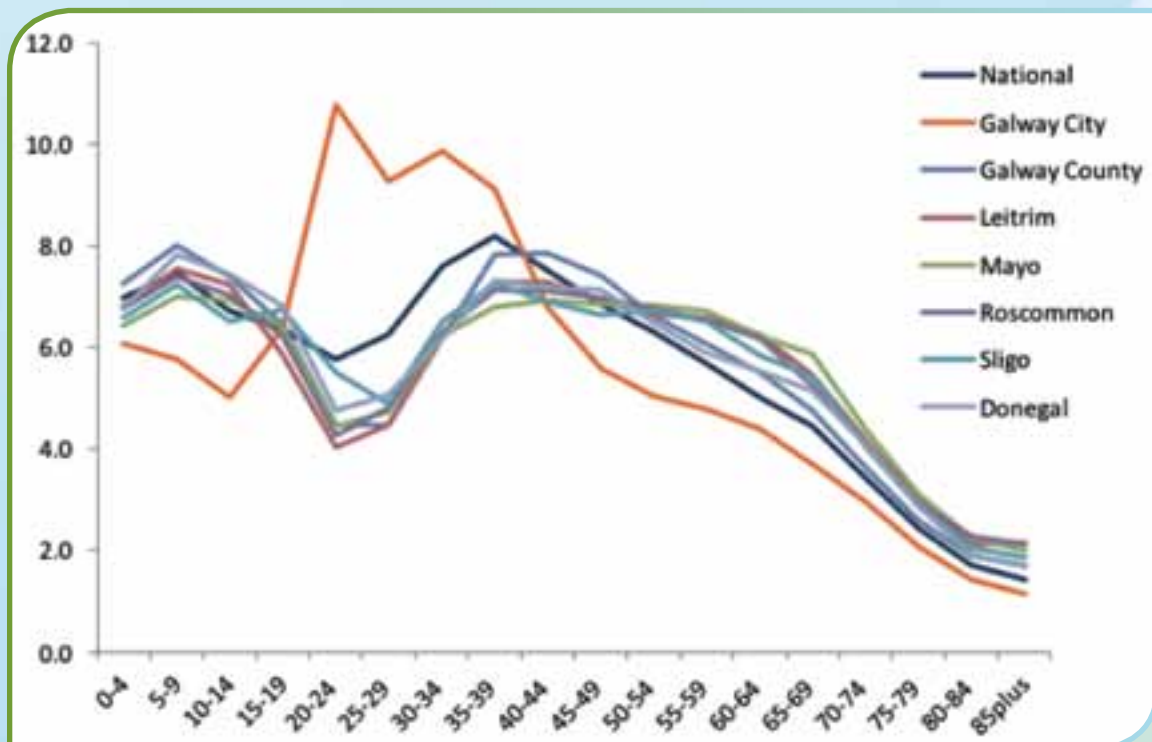
Source: www.cso.ie



There are large regional variations in age, Galway City has a very different profile to the other Saolta counties with a much higher population in the 15-39 year age group and a lower child and elderly population, whilst all other counties have higher than national rates in the 55 years and older age groups.

Fig. 4. Population % by 5 year Age Group by County.

Source: www.cso.ie



## Vulnerable Populations

Travellers, homeless and migrant populations are at risk groups with lower life expectancy, poorer health outcomes and with an increased likelihood of chronic disease.

Saolta has a large Traveller population of 7,236 or 10.9 per 1,000 population (national rate 6.6). Galway City and County have the second and third highest rates nationally at 21.2 (1606) and 14.9 (2640) respectively -

Table 2. Traveller Population 2016

Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)

	Irish Travellers	Irish Travellers per 1,000 population
State	30987	6.6
Galway City	1606	21.2
Galway County	2640	14.9
Leitrim	203	6.4
Mayo	1299	10.1
Roscommon	516	8.1
Sligo	386	6.0
Donegal	586	3.8
Saolta	7713	10.9

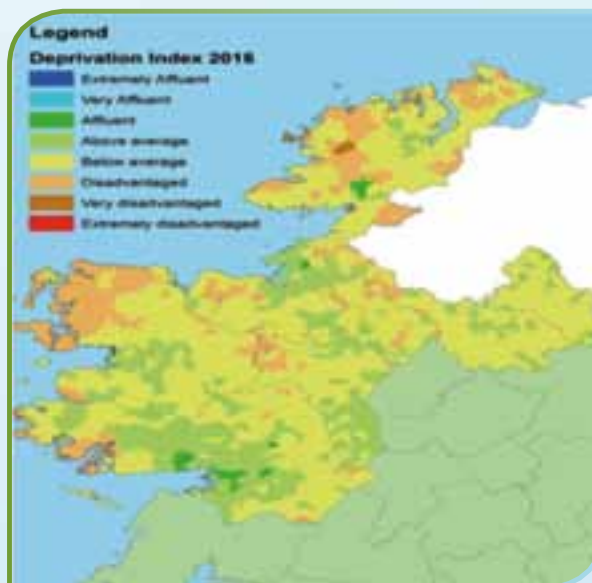
Homeless figures for November 2017 (Department of Housing Planning & Local Government <http://www.housing.gov.ie/>) show that there were 266 homeless adults in the Saolta region (167 males and 99 females) of whom 74% (199) were in Galway. Of the 266, 104 were in Private Emergency Accommodation, 34 in Supported Temporary Accommodation, 14 in Temporary Emergency Accommodation and 16 in other accommodation.

## Deprivation

The Deprivation Index based on Census 2016 shows that Donegal is the second most deprived Local Authority area nationally; Mayo, Leitrim and Roscommon are ranked 23rd, 22nd and 20th respectively. Galway Co. is the 10th most affluent and Galway City is the 3rd. The Deprivation Index map below shows that in the region there are high levels of disadvantaged particularly in Belmullet, Achill, South Connemara and in county Donegal.

Fig. 5. Deprivation by Electoral Division 2016 for Saolta region

Source: Trutz Haas Deprivation Index and Census of Ireland 2016. [www.pobal.ie](http://www.pobal.ie) and [www.cso.ie](http://www.cso.ie)



## Disability

The level of self-reported disability in the Saolta area is 96,964 or 13.66% of population (national 13.51%). Within the region there is a clear demonstration of the link between disability, age and deprivation. Galway city and county have lower levels of disability than the national rate and all other counties in the region have levels higher than the national rate.

Table 3. Self Reported Disability 2016

Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)

	Total persons	Total persons with a disability	% Persons with disability
National	4761865	643131	13.51
Galway City	78668	10133	12.88
Galway County	179390	22523	12.56
Leitrim	32044	4486	14.00
Mayo	130507	17977	13.77
Roscommon	64544	9313	14.43
Sligo	65535	9577	14.61
Donegal	159192	22955	14.42
Saolta	709880	96964	13.66

## Key Messages

- Saolta has a stable population base population with the only growth in Galway city and county.
- Saolta has a rapidly ageing population, County Mayo in particular.
- Saolta has specific areas of deprivation mainly in Donegal and around the western seaboard.



## Overview of Saolta Group Hospitals

Table 4: Saolta University Health Care Group Hospitals

Hospital	Acronym	Size	Inpatient beds
Galway University Hospitals (University Hospital Galway & Merlin Park University Hospital)	GUH	Model 4	693
Letterkenny University Hospital	LUH	Model 3	328
Sligo University Hospital	SUH*	Model 3	281+8*
Mayo University Hospital	MUH	Model 3	309
Portiuncula University Hospital	PUH	Model 3	194
Roscommon University Hospital	RUH	Model 2	63

\* 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.

## CHO 1 and CHO West

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



## Patient Activity

### Summary of Service Delivery

The Group provided a full range of acute hospital services and its annual activity in 2017 was:

#### Group activity to end December 2017

Category	2016 Activity	2017 Activity	Variance Year on Year
Births	9528	9024	-5.29%
Day cases	184133	181231	-1.58%
ED presentations	198721	202747	2.03%
ED admissions	53826	55315	2.77%
Inpatients	113849	114594	0.65%
Outpatients	614292	624043	1.59%
Urgent Care Centre	5085	6195	21.83%

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

GUH 2017			
Category	2016 Activity	2017 Activity	Variance Year on year
Births	2991	2844	-4.91%
Day cases	91881	88887	-3.26%
ED presentations	60896	62355	2.40%
ED admissions	14769	15253	3.28%
Inpatients	38515	39148	1.64%
Outpatients	271080	276217	1.90%

SUH 2017			
Category	2016 Activity	2017 Activity	Variance Year on year
Births	1351	1307	-3.26%
Day cases	27315	27534	0.80%
ED presentations	36363	37676	3.61%
ED admissions	9649	9675	0.27%
Inpatients	18360	18395	0.19%
Outpatients	131665	131685	0.02%

RUH 2017			
Category	2016 Activity	2017 Activity	Variance Year on year
Day cases	6904	8235	19.28%
Inpatients	1850	1780	-3.78%
Outpatients	18038	17933	-0.58%
Local Injuries Unit	5085	6195	21.83%

LUH 2017			
Category	2016 Activity	2017 Activity	Variance Year on year
Births	1728	1663	-3.76%
Day cases	22667	21882	-3.46%
ED presentations	39545	39830	0.72%
ED admissions	11110	11969	7.73%
Inpatients	23521	23124	-1.69%
Outpatients	80405	81662	1.56%

PUH 2017			
Category	2016 Activity	2017 Activity	Variance Year on year
Births	1814	1668	-8.05%
Day cases	9610	9371	-2.49%
ED presentations	26136	25613	-2.00%
ED admissions	8519	8794	3.23%
Inpatients	13215	13099	-0.88%
Outpatients	50635	54514	7.66%

MUH 2017			
Category	2016 Activity	2017 Activity	Variance Year on year
Births	1644	1542	-6.20%
Day cases	25756	25322	-1.69%
ED presentations	35781	37273	4.17%
ED admissions	9779	9624	-1.59%
Inpatients	18388	19048	3.59%
Outpatients	62469	62032	-0.70%

## Scheduled Care

The National waiting list targets for 2017 were as follows:

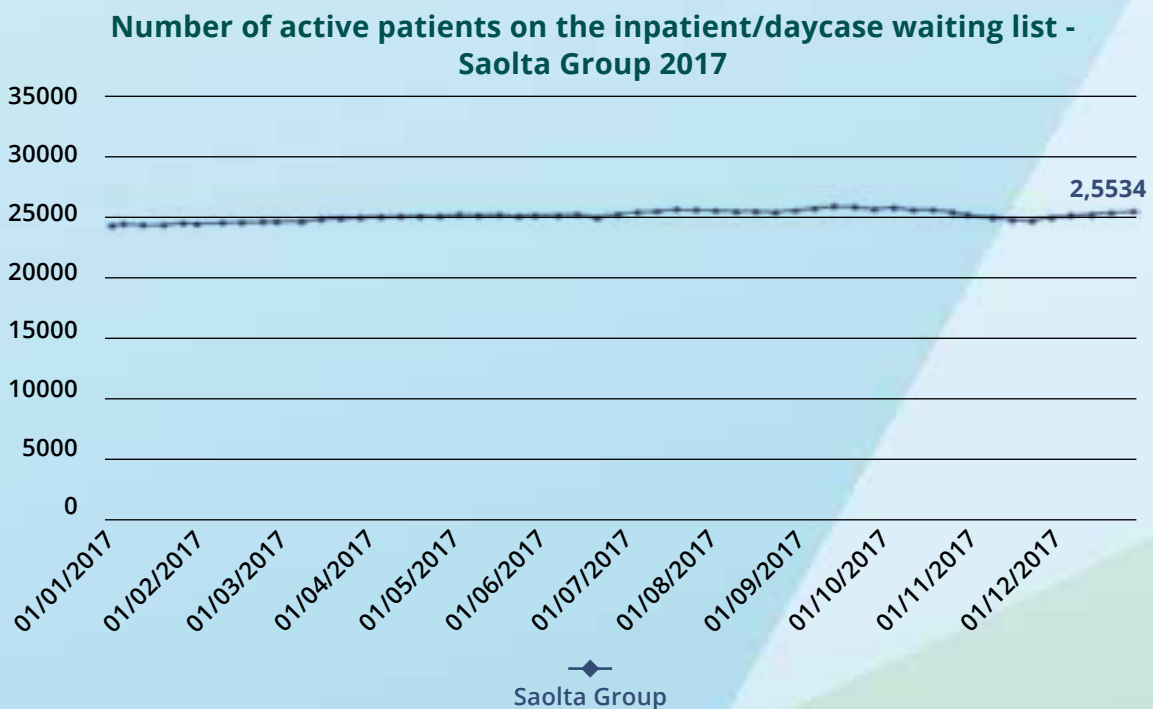
1. Outpatients
  - 85% of patients to be seen within 12 months (new appointments)
2. Adults Inpatients and Day Cases
  - 90% of patients to be treated within 15 months (inpatient)
  - 97% of patients to be treated within 15 months (day case)
3. Colonoscopy / Gastrointestinal Service
  - 100% of urgent patients to be treated within 4 weeks
  - 70% of routine patients to be treated within 13 weeks
4. Paediatrics
  - 95% of paediatrics to be treated within 15 months (inpatient)
  - 97% of paediatrics to be treated within 15 months (day case)

An interim target for 2017 was set nationally that no patient would be waiting greater than 18 months by July 2017 for inpatients / day cases and no patient would be waiting greater than 15 months by the end of December 2017.

There were 2785 patients breaching the 15 month target and 1685 patients breaching the 18 month target at the end of December 2017 across a number of specialties. The largest numbers were in the areas of Plastics, Urology, Oral Surgery, ENT and Ophthalmology.

## Scheduled Care Inpatient Waiting list

At the end of December 2017 there were 25,534 patients waiting for an inpatient procedure in the Saolta Group.



**Saolta Group inpatients breaching 15 months:**

At the end of December there were 2,785 patients breaching 15 months.

**Number of active patients breaching 15 month target - Saolta Group 2017**



**Saolta Group Inpatients breaching 18 months:**

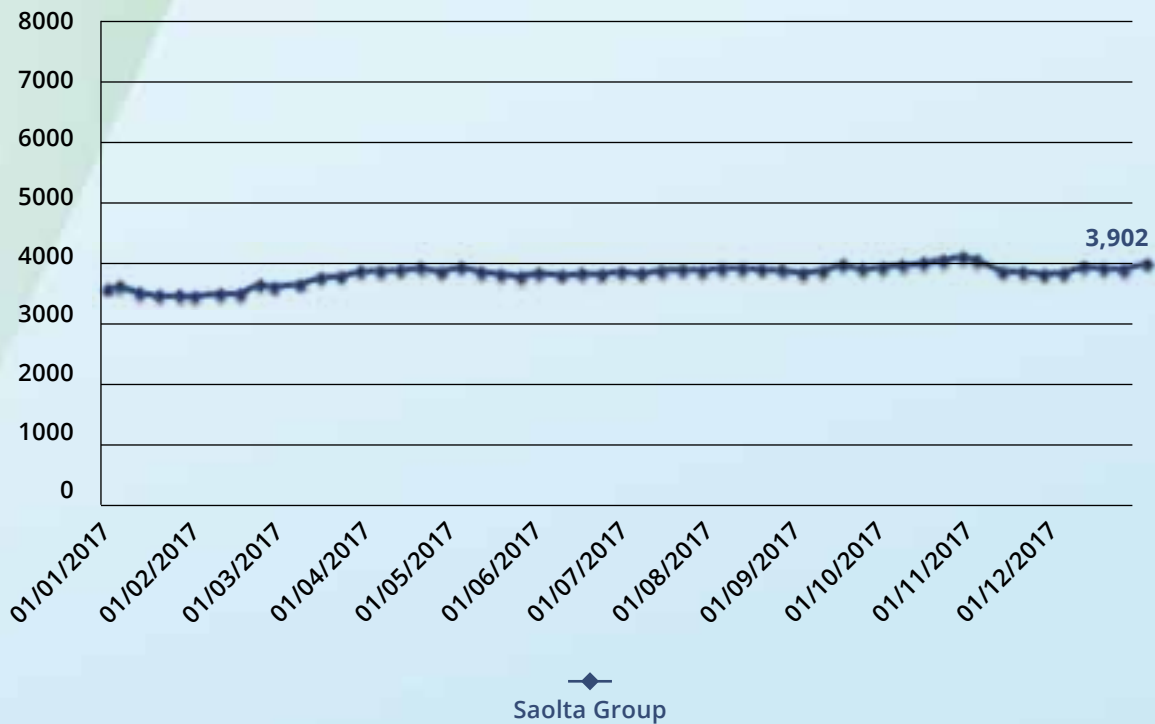
At the end of December there were 1,685 patients breaching 18 months.

**Number of active patients breaching 18 month target - Saolta Group 2017**



At the end of December 2017 there were 3,902 patients on the GI Scope waiting list.

### Number of active patients - GI Scopes - Saolta Group 2017



At the end of December 2017 there were 1950 patients breaching the scopes target.

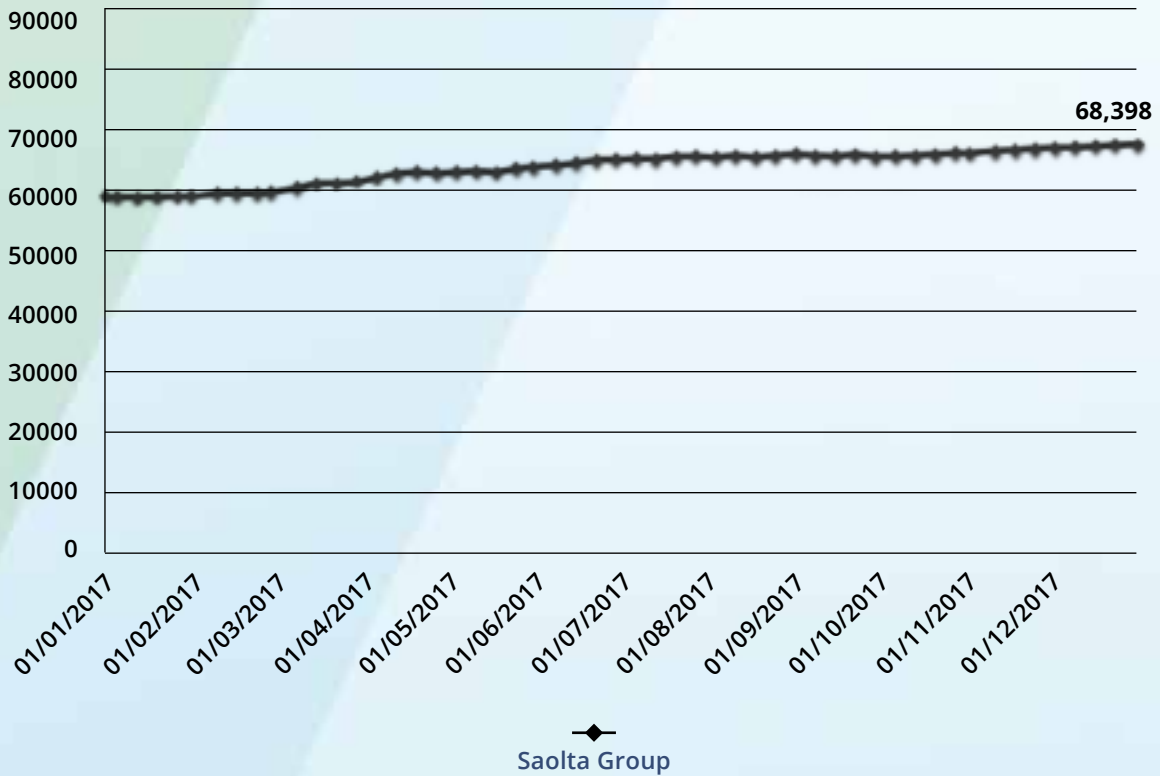
In 2017 the focus was on achieving the interim target in relation to the number of patients awaiting inpatient/day case procedures. Across the Group the interim target was broadly achieved. This was achieved through maximising scheduled activity, undertaking some initiative lists in a number of specialties, moving activity between hospitals and some outsourcing to the private sector.

### Outpatients

At the end of December 2017 there were 68,398 patients waiting for an outpatient appointment across the Group, with 19,694 patients breaching the 12 month SDU target.

There were 14,158 patients breaching the 15 month waiting time target and 9,715 patients breaching the interim 18 month wait time target at the end of December 2017. The largest numbers were in the specialties of Rheumatology, Urology, Orthopaedics, ENT and General Medicine. The Saolta Group has very significant challenges to address the OPD waiting lists given the existing numbers waiting and ongoing high referral rates.

**Number of patients on the outpatient waiting list (no date) - Saolta Group 2017**



**Outpatients breaching 12 months:**

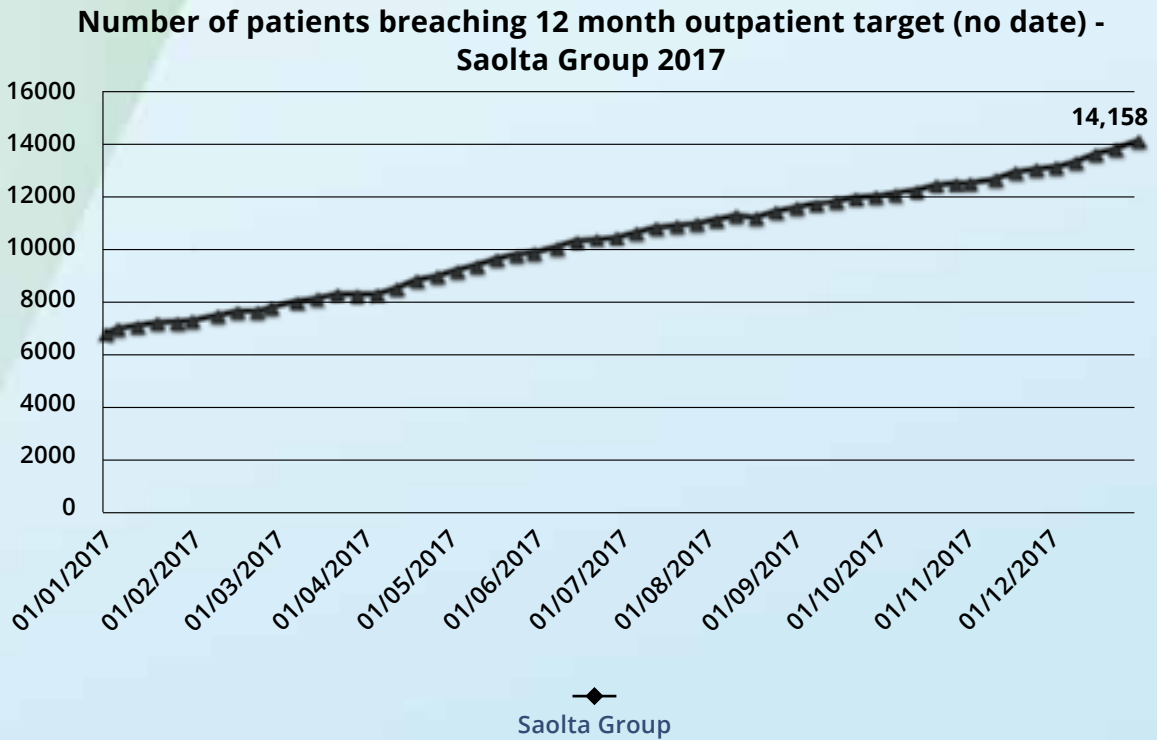
The number of patients breaching the outpatient target at the end of December was 19,694.

**Number of patients breaching 12 month outpatient target (no date) - Saolta Group 2017**



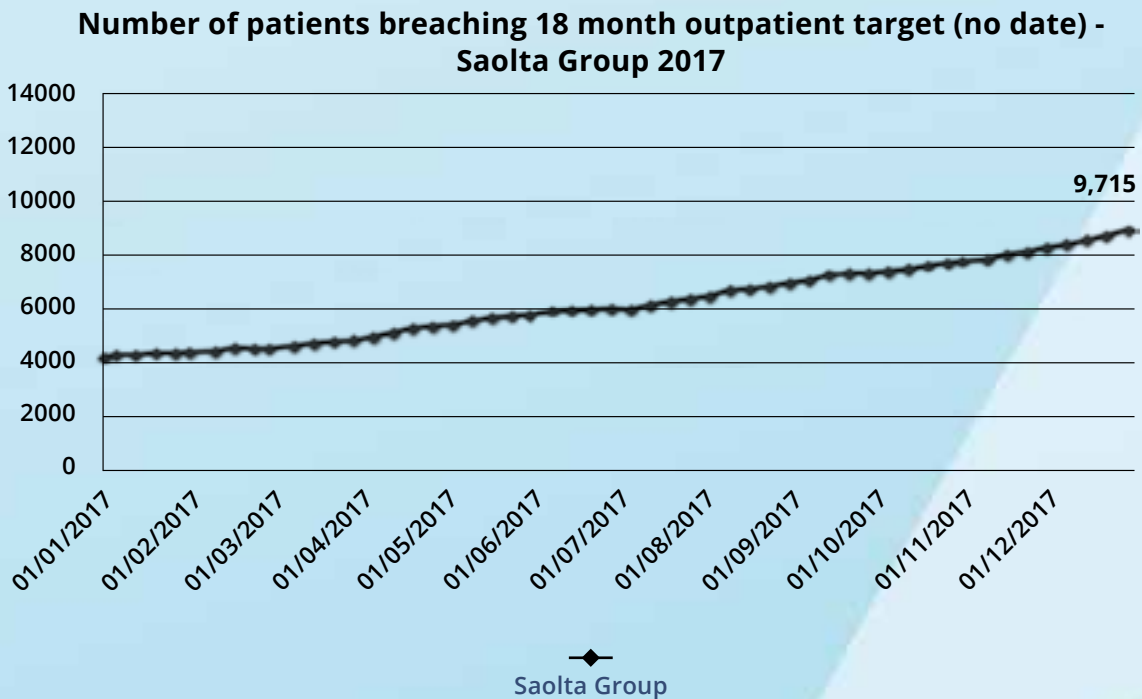
### Outpatients breaching 15 months:

At the end of December there were 14,158 outpatients with no date breaching 15 months.



### Outpatients breaching 18 months:

At the end of December there were 9,715 outpatients with no date breaching 18 month.



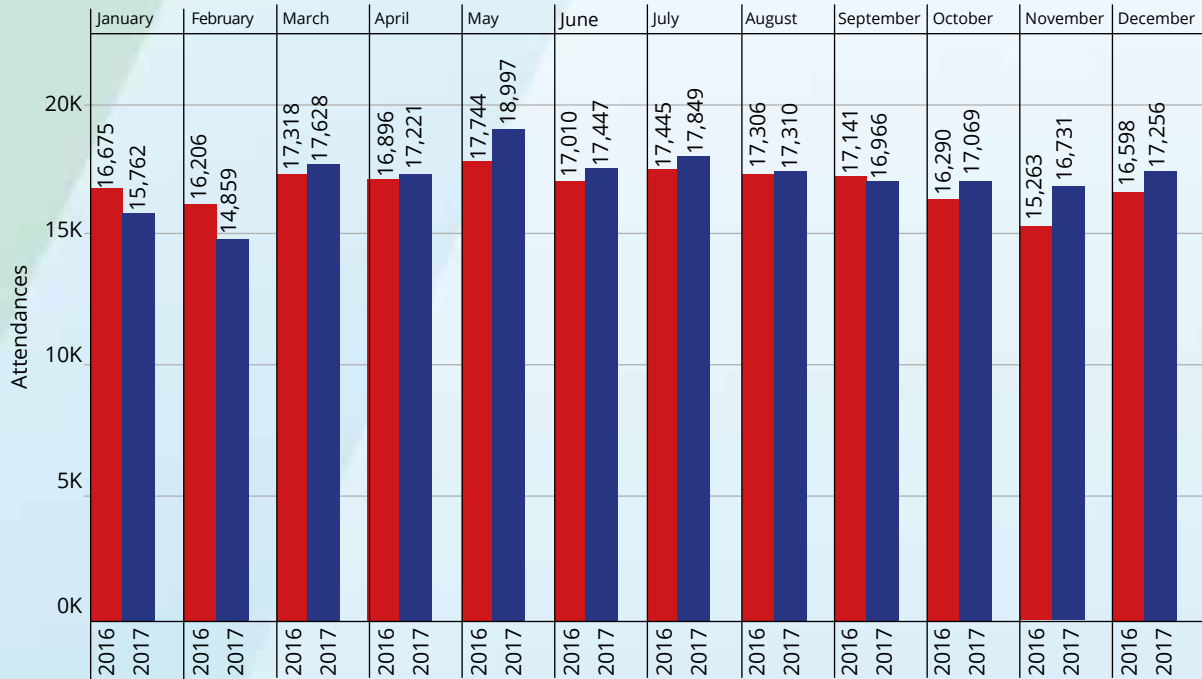
Validation of outpatient waiting lists was undertaken in 2017. Additional capacity was created where possible however significant capacity increases and protocol driven referrals need to be progressed.



## Unscheduled Care

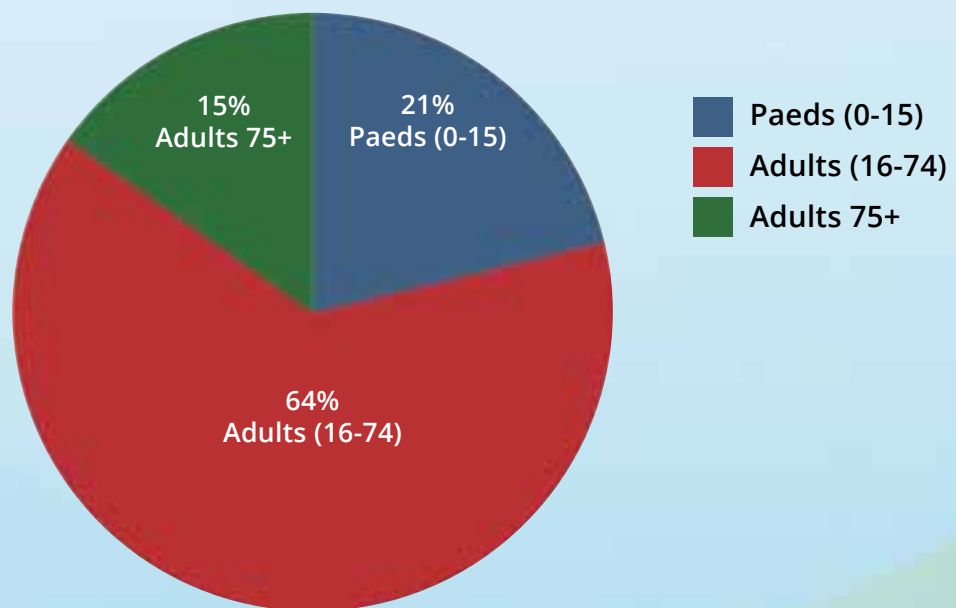
2017 has been another challenging year for the Group in terms of unscheduled care, although neither ED attendances nor admissions varied much from the previous year.

### ED Attends Trend Group - Saolta University Health Care Group



## Age Profile

Group(s) - Saolta Healthcare University Hospital Group; December 2017



Attendances by patients over 75 years has increased on most sites and over 75 year old admissions have increased across all sites.

Attendances at ED (Ages: 75+)

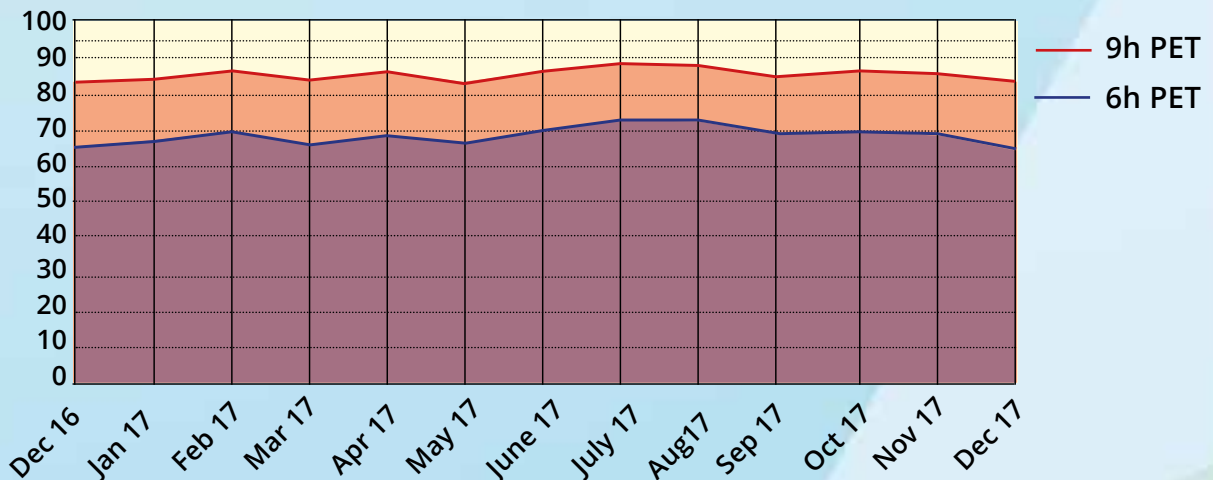
2017				2016		% Charge	
Hospital Group	Hospital	Dec.	YTD	Dec.	YTD	Current Month	YTD
Saolta Healthcare University Hospital Group	Galway	625	7,225	599	7,059	4.3%	2.4%
	Letterkenny	571	6,355	568	6,051	0.5%	5.0%
	Mayo	580	5,960	544	5,922	6.6%	0.6%
	Portiuncula	321	3,673	323	3,688	-0.6%	-0.4%
	Sligo	526	5,670	461	5,188	14.1%	9.3%
		2,623	28,883	2,495	27,908	5.1%	3.5%

Admitted from ED (Ages: 75+)

2017				2016		% Charge	
Hospital Group	Hospital	Dec.	YTD	Dec.	YTD	Current Month	YTD
Saolta Healthcare University Hospital Group	Galway	379	3,989	362	3,914	4.7%	1.9%
	Letterkenny	375	4,213	377	4,084	-0.5%	3.2%
	Mayo	357	3,648	361	3,517	1.7%	3.7%
	Portiuncula	179	2,051	190	2,001	-5.8%	2.5%
	Sligo	321	3,095	259	2,755	23.9%	12.3%
		1,621	16,996	1,549	16,271	4.6%	4.5%

Patient Experience Time (PET) compliance has remained fairly static over the year for both the 6 hour and 9 hour targets, but unfortunately falls short of the 75% and 100% targets respectively.

Saolta University Health Care Group: Monthly performance tp PET Targets



The resulting trolleys number have varied slightly less in 2017 and are improved on the numbers from 2015, but numbers on some sites were still unacceptably high during the winter period.

### 30 Day Moving Average Continuous

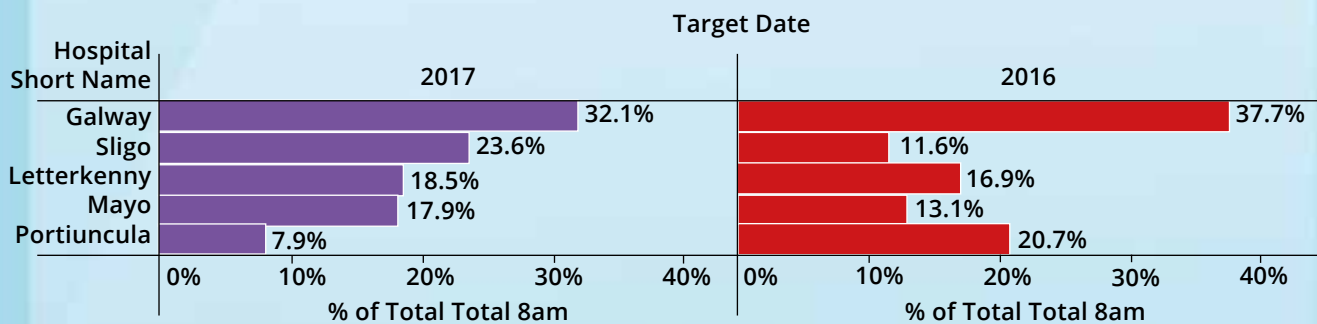
Group(s) - Saolta Healthcare University Hospital Group; Hospital(s) - All



UHG remained the most challenged site in terms of high trolleys numbers with SUH also facing challenges. PUH made significant improvement in 2017 compared to last year. Percentage contribution of each site to TrolleyGAR as below.

### % Hospital Contribution to 8am TrolleyGar Count

Group(s) - Saolta Healthcare University Hospital Group; December





## Overview of the year

### January

#### Heart Attack Patients from County Donegal Benefit from Cross Border Service in Northern Ireland

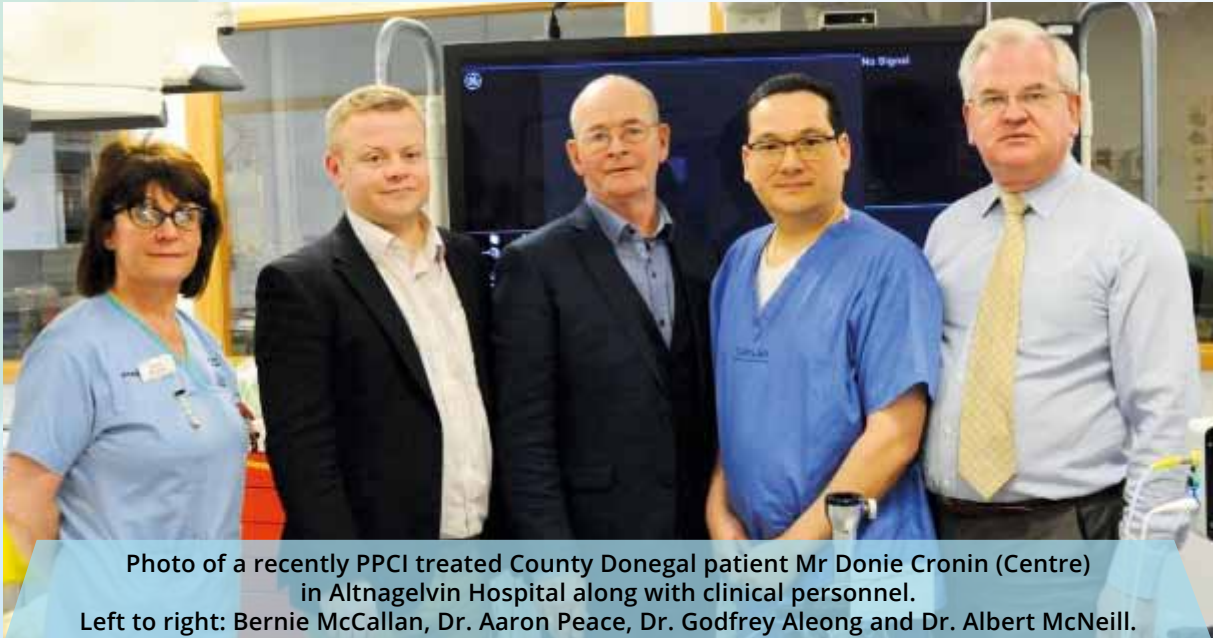


Photo of a recently pPCI treated County Donegal patient Mr Donie Cronin (Centre) in Altnagelvin Hospital along with clinical personnel.  
Left to right: Bernie McCallan, Dr. Aaron Peace, Dr. Godfrey Aleong and Dr. Albert McNeill.

A cross border cardiology service at Altnagelvin Hospital in Derry/Londonderry has enabled patients from County Donegal with a diagnosed ST-Elevation Myocardial infarction condition (heart attack) to receive lifesaving primary Percutaneous Coronary Intervention (pPCI Services) treatment.

The 24/7 clinical service commenced with the co-signing of a comprehensive cross border Service Level Agreement by the Western Health & Social Care Trust (WHST) and Saolta University Health Care Group (Saolta). This has made provision for potentially 50 to 60 patients per year receiving this life-saving care.

The first-of-its-kind cross border service is the result of a review of Cardiology Services in the North West area, completed in 2013 and chaired by Dr Colm Henry, National Clinical Advisor for HSE Acute Hospitals. A key recommendation in the report stated

that patients requiring pPCI who are within 90 minutes road time from Derry should be referred to Altnagelvin Hospital.

The patients from County Donegal who received pPCI treatment at Altnagelvin Hospital were successfully treated and transferred after their procedure by ambulance to Letterkenny University Hospital or Sligo University Hospital.

The pPCI service developed as a result of close co-operation between medical, nursing, ambulance and managerial staff from various stakeholder organisations North and South of the border. These included Saolta University Health Care Group, the Western Health & Social Care Trust, Health & Social Care Board (NI), Public Health Agency for NI, the HSE National Ambulance Service, Northern Ireland Ambulance Service (NIAS), Cooperation & Working Together (CAWT) partnership and County Donegal General Practitioners.

### Launch of Saolta University Health Care Group Cancer Centre Annual Report 2015



Pictured at the launch of the Saolta University Health Care Group Cancer Centre Annual Report 2015  
L:R Professor Michael Keirns, Chair Cancer Strategy Group; Minister for Health Simon Harris TD;  
Maurice Power, CEO, Saolta University Health Care Group and Pat Nash, Chief Group Clinical Director.

The Minister for Health Simon Harris TD has launched the Saolta University Health Care Group Cancer Centre Annual Report.

The Saolta University Health Care Group provides an integrated cancer programme that involves diagnosis, treatment, supportive and palliative care across all cancer specialities. Improving patient access to rapid access clinics is a key on-going priority for the Saolta Group. This report highlights a number of key milestones in the delivery of cancer services across the Group including the implementation of a new electronic patient record system (Mosaïq) for radiation oncology patients which was successfully implemented in UHG and made available to all sites across the group. Progress is continuing

on the development of a new radiation oncology facility in Galway as part of the National Programme for Radiation Oncology and the on-going development of the cross border radiotherapy project in conjunction with our partners the Western Health and Social Care Trust enables Donegal patients access radiotherapy treatment in Altnagelvin.

This report highlighted the very significant programme of cancer care taking place across the Saolta Group. This involves the delivery of cancer surgery predominately in UHG, radiation oncology at UHG and medical oncology across Portiuncula University Hospital, Mayo University Hospital, Sligo University Hospital, Letterkenny University Hospital and UHG.

## March

### Sligo University Hospital launches Calorie Posting Policy as part of HSE's Healthy Ireland Policy



Sligo University have now implemented a Calorie Posting Policy.

Calorie Posting is a key element of the HSE's Healthy Ireland Policy. Research suggests that when menus display calories, people eat 6% less calories each day. Calorie posting focuses on displaying calories at the point of choice on food and beverages. It recognises that putting calories on menus makes the healthier choice the easier choice. This policy will make our staff and visitors more aware of the calories in the food they eat and provide information regarding healthy eating options which in turn leads to healthier lifestyles."

Managing weight and obesity is a public health priority. It is recognised that no single initiative will reverse the growing obesity trend, but a combination of measures, one of which is calorie posting on restaurant menus, should make a difference. This initiative in Sligo University Hospital is a move towards addressing this national priority.

As part of the HSE's Healthy Ireland

Policy, Sligo University Hospital began rolling out the HSE Calorie Posting Policy in October 2015 and introduced a 6 Phase Plan to complete this process for all hot and cold food items and beverages in the staff canteen/coffee dock. By December 2015 phase 1 was implemented which outlined the calorie content for all breakfast items displayed and by the end of 2016 all phases of the project were implemented.

The development and implementation of a Calorie Posting Policy is an important initiative supporting two key policy priority programmes – Healthy Eating and Active Living, and Staff Health and Wellbeing. The purpose of the policy is to promote awareness and increase consumption of healthier food and drink choices amongst HSE staff and the public using and visiting HSE healthcare facilities, by highlighting the calorie content of food and drinks provided in HSE facilities.

Merlin Campus Environmental Appreciation Day



Merlin Campus Environmental Appreciation Day was held in Merlin Park University Hospital with representatives attending from Saolta University Health Care Group and Community Health Organisation CHO2, Galway, Mayo and Roscommon together with others located on site, for example the Irish Wheelchair Association.

During the appreciation day, two cherry blossom trees were planted by Tony Canavan, Chief Officer, and Local historian and HSE Alumni Norbert Sheeran in memory of the late Dr Noel Browne, former Minister for Health who initiated the building of Merlin Hospital and the Waithman family, the last private owners of the Merlin Estate.



## May

### RUH catering department awarded Hear Me! registered certification



The catering department at RUH is now an approved certified Hear me! registered restaurant demonstrating a communication-friendly environment. Hear Me! Communication Awareness Training is a training solution that was co-designed and co-produced by adults with communication impairments, staff and students from NUI Galway Speech and Language Therapy Department and HSE Speech and Language Therapists. Hear Me! Training sessions aim to

promote understanding and awareness of communication impairment and equip catering staff with the tools and strategies, e.g. visual menus, use of pen and paper and tick charts, needed to create a communication friendly environment.

Eight staff took part in the training and the initiative will effectively allow staff to deal with people with communication difficulties who visit the restaurant.

## June

### Donation to MUH Special Care Baby Unit



Pictured in Mayo University Hospital, Darragh McAndrew O'Connor, making a presentation of a cheque on behalf of his parents, Carmel and Nathan, from Belmullet. Darragh spent some time in the Special Care Baby Unit seven years ago and his grateful parents wanted to make a donation as a thank you to the hospital.

## Cancer Care West supports new hospital based Psycho-oncology Service at University Hospital Galway



Cancer Care West has commenced an oncology psychological support service for in-patients being treated for cancer in University Hospital Galway. UHG is now only the third hospital in Ireland with a recognized psycho-oncology service, the other two being St James' and St Vincent's in Dublin.

The psycho-oncology service was established in 2007 and initially provided support to radiotherapy patients who were resident in Inis Aoibhinn. Over time, this service expanded to offer psychological support to all cancer patients and their families. In tandem with this development, the service was

extended to in-patients at University Hospital Galway.

Cancer Care West have been providing psychology support to our patients based in Inis Aoibhinn and at their centre in Westside for many years, however the extension to a hospital based service is hugely important for patients. As well as supporting patients, which is the primary aim of this service, the psycho-oncology service has also developed a three day psycho-oncology training course for nurses, doctors and allied health professionals. Since 2010, over 150 staff have attended these courses.

## August

### 'Head in the Hedgerow' opened at University Hospital Galway



'Head in the Hedgerow' by artist Hugh Barr was on display on the corridors of University Hospital. The exhibition featured a series of paintings showing the diversity of plants and flowers found within the hedgerow.

Hugh Barr's paintings were inspired by the nature surrounding him, the small things that make up the bigger picture.

Galway University Hospitals Arts Trust was delighted to welcome this exhibition to UHG. 'Head in the Hedgerow', by artist Hugh Barr was shown in Roscommon University Hospital as their inaugural art exhibition and was positively received by patients and staff. Taking his inspiration from daily walks with his dogs, artist Hugh Barr portrays the local flora and our native hedgerows."

**Professor Mary McAleese Officially Opens new Family Room and Refurbished Mortuary Viewing Room in RUH**



Former President of Ireland, Professor Mary McAleese visited Roscommon University Hospital to officially open the Design and Dignity Family Room and Refurbished Mortuary Viewing Room.

The refurbishment of the family room and mortuary viewing room were funded under the Design and Dignity Grant Fund which is operated and co-funded by the Irish Hospice Foundation (IHF) and the Health Service Executive (HSE). To date, the Design and Dignity Project has supported 34 projects around Ireland enabling hospitals to create relaxing spacious family rooms and upgraded mortuaries and ensure these facilities are welcoming, respectful environments.

Roscommon University Hospital is one of over 48 hospitals in Ireland linked to the Hospice Friendly Hospitals (HFH) Programme. The HFH Programme is an initiative of the Irish Hospice Foundation. It seeks to ensure that palliative, end of life and bereavement care are central to

the everyday business of hospitals.

The family room was initially part of a palliative care room funded by the Mayo/Roscommon Hospice Foundation. The Design and Dignity Grant Funding has now enabled the hospital to develop a purpose-designed family room, which provides family members with a peaceful and restful space. The room can accommodate up to eight people comfortably and can facilitate overnight stays. It has a recessed kitchenette, private shower and bathroom facilities.

Families need a private dignified space during this most critical time and these facilities that will offer some comfort to families when they need it most. The completion of both projects, along with ongoing support from Mayo Roscommon Hospice Foundation and the Irish Hospice Foundation, ensure that a culture of care and respect for the dying and their families is embedded in Roscommon University Hospital.

## October

## Launch of flu vaccine campaign for healthcare staff



The Saolta University Health Care Group and HSE Community Healthcare Organisation CHO 2 (Galway, Mayo and Roscommon) together with the College of Medicine, Nursing and Health Sciences NUI Galway, launched the flu vaccine campaign at University Hospital Galway. The Saolta Group, CHO 2 and

NUI Galway are partnering with UNICEF. For every flu vaccine given to staff, 10 polio vaccines will be donated to UNICEF. UNICEF is committed to the eradication of polio and through this promotional campaign staff and students can support this valuable initiative.

Portiuncula University Hospital celebrates the Hospice Friendly Hospitals Programme



Helen Ely, Clinical Nurse Specialist in Palliative Care with James Keane, General Manager, Portiuncula University Hospital.

Portiuncula University Hospital hosted an Information Campaign on End of Life Care. This campaign promoted and celebrated the work and progress on End of Life Care in the hospital.

Portiuncula University Hospital became affiliated with the Hospice Friendly Hospitals Programme in 2015 and the overall purpose of this programme is to ensure that end of life care is central to the mission and everyday business of hospitals. PUH has been a leader in implementing the values of End of Life Care since its inception and the hospital continues to be guided by the Quality Standards for End of Life Care in Hospitals.

The Hospice Friendly promotes high quality care for all people at the end of life regardless of diagnosis and whether the death is expected or sudden, and it acknowledges the role of clinical, administrative and support staff in improving the patient's and family's experience. Some of the developments that have taken place in PUH include; the establishment of End of Life Care committee, the establishment of the Perinatal Bereavement committee, the refurbishment of the family room Slí an Chroí, as part of the Design and Dignity project and the refurbishment of the quiet room in the Maternity Unit.

## December

## University Hospital Galway team wins HSE Excellence Award



The team behind UHG's 'Serum Eye Drop' Programme won the 'Popular Choice Award' at the HSE Excellence Awards. The project also won the award for Best Team.

Over 300 projects from all over the country entered the 2017 Health Service Excellence Awards, which are open to all staff working in the publicly funded health system. 11 innovative projects got through to the final shortlist after a rigorous selection process. These projects highlight how so many HSE staff are working to deliver better services with easier access and higher quality care for patients.

The Galway Blood and Tissue Establishment (GBTE) at Galway University Hospital, which has dedicated years of service to obtaining the Good Manufacturing Practice license to produce autologous and allogeneic

serum eye drops. Galway University Hospital is the only hospital in Ireland licensed to produce Serum Eye drops, which are a serum-derived product used to treat a range of ocular surface disorders. There are many patients throughout the country whose lives have been drastically improved thanks to this treatment, without this service patients would have to avail of this service abroad.

The Excellence Awards enable the HSE to identify new and creative service developments that can be shared and implemented, as appropriate, in different parts of our health system. The Programme for Health Service Improvement is now planning to work with a number of the project teams to support the innovative work they do.





## Galway University Hospitals (GUH) Highlights

### Patient Flow Improvement Project (PFIP)

- Galway University Hospitals (GUH) continued to focus on quality improvement projects designed to address patient flow challenges and focus on the delivery of patient care throughout 2017. These multi-disciplinary quality improvement teams, working in collaboration with GE Finnamore, aim to see immediate and long term improvements to support scheduled and unscheduled care.
- Improvements to support unscheduled care access included increased access to diagnostics via weekend lists, increased focus on early morning and weekend discharges and introduction of an Acute Medical Unit, Acute Surgical Assessment Unit, Medical Admission Ward, Short Stay Ward.
- The Acute Surgical Assessment Unit admission pathway reduced time to admission from the Emergency Department. This unit is a dedicated surgical unit where acutely ill surgical patients can be assessed and monitored prior to being admitted to hospital, or being treated and discharged.
- Medical cohorting was introduced in 2017, to ensure that all patients are cared for in the correct specialty ward and to improve ward rounding, decision making and patient access.

### National Patient Experience (NPE)

- Galway University Hospitals' patients participated in the National Patient Experience Survey, undertaken in May 2017, with an uptake from patients of over 50% (national target set at 40%). The results of the survey reflected an 84% overall satisfaction rating for GUH. Work was undertaken across a number of committees/working groups to address areas of improvement and to promote the positive message with staff on the good work being done.

### 75 Bed Ward Block

- The 3 story, 75 Bed Ward Block opened in 2017 with the relocation of the Infection Control Ward, Oncology and Haematology Wards to the Shannon, Corrib and Claddagh Wards. This facility, comprising of 3 floors with 25 single ensuite rooms each, has greatly improved the environment and ward accommodation for patients. It has increased the availability of isolation facilities in UHG which are utilised by both infection control and immunocompromised patients.



An Taoiseach opens 75 bed ward block development at University Hospital Galway

*Back row from L-R; Jean Kelly, Interim Director of Nursing; Dr Tom Walsh, Associate Clinical Director, Medicine; Martin Molloy, IT Manager, Helen Murphy, Director of Midwifery; Ailish Mohan; Business Manager, Susan Coyle, HSCP Lead; John Given, Chief Pharmacist; Mary Hynes, HR Site Manager; Brian Mullin, Medical Manpower Manager; David Holland, Asst. Finance Manager.*

*Front row L-R; Maurice Power, CEO, Saolta University Health Care Group; An Taoiseach Leo Varadkar TD and Chris Kane, General Manager, Galway University Hospitals.*



## Minster for Health visits University Hospital Galway

Mr Simon Harris, Minister for Health, visited UHG in February 2017 and provided approval for funding to move to the design phase for a new Emergency Department. The purpose of the event was for the Minister of Health to meet with Saolta Group and GUH Senior Management Teams for a briefing on key issues and a visit to some of the departments and units on the GUH site.

The Minister also launched the Group's Cancer Centre Annual Report for 2015 and expressed support for a proposal to carry out options appraisal looking at the long-term plan for acute service delivery in Galway



Minster for Health pictured with GUH Hospital Management Team

## GUH Patient Advisory Liaison Service (PALS)

- The GUH PALS Service continued to provide a role in the development of policies, leaflets, education to support patients and families at the point of care.
- The Health Literacy Committee have produced a policy on the development of written patient information and the checklist has been adapted nationally by HSE Guidelines for Communicating Clearly using Plain English with patients and service users.
- A Patient Experience Fair Day, created by the Patient Experience Committee, was held to acknowledge and promote the proactive work of all the various committees and working groups within the hospital for both patients and staff in conjunction with the launch of the National Patient Experience Survey (NPE)
- Galway University Hospitals launched a Bereavement & Post Mortem Information Booklets in Polish.



### Staff Information Sessions

- GUH Hospital Management Team delivered Information Sessions to provide staff with an opportunity to gain an overview of the Hospital's performance and developments during 2017.
- These information sharing sessions included a look back on 2017; hospital activity, site developments, quality improvement (QI) projects & preparation for Winter 2017/2018.
- The sessions were well attended by staff and line managers and were scheduled throughout the year.

### IT Projects

- Evolve our Electronic Medical Record System is underway and the project team are in place with the aim to move away from the paper chart.
- Group PAS project has commenced with a view to implementing a single patient index for Saolta and CHO 1 and CHO West.

### Staff Recognition Awards

The third Saolta Staff Recognition Awards ceremony were held in November 2017 GUH had two overall winning projects.



**RESEARCH AWARD**  
Winner - The Tissue Procurement Team - Galway University Hospitals



**QUALITY IMPROVEMENT**  
Winner - Critical Care Outreach - Galway University Hospitals



Galway Tidy Towns Winner—Merlin Park 2017

L:R Sean Fergus, Head Gardener, Roisin Rodgers, MPUH. Margaret O'Toole, Business Manager, MPUH; and Councillor and Deputy Mayor Mike Cubbard.



Healthy Ireland Hospital Walks

## Galway University Hospitals Summary of 2017 health and wellbeing activity

Actions	Outcomes
Health Literacy	<p>Established Health literacy committee.</p> <p>Health literacy policy completed.</p> <p>All written communication leaflets are NALA approved.</p> <p>Guiding tool established using the European Clear Communication index.</p>
Implement Self Care Programmes	<p>Type 1 and Type 2 Diabetes Adult Education sessions.</p> <p>COPD clinics in line with National framework.</p> <p>Referral to cardiac rehabilitation programmes for all cardiac risk patients.</p> <p>Prostate cancer information evenings- survivorship programme.</p>
Patient Advocate Liaison Service	<p>Provision of general information to patients and families.</p> <p>Survey</p> <p>Patient Experience Fair Day- to inform patients, their families and carers that we are acknowledging their feedback and implementing improvements.</p> <p>Supporting Butterfly Scheme, to improve patient experience of clients with dementia in acute hospital settings.</p> <p>Supporting roll out of #hellomynameis campaign.</p>
Tobacco	<p>0.5 WTE post in place.</p> <p>6 smoke free campus committee meetings.</p> <p>Multiple referrals to smoking cessation service.</p> <p>Information stand on world no tobacco day</p>
Nutritional Standards	<p>Patient menus reviewed in line with national policy on food and nutritional care in hospitals.</p> <p>New patient menus established and implemented on both sites.</p> <p>Free fruit Friday- €6,000 from HI budget to support provision of free fruit on Fridays to staff, patients and visitors to highlight importance of healthy eating.</p>
Calorie Posting	<p>HSE calorie posting policy implemented in GUH</p> <p>Catering department in GUH awarded Gold Award by the Irish Heart Foundation, in recognition of the adoption of several healthy eating initiatives in staff canteen.</p> <p>Breakfast and snack items implemented in Merlin Park. Awaiting implementation of lunch items.</p>

Actions	Outcomes
Vending	HSE Healthy Vending policy implemented on both sites
Nutrition Assessment	<p>Nutrition Screen tool implemented in GUH.</p> <p>Expansion of nutritional screening tool in Merlin Park.</p> <p>Protected mealtimes established</p> <p>Red Tray initiative continues</p>
Active travel	<p>Continued promotion of active travel options, including website.</p> <p>2 bike workshops in hospital main foyer.</p> <p>Additional bike shelter provided by NTA to accommodate secure and safe bike parking during the working day.</p> <p>Love life, love walking. 50 staff members participated in physical activity awareness day.</p> <p>World physiotherapy day- promoting physical activity for life.</p> <p>€2,000 from HI budget to support signage to promote uptake of physical activity in the hospital setting.</p> <p>Merlin Park University Hospital awarded Galway City Tidy Towns and Garden award.</p> <p>Merlin Campus environmental appreciation day.</p>
Breastfeeding	<p>5WTE currently in place.</p> <p>Awareness day on benefits of breast feeding in world prematurity day.</p> <p>Parent Education sessions</p> <p>Antenatal Breastfeeding workshops.</p>
Positive Mental Health	<p>Promote awareness of supports available &amp; information on positive mental health, stress, addiction and other mental health issues for staff</p> <p>Promote uptake of Stress Control Programme amongst hospital staff. €2,000 to provide tea/coffee to staff members that attend the programme.</p> <p>Expand mindfulness &amp; stress management training for staff</p> <p>Staff health and wellbeing day highlighting existing supports in physical activity, diet and stress management.</p> <p>Lunchtime mindfulness sessions every Monday, Wednesday and Friday.</p> <p>Staff Choir in Merlin Park and GUH. €2,000 from HI budget for training by choir master on both hospital sites.</p>
Research & Evidence	Healthcare Worker Flu vaccination research and strategy: A summary report. October 2017.





Love life love walking; Merlin Park Campus.



Hospital staff GUH, supporting love life love walking event.



## Roscommon University Hospital (RUH) Highlights

### Rehabilitation Unit

The tender process for the appointment of the Design Team for the construction of a new 20 bed Specialist Rehabilitation Unit commenced in 2017. It is expected that the Design Team will be in place in 2018 and significant progress will be made on the planning and design phase of the project.

### Official Opening of Design and Dignity Family Room and Refurbished Mortuary Viewing Room

Former President of Ireland, Professor Mary McAleese officially opened the Design and Dignity Family Room and Refurbished Mortuary Viewing Room on 25th September. The refurbishment of the family room and mortuary viewing room were funded under the Design and Dignity Grant Fund which is operated and co-funded by the Irish Hospice Foundation (IHF) and the Health Service Executive (HSE) under the Hospice Friendly Hospice Programme.



Opening of refurbished mortuary viewing room.  
 Mary Garvey, GM, RUH; Tina Vaughan, Assistant Director of Nursing, RUH;  
 Professor Mary McAleese; Maurice Power, CEO, Saolta University Health Care Group;  
 Sharon Foley, CEO, Irish Hospice Foundation;  
 Geraldine Keane, Clinical Nurse Specialist, Palliative Care, RUH and Martin McAleese.

### Management Team

There were a number of key appointments to the Hospital Management Team in 2017 including Mary Garvey, General Manager, Maresa Lannon, Human Resources Manager, and Dr. Alan Ochana, Consultant Anaesthetist.

## Urology Daycases

2017 saw the commencement of theatre sessions for cystoscopies, with an emphasis on treatment of long waiting patients from Saolta Group hospitals. The addition of this service expands the current range of Urology services at the hospital.

## Appointment of Register Advanced Nurse Practitioners (RANP)

Amanda O'Halloran was appointed as a Registered Advanced Nurse Practitioner (RANP) in Plastic Surgery, the first RANP post in Plastic Surgery in Ireland. Amy Carroll was appointed as an RANP in Gastroenterology. The appointment of RANPs significantly enhances capacity for treatment of patients and reduces waiting times in the Plastics Surgery and Endoscopy Services at the hospital.

## SafeSun and Awareness Campaign

The Department of Plastic Surgery hosted a very successful SafeSun and Awareness Campaign. The aim of the campaign was to increase knowledge among patients, visitors and members of the public regarding the dangers of sun exposure, the benefits of sun protection and how to adopt safe sun practices prior to the holiday season. This campaign compliments the ongoing Skin Cancer Surveillance Clinics at the hospital.



Bernie Carthy, Staff Nurse; Jackie O'Connor, La Roche Posay; Dr. Deirdre Jones, Consultant Plastic Surgeon and Amanda O'Halloran, Registered Advanced Nurse Practitioner.

## Endoscopy

The Endoscopy Unit maintained its Level 2 JAG accreditation, and also continued the successful participation of the hospital in the National BowelScreen programme.

## Injuries Unit

There was 22% increase in attendances to the Injuries Unit compared to the prior year, with an increase in referrals from GPs outside of Roscommon

## Happy Heart Award for the “Heart of the Hospital”

In November 2017 the Catering Department at Roscommon University Hospital were presented with the Silver Award at the Irish Heart Foundation’s Happy Heart Awards in recognition of the adoption of several healthy eating initiatives undertaken by the catering team in the Hospital restaurant. The aim of the awards program is to assist workplace restaurants to adopt healthier cooking practices and provide healthier food choices.



Patricia Hughes, Chef, RUH and Patricia Rogers, Catering Manager, RUH receiving the Silver Healthy Eating Award from Mr Tim Collins, CEO, Irish Heart Foundation and Prof. Donal O’Shea, Clinical Lead for Obesity, HSE

## National Patient Experience Survey

The hospital achieved one of the highest ratings overall nationally in the HSE National Patient Experience Survey in 2017.

## Educational Achievements

Several staff members completed further education and training during the year with staff being awarded with MSc. in Health Economics, MSc. in Preventative Cardiology, MSc. in Clinical Dermatology Skills and Treatment” and CPD Certificates in Clinical Coding from Dublin Institute of Technology. Other staff members commenced post graduate and masters courses in a range of healthcare related topics.

## Flu Vaccine

The hospital ran a very successful flu vaccine campaign in the latter part of the year, led by nursing staff. The flu vaccine uptake rate was 43%, a significant increase from the prior year, and the highest across the Saolta Group.

## Staff Recognition Awards

Two teams from the hospital were shortlisted for the Saolta Staff Recognition Awards: Medical Day Services Team was shortlisted for the Patient Experience Award for "Providing medical care on an ongoing basis to patients who have chronic illnesses, providing evidence based individualised care in a streamlined and efficient service whilst maintaining the individual's dignity and patient centred care". The Outpatients Department was shortlisted for Clinical Innovation Award for "Using Lean Methodology to Enhance Quality Care / Environment in the Outpatient Department, Roscommon University Hospital".

## Hand Hygiene Training

The hospital improved its hand hygiene training compliance rates across 2017, achieving 91% compliance in December 2017.

## Poster Award

The hospital was awarded 1st place poster presentation at the Nursing and Midwifery Values Conference in May. The poster described the positive patient experience at Roscommon University Hospital.

## Quality Improvement

The hospital was presented with a Certificate that was presented to the hospital at the VTE QI Collaborative in recognition of the hospitals completion of the collaborative.

## #hellomynameis

Roscommon University Hospital (RUH) launched the #hellomynameis campaign. The aim of the campaign is to enhance compassionate care by reminding healthcare professionals to introduce themselves to patients in all healthcare interactions. The main message is to promote high quality communication in order to treat patients with dignity and respect.

## Hear Me! Communication Awareness Training

The staff of the Catering Department completed Hear Me! Communication Awareness Training. This is a training solution that was co-designed and co-produced by adults with communication impairments, staff and students from NUI Galway Speech and Language Therapy Department and HSE Speech and Language Therapists.



Staff from Catering Department at Roscommon University Hospital

## Specialist Training Scheme in General Practice

In April 2017, Roscommon University Hospital had its first trainee from the Specialist Training Scheme in General Practice join the Medical Team. Trainees are scheduled to complete a 3 month rotation and to date Roscommon University Hospital have had two trainees complete their respective rotations.





## Portiuncula University Hospital (PUH) Highlights

**A number of key appointments were made in Portiuncula University Hospital in 2017**

- Midwifery Practice Development Co-ordinator
- Appointment of Associate Clinical Director for Medicine
- Additional Consultants in Medicine, Anaesthetics and Pathology.
- 3 Advanced Nurse Practitioners in train for the following specialities in Respiratory, Older Adult and Unscheduled Care
- Patient Advocacy Liaison (PALs) Officer
- Assistant Director of Nursing Patient Flow

### **Hospital Initiatives in 2017**

- Refurbishment of the paediatric unit in conjunction with parents that fund-raised for the refurbishment.
- The opening of a 'Fairy Garden' for children and visitors.
- The Hospital hosted a General Practitioner Study/Information Event.
- Nurses Celebration Day in April 2017 innovations in the clinical area, including outcomes from recent further nursing studies.



Nurses Celebration Day

- The Hospital hosted a Carers Day in June in conjunction with The Family Carers Ireland, Alzheimer's Association of Ireland and the Clinical Nurse Specialists / Allied Health Professionals of Portiuncula. The aim of the day was to provide information and advice and showcase what excellent work that is available in Portiuncula University Hospital. In February, Portiuncula University Hospital Library relocated from the main hospital building to the first floor of 'The Academy' building. The newly refurbished facility comprises of a main library reading room and a 24/7 study room.
- The Annual Remembrance Service
- National Breastfeeding Week celebrated for the 1st – 7th October 2017.
- Portiuncula University Hospital celebrated the 10th Anniversary of the Hospice Friendly Hospitals Programme and hosted an Information Campaign on End of Life Care in November. This campaign aims to promote and celebrate the work and progress on End of Life Care in the hospital.
- Bowel Cancer Awareness Information Day held in April 2017.
- The Pharmacy Department provided specialist education on medicines to patients and staff via both formal and drop in sessions on antimicrobial stewardship, parenteral nutrition, frailty, oral anticoagulants and cardiac rehabilitation.
- PUH were awarded the 'Unsung Hero' Award as part of Saolta Staff Recognition Awards

### Quality Improvements

- Maternity Service Implementation Group was established
- Development of a Respiratory Service and Respiratory Laboratory
- Inaugural Multi-disciplinary Research and Audit Day was held in November 2017.
- The Laboratory Department launched a Targeted Routine Antenatal Anti-D Prophylaxis (Targeted RAADP) programme in July 2017. The programme targets only those women who are Rhesus negative and carry a Rhesus Positive Foetus for anti-D prophylaxis training committee for NCHDs established.
- Frailty Education programme team - The programme aims to provide healthcare professionals with an enhanced understanding of frailty and frailty assessments, thereby ensuring earlier recognition of frailty, improved healthcare management and better health outcomes for frail older adults.
- Commencement of Midwifery Led Clinics to work collaboratively with the Obstetric clinics to provide the supportive care model outlined in the Maternity Strategy.
- Introduced an extended suite of birth preparation classes including a Birth after Caesarean Section and a Hypno-birthing Antenatal Birth preparation class which runs every month and are Midwife led.
- Post Intensive Care Clinic was established. This was is a new initiative which facilitated follow-up and continuity of critically ill patients following their discharge from hospital.
- Introduced Chest Pain Clinics - three days per week in order to reduce cardiology waiting significantly.
- The Speech and Language Therapist introduced a new service to patients with dysphagia - Fibreoptic Endoscopic Evaluation of Swallow (FEES).
- As part of "European Restart a Heart Day", the Resuscitation Training Department

in conjunction with the HSE Ambulance Service, National Ambulance Training College and the Creagh/Ballinasloe Cardiac First Respond group hosted an information and skills station in the hospital.

- The hospital co-hosted a Care and Management of the Patient with Sepsis in conjunction with the other Saolta Centres of Nurse and Midwifery Education in February 20th 2017.
- Following audits, Quality Improvement Plans have been developed for Medication Safety, Data Protection, Dangerous Goods, Health and Safety, Hygiene and Infection Prevention and Control.

### Healthy Ireland Initiatives

- The Catering Department at Portiuncula University Hospital is one of the first hospitals in the region to have achieved the 'Gold' Standard Award as part of the Happy Healthy Heart at work initiative.



L-R: Prof. Donal O'Shea, Clinical Lead for Obesity, HSE, Linda O'Donohoe and Mairead Coyne, Portiuncula University Hospital, Co. Galway who achieved the Gold Healthy Eating Award and Mr Tim Collins, CEO, Irish Heart Foundation

- Portiuncula 'Fit For Life' Operation Transformation Programme was run in January 2017.
- The introduction of Schwartz Rounds. **Schwartz Rounds** are conversations with staff about the emotional impact of their work. They provide a valuable opportunity for all staff to reflect on the emotional impact of their work through conversations facilitated by a local clinical lead and facilitator.
- The Nutrition/Dietetics and Cardiac Rehab Departments hosted a Staff Well Being Event in 2017.
- Flu Vaccine Campaign - compliance achieved 41%



Celebrating Carers Week



Launch of the Patient Experience Survey



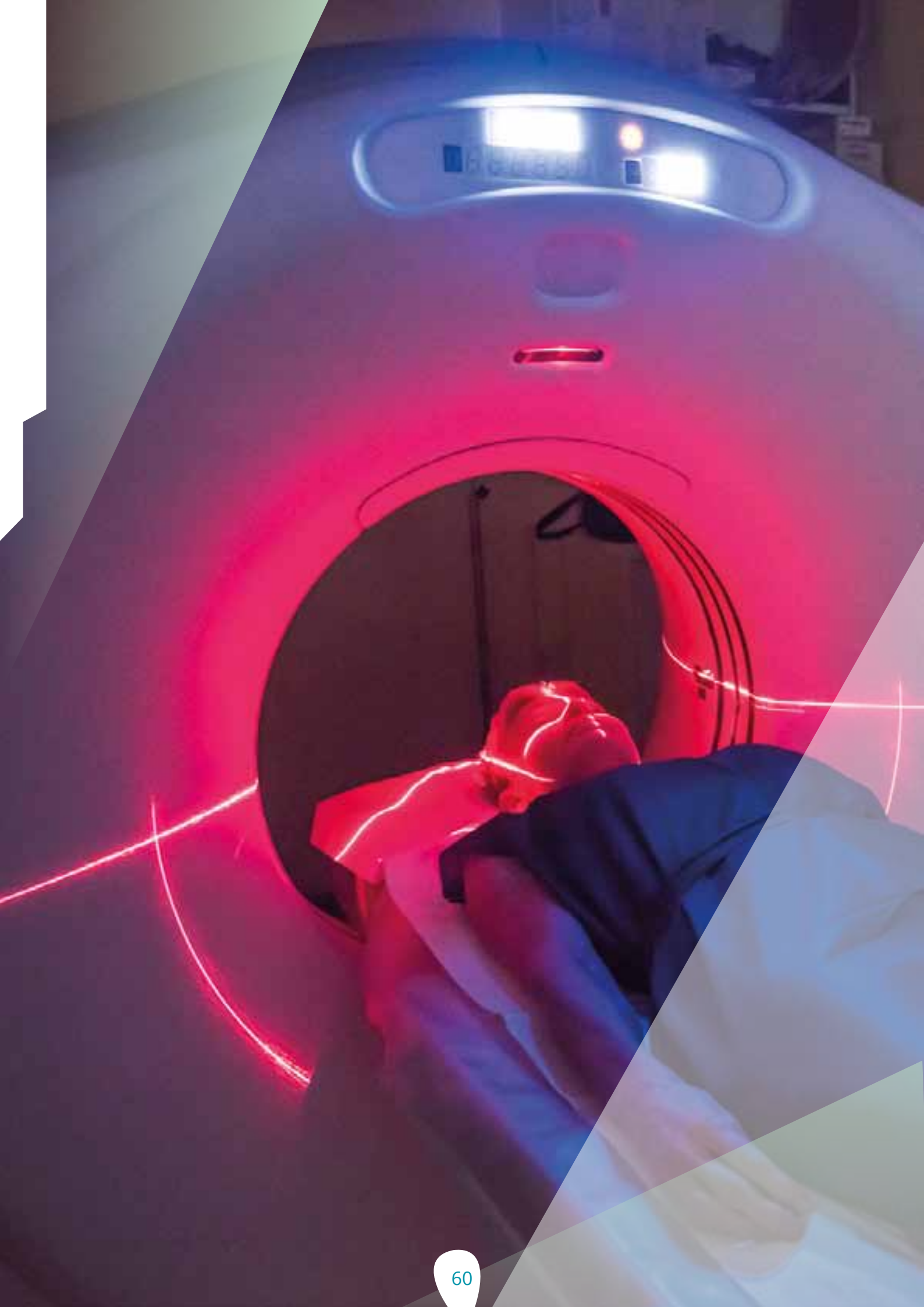
The opening of a 'Fairy Garden'

In 2017 the Portiuncula University Hospital Library relocated from the main hospital building to the first floor of 'The Academy' building. The newly refurbished facility comprises of a main library reading room and a 24/7 study room. The addition of the 24 hour study room has been welcomed by hospital staff who now have the opportunity to avail of a quiet study space outside of library opening hours.

The main library is a bright, comfortable and welcoming space, providing study spaces, 6 PCs with Internet access as well as Wi-Fi. A core collection of medical, nursing, allied health sciences and health management books are available here for staff to browse or borrow.

The library offers the perfect setting for staff to complete online training courses such as those offered through HSE Land. Staff may also use the facilities to complete ACLS and NRP pre course assessments.





## Mayo University Hospital (MUH) Highlights

During 2017 MUH went through a significant change in both management team and structures of governance to strengthen the alignment with the Saolta Group directorate structure, service planning and national standards for safer better health care.

The hospital appointed the following new permanent positions to the management team

- Mr Adrian Burke; Finance Manager
- Ms Lucy Martindale; Assistant General Manager
- Ms Andrea McGreal; Director of Midwifery (Previous Interim DoNM)
- Mr Alex Fleming, Information Technology Manager
- Dr. Pádraig Ó Lúanaigh, Director of Nursing
- Ms Sheona Hastings, Human Resources Manager



*Back Row:* Dr Fadel Bennani ACD Labs, Dr Ronan Ryan ACD Radiology, Ms Annette Kelly MMM, Mr Eddie Conran AHP rep, Dr Pádraig Ó Lúanaigh DoN, Dr Michael O'Neill Medical Training Lead, Mr Adrian Burke Finance manager.

*Front Row:* Dr Lavin ACD Medical, Ms Lucy Martindale AGM, Dr Hillary Stokes ACD Women's health and Children, Ms Catherine Donohoe GM and Ms Andrea McGreal DOM (missing from the picture Mr Derek Bennet ACD Perioperative)

### Governance

The hospital reorganised the entire governance updating and amending the management team meeting and all clinical and non-clinical committees to incorporate the national standards for better safer health care and place a greater focus of patient and staff engagement.

## Staff engagement

MUH is the first hospital nationally to set up its staff engagement forum and has a cross sectional portion of staff representatives to mirror our staff population on site. This forum meet and report to hospital management team on a monthly basis and have presented on national staff engagement conferences they have produced staff information leaflet and staff engagement card.

*“Staff are engaged when they feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service... when each person knows that what they say matters and makes a difference”*



## Patient and Family engagement and partnering

MUH is taking a leading role in Patient and Family Engagement and undertook significant work on this in 2017. This work has been supported by Health Standards Organisation (HSO) Canada and the Quality Improvement Division, HSE. The hospital appointed three leads for the initiative. The first step was to set up the Patient and Family Engagement Implementation Committee, this commenced in March 2017. Four patient advisors, four staff champions, two staff from the Quality Improvement Division and the 3 hospital leads constituted the committee





Initial work was branding and logo (above) for the objective of a culture of **'Nothing about me without me'** for our patients. The committee developed an Information leaflet about the role of the patient experience advisor for patients.

In December 2017 fourteen Patient and Family Experience Advisors were selected. These advisors will work with the hospital bringing their perspectives and lived experiences directly into the planning, delivery and evaluation of care in MUH. There are many other elements of patient engagement ongoing with very exciting plans for 2018 to embed meaningful patient engagement from front line to Hospital Management Team.

### **Appointment of Director of Nursing**

Dr. Pádraig Ó'Lúanaigh was appointed to MUH in September 2017. He comes with over 30 years of experience. Having worked in senior leadership and strategic roles in community and acute health organizations and West Midlands Strategic Health Authority Pádraig will certainly influence the current transition from single site to hospital group. Pádraig also brings strength to MUH to advance post graduate opportunity having worked in Post Graduate Medical Deanery and as midwifery and nursing advisor to the Queensland Government.

### **Patient Survey Quality Improvement Plan (QIP)**

MUH did well in the first National Patient Experience Survey in 2017 having achieved an overall score above the national average. The team immediately looked at the areas of opportunity for improvement and look forwards to seeing the impact of this in the 2018 survey.

### **Mayo Medical Academy, MUH, NUI Galway.**

The Academy and MUH continue to deliver the year-long clinical placement for 55 3rd, 4th and final year medical students from NUI Galway.

In addition to their core curriculum, the 2017 students participated enthusiastically in the medical orchestra, secondary schools engagement and special study modules in resilience and training for the practice of medicine in the resource-poor setting.



A number of students participated in the inaugural summer undergraduate research program and presented work at national specialty meetings.



The surgical educators Prof Barry, Mr Waldron, Mr I Khan and Mr W Khan won a Saolta award for teaching excellence and Dr Angela Kearns, Lecturer, won a prestigious NUI Galway Teaching Award.

Consultant teachers, Prof Michael O'Neill, Prof Tom O'Malley, Dr Michelle Duggan and Dr Rónan Ryan were successful in the NUI Galway Academic Clinician Advancement program.

Eight academy graduates returned to MUH to join the team as interns in July 2017.



## Sligo University Hospital (SUH) Highlights

### Key Service Developments

#### Integrated Blood Sciences Department

The new Integrated Blood Sciences Department at the Laboratory in Sligo University Hospital was officially opened in February 2017. The facility was formally opened by Michael O'Brien who was the first member of staff in the laboratory in SUH and who worked there for over 40 years. The Integrated Blood Science Department was a major collaborative project between the Pathology Departments at Sligo University Hospital and Letterkenny University Hospital.



Noreen Montgomery, Chief Med Scientist Bio, John Williams, Pathology Manager, Michael O'Brien, Former Lab Manager, Sonia Gilmartin, Chief Med Scientist Haematology and Grainne McCann, General Manager, SUH, at the official opening of the new Integrated Blood Sciences Department at the Laboratory in Sligo University Hospital.

Sligo University Hospital implemented the "hellomy name is" initiative in April 2017.

The Upgrade of CCU ward was completed in 2017. This project was funded by Friends of Sligo University Hospital and has significantly enhanced the patient experience and staff environs on the Coronary Care ward.

Sligo University Hospital registered to join the An Taisce Green Campus Programme in early December, becoming only the second hospital campus nationally to register for the programme after Cork University Hospital. Affiliated with NUI Galway, Sligo University Hospital has a medical academy located on site. A Green Campus Committee of staff and students has been established on site to progress initiatives relevant to the programme. The programme primarily aims to ensure that members of a campus community can engage in a meaningful way to enhance sustainability on their campus.

In September 2017 Sligo University Hospital in conjunction with the Institute of

Technology Sligo and the National Health Sustainability Office held a Sustainability Seminar in Sligo.

The Butterfly Scheme was launched in Sligo University Hospital in November. Barbara Hodkinson (Butterfly Scheme UK) and her team facilitated sessions throughout the day to officially launch the introduction of this initiative in practice. The Butterfly Scheme is a dementia friendly initiative which seeks to increase awareness amongst staff of patients with memory impairment presenting or admitted to our service and also to highlight the impact that the hospital experience may have on this person. The scheme will introduce the REACH approach which aims to enhance communication and care provision for a person with memory impairment.



Mary Casey, CNS Frail Elderly; Clara Meehan, Occupational Therapist; Eileen Carolan, NPDU ; Alanah Ni Mhiochain , Clinical Speech & Language Therapist; Ann Noone, Butterfly Scheme U.K; Grainne McCann, General Manger; Barbara Hodkinson, Founder, Butterfly Scheme U.K; Grainne O'Malley, Consultant Geriatrician; Marion Ryder, Interim Director of Nursing; Jennifer Flannery, CNM3 Medical Directorate; Majella O'Donnell, Integrated Care CNS Dementia; Fiona O'Sullivan, Consultant Geriatrician, Sophie Alookeran, CNM2 Frail Elderly at the launch of the Butterfly Scheme at the Sligo University Hospital today.

### Hospital Initiatives 2017

Sligo University Hospital (SUH) was named as the 2017 Winners of the prestigious Pakman award for Food Waste Management sponsored by Department of Communications, Climate Action and Environment. The Pakman awards saw 400 representatives from leading businesses, organisations and community groups come together to recognise excellence in recycling, energy and waste management. Sligo University Hospital won the coveted Food Waste Management Award in recognition of a number of recent quality improvement measures and innovative initiatives to reduce food waste. Food waste management strategies focused on waste reduction, recycling, reducing landfill and reinforcing the correct segregation of waste among staff. Changes such as reducing food distribution containers to match patient needs, auditing patient feedback, enhanced bedside signage, driving protective meal-times for patients, retrofitting bins for ease of handling and segregating food waste, recycling and awareness initiatives have significantly reduced food waste. These initiatives yielded over 17% reduction in food waste figures in SUH throughout 2016 with further reductions evident month on month in 2017.



Food Waste Management Award 2017 sponsored by Department of Communications, Climate Action & Environment: Sligo University Hospital

*L to R:* Minister for Communications, Climate Action and Environment Denis Naughton TD, Michael O'Brien, HSE Estates, Patricia Lee, Service Manager SUH, Gary Streete, Waste Management, SUH, Mary Scanlon, Catering Management, SUH, Fergal McGill, HSE Estates and Matt Collins, Assistant Secretary leading the Natural Resources and Waste Policy function at the Department of Communications, Climate Action and Environment.

### Transition Year Programme

SUH re-launched its TY programme for students in February 2017. Twenty five students participated in a two day programme onsite in the hospital where gained an understanding of roles across the multidisciplinary setting. This included time in Laboratory, with nursing staff and the Health and Social Care professionals in the hospital and half day in the Medical Academy learning about a day in the life of a medical student.

The 3rd Saolta University Health Care Group Staff Recognition Awards took place in November and Sligo University Hospital was presented with the winning award for the Anaesthesia App in the Innovation - Clinical Area category. The hospital was also shortlisted in the categories of Research, Education and Training and Innovation-Clinical Area.

Sligo University Hospital is only the second site in Ireland, and the first in the Republic of Ireland, to achieve Departmental Accreditation in Trans-Thoracic Echocardiography in their Cardiac Investigations Department following an inspection from the British Society of Echocardiography (BSE) for suitability for accreditation in Echocardiography.



## Letterkenny University Hospital (LUH) Highlights

### Maintaining service provision throughout hospital rebuild post flood

The continued delivery of clinical services while simultaneously rebuilding much of the hospital infrastructure post flood was ongoing at LUH. The rebuild project update in 2017 included:

Commissioning of new Coronary Care Unit with isolation facilities and single room capacity in June 2017.

The commissioning of newly refurbished Haematology/Oncology inpatient ward with increased isolation capacity.

Rebuild of Radiology Department to include creation of a new Interventional Suite (commenced November 2017)



Louise Sweeney CNM 2 (Ward Sister), Elaine McArdle, Staff Nurse and Jason O'Connor, Staff Nurse

New Coronary Care Unit in LUH. Nurses station allows nursing staff to monitor 16 patients at once, 8 patients in the unit and 8 patients out in the ward.



## Cardiology Primary PCI Initiative

This is an innovative service established between the Western Health and Social Care Trust and Saolta University Health Care Group. A joint cross border Consultant Cardiologist appointment between LUH and the Western Trust – the first dual cross border appointment, has enabled this service to be established.

## Radiotherapy Project

The Cross Border Radiotherapy Project commenced in November 2016 with the opening of the North West Cancer Centre in Altnagelvin. LUH and Saolta are working with Altnagelvin Hospital to roll out the delivery of radiotherapy services in the North West on a phased basis: Prostate (2016); Breast; Bladder and Renal; and colorectal (all commenced 2017). To date over 100 patients Donegal patients have received radiotherapy in Altnagelvin and services continue to develop in conjunction with the LUH cancer multi-disciplinary teams.

## Clinical Service Developments

Development of Antenatal and Postnatal Community Midwifery – a midwifery led supported care ante-natal clinic was established (2017) in a peripheral location – at Dungloe Community Hospital. Women attend this clinic have their baby delivered by the one of the midwives from the Dungloe team.

Key consultant appointments have been made in various specialities in 2017, including 2nd Respiratory Physician, Colorectal Surgeon, General Surgeon, Consultant Anaesthetist and 2nd Medical Oncologist.

A second locum Breast Surgeon was appointed in July 2017 which has enabled LUH to return to compliance with Symptomatic Breast Key Performance Indicators.



Breast Unit at LUH won the Patient Experience award

LUH has expanded its Advanced Nurse Practitioner roles including: Frail Elderly (2 ANPs); Paediatric Diabetes; Respiratory Medicine. In addition, a Clinical Nurse Specialist has been appointed in Paediatric Palliative Care – this post works across community and acute services.

A successful metabolic surgery pilot was undertaken in 2017 in LUH with 14 patients undergoing surgery.

## **ICT**

Letterkenny University Hospital implemented NIMIS (National Integrated Medical Imaging System) to capture and store Radiology, Cardiology and other diagnostic images electronically.

LUH is the national pilot site for the Nursing E-Rostering Project. Roll out of e-rostering within nursing. 830 nurses, midwives and healthcare assistants currently have active accounts on the system. Interface between SAP/HR and Health Roster is live and we are ready to proceed with creating pay batch extracts and export to SAP.

Online access to pathology results and trend analysis was delivered via iCM in 2017.

## **Education and Research**

The first International Polycompartment and Polytrauma Care Conference was held in November 2017. This was the first International Irish meeting with polycompartment syndrome and metabolic surgery.

## **Quality Improvement**

A major refurbishment of the hospital CSSD was completed at the end of 2017 which has significantly enhanced the hospital's compliance with decontamination standards. Throughout this project, which involved a significant rebuild of the department, the CSSD service remained fully operational.

LUH has engaged in the Caring Behaviours Assurance System (CBAS) Programme in two clinical areas in the hospital and is in the process of rolling out the programme to other wards.

As part of the Healthy Ireland Action Plan, LUH is one of two national pilot sites for implementation of calorie posting in the dining room and shop food products.



Donegal Senior Footballers visit Paediatric Ward at Letterkenny University Hospital

Michael Murphy and Ryan McHugh, Donegal Senior Football Team recently visited the Paediatric Ward in Letterkenny University Hospital, much to the delight of all the children and their families.

Pictured are Ryan McHugh, Orrin Patton, Michael Murphy and Orrin's Grandfather Leo Patton from Castlefin.



ED staff Letterkenny University Hospital



## Nursing and Midwifery



### National Patient Experience Survey (NPES)

The first National Patient Experience Survey took place in May 2017. The questions used in the survey followed the patient on their journey through hospital, from admission to discharge during the month of May. 4,649 people discharged from a hospital in Saolta University Health Care Group during this month were invited to participate in the survey. 2,415 people completed the survey, achieving a group response rate of 52%.

Overall, patients' ratings of their experience at a hospital in the Saolta University Health Care Group were higher than the national average. 86% of patients who attended a Saolta hospital said they had a 'very good' or 'good' experience, compared with 84% nationally. Whilst areas for improvement were identified many positive comments were also received for example

*"The staff from the bottom to the top were so, so kind to all. The best I have ever seen."*

These findings have served to inform quality improvement initiatives in the Saolta University Health Care Group. Across the Group the findings have been used to develop and implement quality improvement initiatives to address specific issues identified by patients.

Saolta University Health Care Group was extremely proud of its results in 2017 and through a renewed focus on 'Hello my name is', discharge planning and improvements in nutrition we hope to improve on our previous results when the survey is re taken in May 2018.

### Schwartz rounds

The Schwartz rounds continue to expand and success has now been achieved in Portiuncula University Hospital and Mayo University Hospital in rolling out same. Recently at the National Schwartz Conference, GUH was honoured to receive an award for the first roll out of the rounds in an Irish acute hospital.

### Patient Advisory Liaison Service (PALS)

The PALS Service continue to embed the #Hellomyname is campaign across GUH. It has been embedded now in all sites and a plan to rejuvenate again in 2018 is underway.

The Health Literacy Committee has produced a Policy on the development of written patient information - *Guidelines for Communicating Clearly using Plain English with patients and service users*. The checklist has been adapted nationally by HSE and the policy has been rolled out across the Saolta Group. The committee in conjunction with NUI Galway have had their first pilot Plain English workshop, developed to assist and support staff producing written information.

## Clinical Leadership Development Foundation Programme for Staff Nurses and Staff Midwives in the Saolta Hospital Group

This was a new programme rolled out in 2017 with the overall aim to support participants to develop their clinical leadership competencies thereby enhancing the care delivery for service users in their organisations.

Twenty six staff nurses and midwives from the Saolta Hospital Group completed the course in June and July 2017. The programme was delivered over 2.5 days. The content, design and delivery of the pilot programme were evaluated using questionnaires. The impact on practice was evaluated from feedback on the work based group activity presented on the forum day presentations. In addition to the latter, a focus group with participants was held 3 months after the end of the

programme to evaluate the impact of the programme on practice, over time. Feedback from the course was excellent and when asked what they would do differently going forward staff had a very positive result which included for example

**“Communicate more effectively, use the tools I have been given, give more positive feedback to my fellow colleague - don't jump to conclusions, be more aware of others”**

**“Be a better role model and advocate for junior staff and students - will listen to them and be less judgemental, I will incorporate Quality and Safety into all aspects of my nursing care”**



Patient Experience Fair 2017 GUH

## Sepsis 2017

The outcomes and improvement in sepsis reporting is a credit to local Hospital Sepsis Committees, Sepsis Clinical & Nursing Leads, Sepsis stakeholders and the enthusiasm of clinicians to support the changes needed to ensure that our patients are given the best opportunity to survive. Education has been of paramount importance in this area and some of the highlights are as follows

- Three Group-wide Sepsis Study Days were held -video-linked to 6 sites with a total of 350 staff attending
- High Impact Critical Care – Sepsis Conference in November 2017 with over 270 delegates
- National Sepsis e-learning programme mandatory for Saolta Medical and Nursing staff.

## Workforce Planning

While we continue to recruit nurses on an on-going basis in 2017 we offered all our new graduates permanent position across the all sites.

Through the National ANP Demonstrator project we welcomed 26 candidate Advanced Nurse Practitioners on board in the following areas:

- Older persons
- Respiratory
- Unscheduled care
- Rheumatology
- Paediatric Diabetes

We look forward in the future to the positive impact these advanced roles will have on the patient's journey.

## Perioperative Nurse Networking Group

In 2017 the first Saolta Perioperative Nursing Network group was launched. This group will have a key role in working with the National leads for

Surgery and Anaesthesia in supporting the implementation of National, Group and Local hospital initiatives. A key area of development will be the education of Surgical nurses with a focus on developing ANP in this area in the future.

## Falls Collaboration Working Group

The first Saolta Inpatient Falls Prevention Network was established in November 2017.

- This group will Identify each hospitals areas of strength and areas for improvement in relation to their falls prevention service
- Support frontline staff in delivering locally-led projects to address areas for improvement
- Develop a group falls prevention policy which will give high level guidance regarding the Standards for falls prevention and management across the Saolta Group.

## Influenza Vaccine Uptake 2017

Every year flu vaccine is offered to health care workers to prevent the spread of flu to vulnerable patients and to staff. Health care workers are advised to get the flu vaccine to protect themselves, their families and their patients. The National target uptake of flu vaccine uptake among health care workers is 40%.

As a direct result of a multi-strategy campaign, the Saolta Group continued to see a significant increase in flu vaccine uptake rates amongst healthcare workers.

	2015/2016	2016/2017
RUH	11.3%	30.1%
PUH	21.7%	33.1%
GUH	13.9%	24.3%
SUH	17.9%	24.0%
MUH	13.5%	20.5%
*LUH	17.9%	24.0%

The flu vaccination implementation plan incorporated a special emphasis on;

- flu education sessions for all healthcare workers,
- increased managerial support,
- provision of incentives
- Improved access to the flu vaccine, by providing additional peer vaccination clinics to support existing occupational health service clinics.

**“Get a vaccine, Give a vaccine” in association with UNICEF, Saolta and NUI Galway.**

As part of flu season 2017/2018, the Saolta group agreed to donate 10 polio vaccines for every flu vaccine that was administered to Saolta healthcare workers, in support of the “UNICEF end polio appeal”. To date, over 35,000 polio vaccines have been donated for administration to children who live in impoverished areas. This commitment by the Saolta group has provided life-changing medical assistance to children in third world countries, where basic health care is not available to many of the population. UNICEF ambassador and Galway hurler, Joe Canning, assisted the Saolta Group with the official launch of flu season in October 2017. Joe's support and enthusiasm contributed greatly to the overall success of the campaign. In addition, Rose of Tralee winner and GUH medical worker, Jennifer Byrne, was happy to donate her 10 polio vaccines to UNICEF, by getting the flu vaccine.





## Chief Academic Office

The following outlines some of the key areas of work by the Chief Academic Officer and team in 2017

### Training and Education

- Appointment of support for NDTP Training Lead
- Opening of one site RCPI office and appointment of RCPI coordinator
- Preparation of Group report on intern and specialist clinical training sites for medical council
- Developed trainee and training committees on all hospital sites in the group to ensure reporting mechanism in place for training issues.

### Clinical audit & quality improvement:

- Development of audit committee and audit policy.
- Delivery of Saolta QI Train the Trainer programme and QI in Action

### Research and innovation:

- Implementation of plan to address recommendations following research review in Saolta

### Infrastructure:

- Completion of refurbishment of NCHD residence space in Galway University Hospitals
- Opening of Postgraduate Medical Learning Centre in Letterkenny University Hospitals - this space contains a tutorial room, informal discussion room and a clinical skills lab with IT access including laboratory and radiology access
- Allocation of space for NCHD computer room and video link room in Sligo University Hospital

## Quality and Patient Safety

### Quality and Safety Structures

The Quality and Patient Safety governance structures within the Saolta University Health Care Group have undergone significant changes over the past twelve months. Dr Fergal Hickey commenced in the role of Clinical Director for Quality and Patient Safety in the spring of 2017 and also succeeded Dr Pat Nash as the Chairman of the Serious Incident Management Team. The Quality Improvement Forum had also been established during the year with the inaugural meeting being held in July and quarterly meetings thereafter. This will enhance the focus on quality improvement activities which had previously been overshadowed by the emphasis on patient safety and risk management.

### Incident and Complaints Management

There have been a number of changes to the strategic approach to Quality and Safety which emerged from the Quality Assurance and Verification Division. The key changes included the launch of the revised Your Service Your Say Service User Feedback Policy in November and the introduction of a National Complaints Management System through the State Claims database NIMS. The development of the Incident Management Framework which will have a significant impact on how incidents are reviewed and managed in the Saolta Group. The revised framework provides guidance on both concise and comprehensive approaches including After Action Review (AAR) and Expert Clinical Review which should shorten the turnaround time for incident reviews. The Saolta Group have been selected as the pilot site for the testing of the AAR approach to incident review and management.

### HIQA National Standards

The National Standards Coordinator has overhauled the approach across the Group to gathering evidence of compliance with the National Safer Better Health Care Standards. Several workshops were held across different sites and an upgraded Quality Assurance Tool had also been rolled out with an associated education programme. The prospect of the introduction of Healthcare Licensing in 2021 has sharpened the focus on progressing efforts to comply with all of the different standards and this will gather pace in 2018.

### Quality Improvement and Clinical Audit

The Clinical Audit Committee has now been re-established at UHG and significant numbers of staff have been supported in undertaking different audits on a number of sites. The QI in Action programme has also been established in collaboration with the RCPI with the first cohort of participants now selected. The intention is to develop and enhance the capacity and expertise across the Group to apply improvement science approaches to enhance quality of services.

### Falls Prevention Collaborative

This group had been established in order to develop a Group wide policy of falls prevention and to ensure that evidenced based practices were in place in a consistent manner across the different sites. The National QAVD has worked with the group in order to ensure that learning can be shared across the HSE.

## Saolta Programme for Health Service Improvement

The National Programme for Health Service Improvement (PHSI) is the single overarching body co-ordinating the efforts of a wide-reaching range of service improvement programmes and projects. Nationally it comprises 19 major programmes with 200 Projects currently underway over 3-5 years across the health system. These projects and programmes are focused on delivering integrated; patient-centered care with improved access, quality and safety and while supporting and promoting transformational and sustainable improvement in services. To achieve this, it was agreed nationally to establish a Programme Management Office in each Hospital Group and CHO to provide a standardised programmatic approach to service improvement.

The Saolta Programme Management Office (PMO) was established during 2017 to provide the programmatic approach to the following priority projects:-

1. Saolta Integrated Governance Programme
2. Saolta Strategy 2018 -2023
3. Implementation of the recommendations outlined in the Review of Emergency Medicine Services and Haematology Services
4. Saolta/ CHO Integrated Working

In 2017 with regard to the above projects the PMO has led out on:-

- Establishing the respective working groups and work streams required to deliver outcomes
- Development of a comprehensive

communication/ engagement plan with patients/ staff/ others both at local and national level.

- Working closely with NUI Galway in the assessment of the outcomes (or benefits realisation) of the programme

The PMO also provides a valuable resource across Saolta Hospitals in supporting staff in project management methodologies, development of Project Initiation Documents (PIDs), project reporting/templates and training.

### 1. Saolta Integrated Governance Programme

This major project includes the implementation of an improved governance structure across Saolta group hospitals with the aim of achieving clinically driven, fully integrated services for the benefit of patients, staff and hospitals alike.

Benefits also include:-

- Bringing decision making closer to the point of care
- More streamlined clinical pathways for patients within and across specialties
- Clarity of responsibility and accountability
- Model will facilitate integrated planning across the pathway of care
- Will optimise resources across services and hospitals in Saolta

A group-wide MDT working group concluded its work during 2017 in recommending a Working Model for Clinical Business Units (CBUs). Work undertaken in 2017 included:-

- Extensive communication both across Saolta Group Hospitals and at National Level with key stakeholders.
- Establishment of working groups in both Cancer and Women's and Children's Services to conduct an "As Is" analysis of current service provision in advance of the detailed design phase.
- Development and agreement of operational design principles
- Approval of CBU configuration at a Group Wide Level

During 2018, detailed design will be completed with the formalisation of Roles and Responsibilities, Operating models at both CBU and site levels and interface with Enabling Functions (HR/ICT/Finance/QPS) to support this model. A trial of Concept for both Women's and Children's and Cancer CBUs will take place in late 2018 with a plan for full roll out of the CBU structure across Saolta by the end of 2019.

## 2. The Saolta Strategy 2018-2023

The development of a Saolta University Health Care Group Strategy is core to the overall Hospital Group Integration to:-

- Outline a clear vision for the delivery of clinical services across all hospitals within the Saolta Group
- Set an evidence-based roadmap for the way forward -standardised patient pathways

While ensuring safe, staffed and sustainable services across the Saolta Group for each specialty making the best use of all resources on each site.

During 2017, 41 individual clinical strategies were completed with input from front-line staff across all Saolta Group Hospitals.

Service developments were prioritised at Speciality level between each Speciality Lead and Clinical Director which in turn will then feed into a Saolta Group Clinical Strategy.

Saolta has worked closely with Population Health to develop a patient profile across our region to inform the strategy.

This process will be concluded during Q2 2018 and together with corporate functions such as HR, Finance, ICT, Quality and Patient Safety, Nursing, and Research will form **The Saolta Group Strategy (2018 -2023)**.

## 3. Implementation of the recommendations outlined in the Review of Emergency Medicine Services and Haematology Services

Emergency Care Services are provided across the Saolta University Health Care Group on 5 sites, Galway, Letterkenny, Mayo, Portlinculla, and Sligo University Hospitals, serving a population in excess of 800,000 and seeing close to 200,000 referrals per year.

In response to the growing number and complexity of challenges, Saolta commissioned an analysis of Emergency Medicine Services to review and recommend a means of improving services provided by Emergency Care Units (ECUs) across the group.

A Group-wide report was produced with 25 key recommendations, and an implementation plan has been developed during 2017 to prioritise recommendations and set out timelines/milestones/responsibilities. A Project Manager was appointed in November 2017 to co-ordinate and support this project.

The group-wide Haematology Review was approved in February 2017 and includes

a number of recommendations in the enhancement of Haematology Services across the Group. An implementation plan has been developed and is being progressed in conjunction with the Speciality.

#### **4. Saolta/ CHO Integrated Working**

While integrated working across both Saolta and CHOs has been in place across many specialties/hospitals over recent years, the increasing pressures on our services make this work even more crucial. There are many opportunities to improve and streamline the pathway of care for patients in meeting the national aim of providing care as close to home as possible, safe and appropriate.

Work has commenced between Saolta and CHO1 and CHO West to establish a joint programme (informed by population health) which will see a focus on improving services for Older Persons by optimising admission avoidance and early discharge initiatives.



## Clinical Directorates

### MEDICAL DIRECTORATE

#### Acute Medical Unit

The Acute Medical Unit (AMU) was shortlisted for a HSE excellence award and also the Irish Medical and Surgical Trade Association (IMSTA) annual awards. These both relate to novel IT solution designed and implemented in the AMU to improve data collection, efficiency and ultimately help to provide higher quality, safer care.



#### Cardiology

The echocardiography department in UHG was accredited by the European Association of Cardiovascular Imaging (EACVI). Only one other echocardiography department in Ireland has achieved this. It reflects the high quality of the service provided and the on-going education in the department which facilitates continuous improvement.



Echocardiography Department Staff UHG.

### **Croi Clann Programme**

Croi Clann programme which commenced in January, 2017 is a jointly funded programme between Saolta and the National Clinical Programme for Health and Wellbeing. The programme supported 400 places on the Croi Clann programme over 2017.

The 'Croi CLANN' programme adopts a holistic, multi-disciplinary approach, focusing on weight management as part of a comprehensive cardiovascular risk reduction strategy. The main emphasis of the programme is on lifestyle modification (healthy food choices, weight reduction physical activity and smoking cessation) and medical risk factor management (blood pressure, lipids and diabetes).

The 10 week intensive lifestyle programme is co-ordinated and delivered by a specialist multidisciplinary team (MDT) which includes a nurse specialist, dietitian, physiotherapist/physical activity specialist, with clinical direction being provided by Dr. Francis Finucane, Consultant Endocrinologist and Bariatric Medicine Lead at GUH. The programme is based in the new Croí Heart and Stroke Centre, a non-medical community setting which is easily accessible to the target population.

Croí CLANN represents a unique, integrated model of care between the acute Bariatric Medicine Service at Galway University Hospital and Croí a registered heart and stroke charity.

This programme is seen as the cornerstone of the initial management of most of the patients referred for Bariatric care. While the programme is delivered in CROI, the administrative support is provided by the Administration team in the Diabetes Unit at GUH.



## Diabetes

### *D1 Now developing an intervention to improve positive outcomes for young adults with Type 1 diabetes*

The D1 Now research team, led by Professor Seán Dinneen, is currently developing an intervention aimed at improving outcomes for young adults with Type 1 diabetes.

Central to the D1 Now is 'public and patient involvement' within the research, whereby young adults work as 'co-researchers' with the research team to develop the D1 Now intervention.



D1 Now Young Adult Panel

Highlighting the importance of the YAP (young adult panel) involvement, the D1 Now team has published two open access articles. One of these articles detailing the formation of the YAP won the HSE Open Access Awards. Mary Clare O'Hara on behalf of the D1 Now team was the winner of the award.

## Endoscopy Service

2017 was another challenging year for the provision of GI endoscopy across the Saolta group. UHG and Letterkenny hospital remain amongst the biggest providers of endoscopy in the acute hospital system within the HSE. UHG despite its physical constraints places within the top 5 busiest units in the country. LUH provides the biggest endoscopy service within a Model 3 hospital in the state and supports some Model 4 hospitals.

Bowelscreen continues to be a notable success throughout the Saolta group. In 2017, almost 1000 patients underwent high quality colonoscopy in the Bowelscreen units throughout the group (GUH, LUH, SUH, RUH) following a positive FIT through the Bowelscreen programme, of which in excess of 60% of patients had pre-malignant polyps removed. Approximately 4% of patients were diagnosed with cancer and referred on for further treatment; the majority of which was curative.

In mid-2017 Dr Eoin Slattery, Consultant Gastroenterologist, UHG was appointed Group Clinical Lead for endoscopy for the Saolta Group. Increased funding was secured through the national endoscopy programme to address some of the manpower shortages and capacity issues for both GUH and LUH. Plans have been developed for the provision of a new state of the art endoscopy unit in Merlin Park which is referred to in the National Development Plan.

Service expansion within the Group has also been addressed with both capsule endoscopy and radiofrequency ablation for Barrett's oesophagus planned to be in place at the UHG campus by mid-2018.

### The Frailty Service

Galway University Hospitals in line with the recommendations of the National Clinical Programme for Older Persons (NCPOP) has developed a dedicated frail older adults service. The goal of this service is to improve the standard of care, patient experience and transition of vulnerable frail older adults through the acute hospital services. There is evidence that integrated and coordinated care leads to significantly better outcomes for frail older adults and the frailty service strives to promote this. This approach to care is encompassed in Comprehensive Geriatric Assessment (CGA) which is a multidimensional interdisciplinary diagnostic process focused on determining the medical, psychological and functional capability of the frail older person, in order to develop a co-ordinated and integrated plan for treatment and long term follow up.

The frailty service commenced in October 2016 and is delivered through the Department of Geriatric and Stroke Medicine. The frailty service screens all older persons (aged over 75 years) whom are medically admitted via the ED and identifies those requiring and suitable for CGA. The frailty Service is a relatively new subspecialty and as acute medical specialist services for older people have rapidly developed over the last year in GUH. The service focuses on specific needs to recovery from current medical illness, meet their rehabilitation goals and avoid preventable adverse outcomes and incidents during acute care. The frailty service through CGA aims to optimise a care plan transitioned back to the person's own home in a timely manner, to promote independent living and to avoid unnecessary hospital admission and readmission.

The frailty service has a defined and agreed process with the Emergency Department (ED) and with acute medicine teams on patients suitable to be accepted and transferred to the frailty service. All identified frail older persons taken by the frailty service have a CGA performed within 24 hours of admission and documented in their medical records.

There is evidence that complex older adults receiving CGA on a specialist gerontology ward are more likely to be well and living at home after an acute hospital admission at 12 months. The frailty service is currently developing a specialist gerontology ward with the team on St Mary's ward.

## Falls and Syncope Service

The Falls and Syncope Clinic was established in Galway University Hospital in July 2016 by Dr Ruairi Waters and Professor Martin O'Donnell, Department of Geriatric Medicine, Galway University Hospitals. The clinic is currently located on the ground floor in the HRB Clinical Research Facility (CRFG) on the main University Hospital Galway campus.

Our population is ageing. Studies reveal that 1/3rd of all people greater than the age of 65 will suffer at least one fall per annum and this rises to ½ of our elderly population over the age of 80. In addition, the majority of the population may expect to experience an episode of syncope in their lifetime.

In 2015, a clinical audit revealed that the mean length of stay for patients over the age of 60 years following a syncopal episode was 7.69 days. This resulted in 1960 bed days at an approximate cost of 1.8 million euro. Patients who sustained a fall over the age of 60 had a mean length of stay of 13.37 days. This was therefore the rationale in selecting a patient age cut-off of 60 years and above.

The Falls and Syncope clinic is an early diagnostic and rapid access care clinic offered to older persons over the age of 60 years within the Saolta Group. This is the first dedicated falls and syncope clinic in the group and currently referrals are received from all hospitals within the group from Donegal to North Tipperary. The clinic provides falls specific assessment and interventions to our patients to identify and treat modifiable falls risk factors, with the aim of reducing further falls. The falls assessment involves a multidisciplinary approach, including comprehensive medical review, screening for polypharmacy, nutritional status, physical function, balance and strength.

The day case investigation unit at University Hospital Galway minimises elective and emergency admission for syncope and blackout investigation. A recent audit in GUH shows that since the introduction of the service that the length of stay for patients with syncope in the Acute Medical Assessment unit has reduced by over 50%. Clinic waiting times currently stands at 1-3 weeks.

75% of local costs for investigating syncope are incurred by keeping a patient in hospital awaiting investigation and by the low diagnostic yield from in the main unnecessary tests such as Holter monitoring, chest x-ray, echocardiogram, MRI, CT and laboratory analytics. The ECS recommended algorithm for clinical history, surface ECG, lying and standing blood pressure (using phasic blood pressure) and supine and upright carotid sinus massage (in people over 50). Thereafter investigations will depend on whether or not there is evidence of structural heart disease. If structural heart disease is present patients, in the first instance, should have cardiac investigations (echo, stress test etc.). If there is no evidence of structural heart disease a newly mediated investigation profile is recommended: head up tilt studies, external loop recording and ambulatory blood pressure monitoring.

The service also provides a screening service for the detection of paroxysmal atrial fibrillation in patients post stroke through the use of external loop recorders. This novel technology reduces the devastating consequences of stroke recurrence and the healthcare costs associated with disabling stroke.

Finally, the service places a strong emphasis on clinical research. The clinic location within the clinical research facility allows a blended model of excellent patient care with high quality clinical research.

### The Integrated Dementia Service – TIDeS

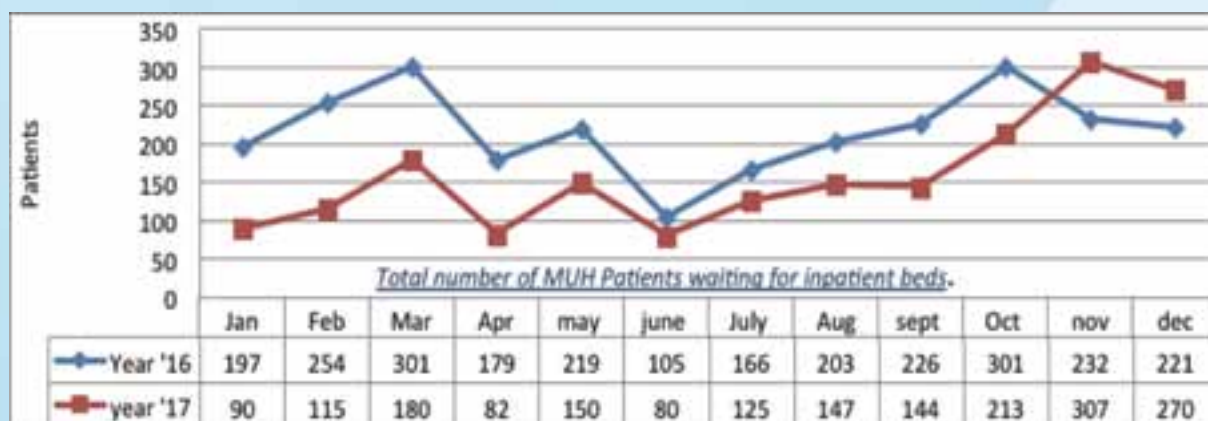
The HSE’s National Service Plan and National Dementia Strategy call for an integrated, population-based approach to dementia service provision. Models of palliative care should integrate specialist expertise with primary and community care services and enable transitions across settings, including residential aged care. Navigating the transition from inpatient to community requires intensive effort and coordination and this is especially important in advanced dementia.

People with advanced dementia are frequently admitted to hospital. They are vulnerable to poor outcomes and have increased mortality rates during and after admission. The palliative care needs of this group are under recognised, and under reported. Palliative care referral can lead to improved quality of care through targeted symptom control, a person centered approach and carer involvement.

The Integrated Dementia Service (TIDeS) was developed to address the unmet palliative care needs of patients with advanced dementia in University Hospital Galway. The aims of the service are to promote the early identification and assessment of palliative care needs in persons with advanced dementia from the point of admission, using validated outcome measures to assess symptom control, delirium screening, performance status and social supports. The pilot phase of the project began in UHG in August 2017. TIDES will build on integration between gerontology, liaison psychiatry, medical, surgical and palliative teams to provide detailed clinical assessment, optimise resource utilisation during admission, building links to support the transition from hospital to home.

### 6 bed escalation bay in MUH

One of the big improvements in the MUH medical directorate in 2017 was in the management of unscheduled care by the opening of the 6 bed escalation bay on A ward resulting in a significant reduction in the patient experience time in ED with a reduction of 44% for the first 10 months of the year and overall reduction of 26%.



## Computers on Wheels CoWIs

As part of a quality focus on improving medical ward rounds, promoting patient engagement “not about me without me” improve documentation and improve the discharge process for patients, Computers on wheels were introduced to the medical wards and the medical day unit in Mayo University Hospital. Each of the four main medical wards now have CoWIs that are used at the point of care. All computers have the software that is available on the desk top PC for ordering and reviewing diagnostics and viewing the Patient admission system. In addition to this, electronic Nursing assessment documents are available on the COWLS to help improve the initial assessment of patients and assist the nursing staff to use appropriate screening tools in a more time efficient manner in order to produce a more accurate plan of care.



The physiotherapy with elderly medicine ward highlighting the barriers to mobilising as an inpatient and the ways of eliminating and managing these barriers.

## Respiratory integrated care

An oxygen therapy clinic has been successfully set up and trialed in the primary care centre Castlebar as part of the respiratory integrated care pathway. Patients that have been discharged from hospital on oxygen therapy or require on going assessment for the need for oxygen therapy that would previously attend the OPD in MUH are now being referred to attend the clinic that is run jointly between the MUH candidate Respiratory ANP and community Physio. This is a very good example how collaboration between the community and acute setting can both improve the care delivered to patients and also prevent unnecessary patient presentation to the hospital. The setting up of this clinic which is being medically governed by Dr Basnauid is also a good example of collaboration across many disciplines within the MDT.



## Protected Meal times

Protected meal times was an initiative that was introduced initially in MUH on one ward in 2016, following feedback from both patients and staff and a very positive HIQA Nutrition and hydration assessment visit resulted full role out in medical department in 2017 with plan for hospital wide in 2018.

## End of life care

Staff Nurse Donna Gallagher who works one of the medical wards created an information booklet for families entitled "*what to expect when a loved one is dying*" as part of her post graduate diploma in palliative care. This booklet has now been rolled out throughout the hospital and is available on all wards.

## Cardiac Investigations

In 2017 we appointed Ms Evelyn Frain as the manager of cardiac services Evelyn and her team have made significant changes to improve access and quality of care for our patients in MUH.

Redesign of current cardiology diagnostic services and the development of new services at Mayo University Hospital has provided the local community access to services within their own county, including access to pacing follow up clinics , paediatric echocardiography, preventing patients having to travel 1-2 hours to UHG for both services. Within the next three years we envisage growth of our new line services benefitting the people of Mayo.

Improving echocardiography service, reducing waiting times was a primary objective, by providing extra clinics remodelling our outpatient service framework. This was done by introducing two early morning slots before 9:00am thus increasing the outpatient's tests by 40 per month approximately, 480 per year. We further reduced the time between studies which allowed us to allocate an additional three echo outpatient slots approximately resulting in an extra 720 per year; this resulted in a dramatic reduction in waiting list from February 2017, of one year to only three months.

The team significantly reduced the did not attend for all outpatient tests; this impacted all investigations within the department. Conscientious vetting of outpatient investigations in line with British Society of Echocardiography guidelines reduced the number of inappropriate requests made.

## PERIOPERATIVE DIRECTORATE

### Appointments

Mr. Karl Sweeney was appointed as Associate Clinical Director, GUH.  
Ms Judith McLucas has been appointed to the Group Business Manager role for the Perioperative Directorate.

### Saolta Clinical Strategy Review

The Perioperative Directorate have completed the development of a clinical strategy for each specialty; reviewing all aspects of perioperative care within the group with a view to advocating for significant investment in our care programmes going forward.

### Emergency Surgical Pathway

Throughout 2017 the perioperative directorate have been focusing on immediate and longer term improvements using a Kaizen approach to the delivery of patient care. UHG's Patient Flow Improvement teams in collaboration with GE focused on immediate and long term improvements using MDT approach to the delivery of patient care is known as a Kaizen approach.

A Patient Flow Improvement (PFIP) Team in conjunction with GE Finnamore have worked with the Directorate in GUH and significant improvements in the emergency surgical care pathway for the acutely ill surgical patient at GUH have been achieved. This work will continue in 2018.

### Acute Surgical Assessment Unit (ASAU)

An Acute Surgical Assessment Unit (ASAU) opened in July 2017 at GUH. This unit is a dedicated surgical unit where acutely ill surgical patients can be assessed and monitored prior to being admitted to hospital, or being treated and discharged. They form an integral part of the National Clinical Programme (NCPS) 2013 'Model of Care for Acute Surgery'. Their main aim is to improve patient flow and provide better access to assessment, investigation and senior decision makers.

### Elective Orthopaedics

Elective orthopaedic surgery at the MPUH site was suspended in September 2017 due to significant infrastructural issues. Curtailed activity has been transferred to UHG on an interim basis whilst awaiting the procurement of an alternative modular theatre solution.

## **Mobile Intensive Care Ambulance Service - MICAS**

Saolta University Health Care Group in conjunction with the National Transport Programme (NTMP) and the National Ambulance Service (NAS) are extensively planning toward the commencement of Mobile Intensive Care Ambulance Service (MICAS) in 2018. The primary objective of the service is to establish a comprehensive Retrieval/Transfer system for seriously ill patients throughout Ireland. MICAS is about getting the right patient, to the right care, in the right condition, in the right time and involves the timely Retrieval/Transfer of critically ill or severely injured patients by an appropriately trained and skilled team of health professionals.

The NTMP is funded by the HSE and brings together Critical Care, Anaesthesia, Emergency Medicine, Acute Medicine, Acute Surgery, Paediatrics, Obstetrics, Neonatology, Nursing and Midwifery, National Ambulance Service (NAS), Primary Care and Patients under a single programme structure.

Saolta Perioperative Directorate will deliver the clinical teams for MICAS for transfer of critically ill adult patients between group hospital intensive care units and other facilities in conjunction with the National Ambulance Service. Transfers may include initial referral for specialist services or subsequent repatriation to a critical care unit. The service has been resourced with medical, nursing and ambulance personnel as well as standardised equipment including a dedicated critical care ambulance.

A memorandum of understanding is in the process of being agreed between the Group Perioperative Directorate to deliver MICAS for the transfer of critically ill adult patients between group hospital intensive care units and where logistically feasible from group hospitals to Dublin facilities. We are looking forward to the commencement of this service in 2018

## **Group Staff Recognition Awards - Critical Care Outreach**

The Critical Care Outreach team, GUH were successful in winning an award under the Quality Improvement category at the Group Staff Recognition Awards which took place in Galway in November 2017. The team provides a method of enhancing access to critical care expertise for all potentially critically ill or acutely deteriorating patients in the hospital. Patients receive advanced care throughout the hospital and are not limited by the availability of a critical care bed.

The CCO Team plays a pivotal role in managing patients throughout the acute care setting who are at high risk of deterioration. This service runs 7 days a week from 0800-2000 and 2000-0800 on Saturday and Sunday.

## **Cardiac Surgery Study Day**

The Saolta University Health Care Group in consultation with the RCSI hosted a cardiac surgery study day at the Medtronic Customer Innovation Centre in Galway in November. Leading specialists in cardiothoracic surgery from the UK, Ireland and the US (Mayo Clinic) attended and provided an update to attendees on the innovations and developments taking place in their service.

The study day provided lectures covering contemporary topics on cardiac surgery and updates on the latest technique and included a demonstration of the research and production of a coronary stent and transcatheter aortic valve implantation (TAVI) procedure.



This event was attended by some of the most experienced specialists in Cardiology and Cardiothoracic Surgery. The main purpose of the day is aimed at health professionals who are involved in all stages of care for patients undergoing cardiac surgery and to further improve the understanding of cardiac surgery.

### Annual Critical Care Nursing Conference

The 11th Annual Critical Care Nursing Conference Galway was held in the Clayton hotel in September 2017.

An excellent day of learning/updates and networking was enjoyed by a 125 nursing delegates from throughout Ireland. The event saw the presentation of the latest technology in critical care medicine.

A wide range of topical but pertinent topics relating to the critical care environment were covered and delivered by a multi-disciplinary team, including in house and external speakers.

### Saolta Awards Ceremony

One of the main achievements in the Perioperative directorate was the academic achievement by the MUH surgical team who were nominated as finalists in two projects and winner of one at the Saolta Staff awards 2017. The surgical team had many other publications through the year.



## WOMEN'S AND CHILDREN'S DIRECTORATE

### European Cervical Cancer Prevention Week

European Cervical Cancer Prevention week took place from 22nd to 28th January, 2017. To mark the occasion, the nursing staff of the Colposcopy Unit in Sligo University Hospital hosted an information morning to promote regular cervical screening and provide advice to staff, patients and visitors. Women were encouraged to check when their next free smear test is due or to register to have their first smear test. Women were also urged to share the wisdom about the importance of regular cervical screening with other women. Free Pearls of Wisdom pins, the emblem of cervical cancer prevention, were distributed.

Cervical cancer affects about 300 women in Ireland each year and over 90 women die from the disease. The best prevention is through regular screening by smear tests. Through CervicalCheck, women aged 25 to 60 can avail of free, regular smear tests from any registered practitioner of their choice.



*Back row:* Mr. Domhnall McLoughlin, Assistant General Manager; Dr. Heather Langan, Consultant Obstetrician/Gynaecologist; Dr. Nirmala Kondaveeti, Consultant Obstetrician/Gynaecologist; Dr. Vimla Sharma, Consultant Obstetrician/Gynaecologist & Lead Colposcopist; Ms Juliana Henry, Director of Midwifery.

*Front Row:* Ms Monica Hopper, Clerical Officer, Colposcopy; Ms Sinead Griffin, A/ CNM2, Colposcopy; Ms Grainne McCann, General Manager; Ms Mary Kinirons, RGN, Colposcopy.

## New Associate Clinical Director in Mayo University Hospital

Dr. Hilary Stokes, Consultant Paediatrician, was appointed as the new Associate Clinical Director for the Women's and Children's Directorate in Mayo University Hospital.

## Maternity Digital Challenge

The Maternal and Newborn Clinical Management System (MN-CMS) Project involves the design and implementation of an electronic health record for all women and babies in maternity services in Ireland. The MN-CMS allows immediate access to a complete clinical history, 24-hours a day, including results of medical investigations. It ensures that ongoing patient care is based on the most up to date, comprehensive, accurate information.

In January, 2017, the five Saolta maternity units were visited by 3 members of the MN-CMS team as part of a Maternity Digital Challenge which involved visiting 17 of the 19 maternity units in the State in a 24-hour period (of the other two units, Cork had already implemented MN-CMS and Kerry was due to implement it shortly).

The visit marked the launch of this health care initiative and provided information to identify the 'digital gap' to be remedied at each site ahead of the system implementation.



Maternity Digital Challenge at Letterkenny University Hospital



Maternity Digital Challenge at Sligo University Hospital

### **New Directorate General Manager**

The new General Manager for the Women's & Children's Directorate is Mr. James Keane.

Mr. Keane is the General Manager of Portlinculla University Hospital and was formerly the Group Medical Manpower Manager.

### **New Associate Clinical Director in Letterkenny University Hospital**

Dr. Mathew Thomas, Consultant Paediatrician, has been appointed as the new Associate Clinical Director for the Women's and Children's Directorate in Letterkenny University Hospital.

### **Sligo University Hospital 'Great Expectations' Initiative Shortlisted for Award**

An initiative undertaken in Sligo University Hospital to address the problem of long waiting times for expectant mothers in the Antenatal Clinic was shortlisted for the 'Healthcare Department Initiative - Maternity Care' award at the Irish Healthcare Centre Awards 2017.

All grades of staff worked together on the initiative which increased efficiency and streamlined the antenatal clinic to the delight of the expectant mothers and the staff. Staff were eager to try and address what they thought was causing the delays and agreed to use the LEAN process under the guidance of the Nurse Practice Development Unit. The following outcomes were achieved:

- Waiting times reduced significantly
- Reorganisation of the clinic scheduling to reduce bottlenecks
- Client satisfaction significantly improved
- Staff satisfaction significantly improved.



Ms Charlotte Hannon, Specialist Coordinator, Centre of Nursing & Midwifery Education, and Ms Ita Monaghan, Midwife, Antenatal Clinic, Sligo University Hospital, at the Irish Healthcare Centre Awards 2017.

### International Day of the Midwife at University Hospital Galway

International Day of the Midwife falls on the 5th of May each year. The theme for 2017 was “Midwives, Mothers and Families: Partners for Life!” By working in partnership, Midwives can support women and their families to make better decisions about what they need to have a safe and fulfilling birth.

A cake sale was held in University Hospital Galway on International Day of the Midwife, to raise funds for PRactical Obstetric Multi-Professional Training (PROMPT) in seven maternity units in the Philippines. PROMPT training commenced in the Philippines in 2015 and early indicators demonstrate improvement in team working, clinical outcomes and system changes such as improved availability of medications.

Other events held in University Hospital Galway to celebrate International Day of the Midwife included mindfulness sessions for staff and lectures.



Midwives and service user representatives who facilitated and attended the Cake Sale on International Day of the Midwife 2017

## Neonatal Study Day in Galway

The fifth Neonatal Study Day organised by University Hospital Galway was held in May, 2017. Fifty participants, from hospitals in the Saolta Group and from Limerick, Kerry and Drogheda, were in attendance. The aim of this study day was to provide evidence-based information for neonatal nurses, midwives and doctors in the care of neonates. The study day also aids communication and relationship-building, both within the Saolta hospital group and nationally, and enhances understanding of the roles of the various stakeholders involved in the care of the ill, pre-term or newborn infant.



Attendees at the fifth Neonatal Study Day organised by University Hospital Galway.

## STABLE Programme at Sligo University Hospital

The STABLE programme is a tool that has been developed in the USA for the education of all levels of hospital staff in the post-resuscitation care of sick infants prior to the arrival of the transport team. The course is designed for any health professional involved in the post-resuscitation and/or pre-transport care of sick newborns. 'STABLE' is an acronym intended to help healthcare professionals to remember the programme's key topics: Sugar, Temperature, Airway, Blood pressure, Lab work and Emotional support for the family.

The STABLE programme, facilitated by Ms Ann Bowden, Co-ordinator of the National Neonatal Transport Programme, was held in April 2017. The course was attended by 11 nurses and midwives and 4 paediatricians from Sligo University Hospital.



Attendees at the STABLE programme at Sligo University Hospital

### Maternity Bereavement Study Days in Sligo University Hospital

The inaugural Maternity Bereavement Study Day in Sligo University Hospital took place in March, 2017.

The publication of the National Standards for Bereavement Care following Pregnancy Loss and Perinatal Death (2016) identified the need for staff education and training in the unique area of childbearing loss and bereavement.

The day was planned and facilitated by Ms Ann Hayes, End-of-Life Care Coordinator, Sligo University Hospital, and Ms Karlene Kearns, Clinical Placement Coordinator, Sligo University Hospital.

The overall aim of the Study Day was to offer insight and awareness into a comprehensive range of issues surrounding bereavement and loss in the Maternity Services. Content was designed to support Midwives, Nurses and Neonatal Nurses in meeting the challenge of providing high-quality, sensitive and culturally-appropriate bereavement care. The majority of the presenters are based in Sligo University Hospital, thus utilising local expertise of frontline staff to participate in the Study Day.

Indicative content included: The Role of the Midwife in Bereavement Care, Making Memories, The Miscarriage Pathway, Lactation Support Following Infant Loss, Postnatal Care of the Bereaved Mother, A Parent's Experience of Loss and also a Parent's Experience of a having a Child with a Life-limiting Condition, Breaking Bad News, Care of the Dying Baby, Supporting the Family Following Pregnancy Loss and Death of a Baby, Spirituality in Bereavement, and Self-Compassion and Resilience for Health Care Professionals.

A representative from Feileacain also attended and gave a demonstration of the Cuddle Cots which Feileacain donates to Maternity Units in Ireland.

Fr Brian Conlon, Chaplain, Sligo University Hospital; Ms Ann Hayes, End-of-life Care Coordinator,



Fr Brian Conlon, Chaplain, Sligo University Hospital;  
 Ms Ann Hayes, End-of-life Care Coordinator, Sligo University Hospital;  
 Ms Debbie Murphy, Feileacain Representative;  
 Ms Karlene Kearns, Clinical Placement Coordinator, Sligo University Hospital;  
 Ms Maria White, Staff Midwife, Sligo University Hospital.

### Clinical Directorate Team Leadership Development

Members of the Women's & Children's Directorate team attended the Clinical Directorate Team Leadership Programme which was designed and delivered through collaboration between HSE Human Resources, HSE Quality Improvement Division and the Institute of Leadership, Royal College of Surgeons.



Members of the Directorate team with course leaders and sponsors at the Clinical Directorate Team Leadership Development Programme Forum Day on 24th March, 2017.

**Standing:** Ms Angela Hughes, Programme Manager, Clinical Director Programme, Quality Improvement Division, HSE; Ms Marie O'Haire, Manager CHO 1,2,3 and Saolta & UL Hospital Groups, HSE HR Leadership, Education, and Talent Development, HSE; Dr. Julie McCarthy, National Clinical Lead, Clinical Director Programme; Dr. Una Conway, Group Specialty Lead, Obstetrics & Gynaecology, and Associate Clinical Director, University Hospital Galway; Ms Evelyn Smith, Director of Midwifery, Letterkenny University Hospital; Ms Andrea McGrail, Interim Director of Nursing & Midwifery, Mayo University Hospital; Ms Maeve Darcy, Senior Radiographer, Portiuncula University Hospital; Ms Siobhan Canny, Director of Midwifery, Portiuncula University Hospital; Ms Gemma Manning, Directorate Quality & Safety Coordinator; Ms Mary Hynes, Directorate HR Manager.

**Seated:** Ms Juliana Henry, Director of Midwifery, Sligo University Hospital; Dr. Hilary Greaney, Group Specialty Lead, Paediatrics, and Associate Clinical Director, Sligo University Hospital; Dr. Ethel Ryan, Clinical Director; Mr. Maurice Power, CEO, Saolta; Ms Tina Joyce, Programme Director, RCSI.



## International Foetal Alcohol Spectrum Disorder Awareness Day

Ms Frances Burke, childbirth educator at Mayo University Hospital, teamed up with the Western Region Drug and Alcohol Task Force (WRDATF) to mark International Foetal Alcohol Spectrum Disorder Awareness Day in September, 2017, by highlighting the message that 'Alcohol and pregnancy just don't mix'.

Alcohol consumption can have a negative effect on the brain development of the baby growing in the womb. This occurs because alcohol crosses the placenta barrier. The damage can later show up in the form of behavioural, social, learning and attention difficulties in childhood, adolescence and throughout adulthood. While medical evidence points to a need to cut out alcohol completely in pregnancy, the majority of women in Ireland continue to drink. In a recent study, researchers concluded that alcohol use during pregnancy is highly prevalent and evidence shows that gestational alcohol exposure may occur in over 75% of pregnancies in Ireland. The number of pregnant women who drank heavily in three recent studies was small, but the researchers point out that "since most women who consume alcohol do so at lower levels where the offspring growth and development effects are less well understood (than at higher levels), the widespread consumption of even low levels of alcohol during pregnancy is a significant public health concern".



Left to right: Ms Gillian Conway, WRDTF; Ms Cynthia Silva, Psychology; Mr. Emmet Major, WRDTF; Ms Frances Burke, Mayo University Hospital; Dr. Meabh Ni Bhuiinneain, Mayo University Hospital; Ms Maura McKenna, Mayo University Hospital; Mr. Craig Allen, Mayo University Hospital; Ms Sile Gill, Mayo University Hospital; Mr. Pat Conway WRDTF

## HR Award

The inaugural HSE National HR Recognition Awards took place in 2017. A six-month national campaign took place to identify staff who demonstrated outstanding commitment to the HSE, during which hundreds of people were nominated. Awards were presented to the 13 staff members who received three individual nominations each. Among the award-winners was Ms Carmel Connolly, CMM2, Parent Education Services, University Hospital Galway.



Ms Carmel Connolly (right) receiving her National HR Recognition Award from Ms Rosarii Mannion, National Director of HR.

### National Breastfeeding Week 2017 in Sligo University Hospital

Sligo University Hospital marked National Breastfeeding Week with many events throughout the hospital and community. Information stands were placed in the main foyer of the hospital, antenatal clinics, classes and the maternity unit. The stands were very colourful and informative, with posters, leaflets and balloons printed with the message "Breast is Best" and were supported by midwives and lactation consultants.

The stand in the main foyer of the hospital had baby vests with the benefits of breastfeeding printed on them. This generated great interest from the public, who also took part in a quiz on the benefits. Quizzes were held for mums on the maternity ward and at antenatal clinics both within the hospital and the outreach clinics in the community, with prizes for the winners.

Colourful badges were worn by staff to promote breastfeeding with the logos "Breast is Best", "Breastfed is Best fed" and "Breastfeed it's Natural".

In association with the Saolta Breastfeeding Forum and with support from Health Promotion, a workshop was held for transition year students, both boys and girls, from local schools. This initiative, which is held jointly by acute hospitals in the Saolta Group, receives very positive feedback each year.



Saolta breast feeding forum

## National Maternal Sepsis Form

Mr Ronan O Cathasaigh, Saolta Sepsis Lead, coordinated the implementation of the National Maternal Sepsis Form in all Saolta Maternity Units from 20th November, 2017.

The form is not only to be used in all Saolta Maternity Units but in any clinical area where pregnant women and women up to 42 days post-delivery will be admitted. This includes Emergency Departments, Intensive Care Units, Medical, Surgical & Orthopaedic Wards, Theatres and Outpatients Departments. The form supports more accurate diagnosis, documentation & risk stratification and has been shown to improve the time to antimicrobial therapy.

## Appointment of Director of Midwifery at University Hospital Galway



Mrs. Helen Murphy has taken up the post of Director of Midwifery in University Hospital Galway from 4th September, 2017.

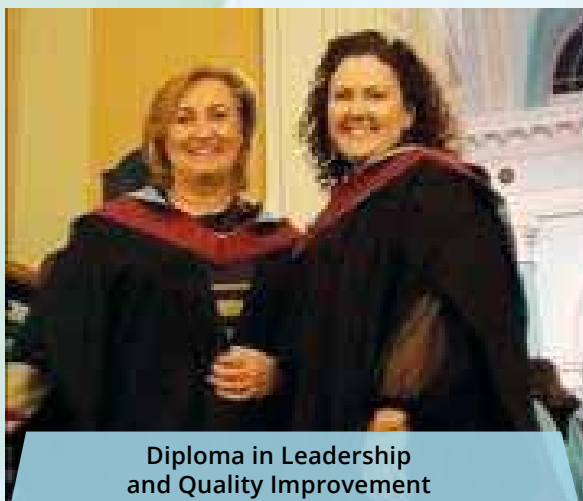
Helen trained as a Nurse in the Meath Hospital in Dublin and completed her Midwifery training in Belfast. Over the past 16 years, Helen has worked in numerous hospitals around London, including the Royal Free Hospital, the Edgware Birth Centre, Bromley NHS Trust, South London NHS Trust, Guys and St. Thomas Hospital and Lewisham and Greenwich NHS Trust. She has gained extensive experience in caring for women with high- and low-risk pregnancies. Prior to returning to Ireland, she held the position of Inpatient Midwifery Matron in Lewisham and Greenwich NHS Trust.

## World Prematurity Day

World Prematurity Day was celebrated globally in November 2017. Purple was the colour of World Prematurity Day and several iconic buildings were lit up in purple to mark the day. One in ten births are premature and premature births are the leading cause of death in children under the age of five worldwide. The Irish Healthcare Alliance launched their discharge booklet for parents and professionals and donated goody bags for parents in each NICU across Ireland.



World Prematurity Day



Ms Jean James, Registered Advanced Nurse Practitioner, Neonatology, University Hospital Galway, (left) and Dr. Ethel Ryan, Clinical Director, Saolta Women's & Children's Directorate, and Consultant Paediatrician / Neonatologist in University Hospital Galway, graduated from Royal College of Physicians Ireland with a Diploma in Leadership and Quality Improvement.

### **New Consultant Appointments**

Dr. Mark Dempsey took up a new Consultant Obstetrician & Gynaecologist post at University Hospital Galway on 11th December, 2017.

### **Registered Advanced Midwife Practitioner in Sligo University Hospital**

Ms Roisin Lennon took up position as candidate Advanced Midwife Practitioner (cAMP) in Sligo University Hospital in August, 2016, to coordinate the introduction of a supported pathway of care for at risk women and to also have a clinical caseload for an assisted model of care. This was in response to the National Maternity Strategy (2016) requirement to provide care that is responsive to pregnant women's needs and to provide choice and access to high quality, safe, woman-centred care at the right level of care and support for each individual.

The cAMP caseload has strict inclusion criteria and includes women with stable medical conditions, raised BMI and women wishing to discuss birth choices, especially those who are anxious about birthing and those who have had a Caesarean section (CS) in the past. It also includes women on the supported pathway being referred at term to the assisted pathway for an ongoing plan of care and induction of labour, if required.

In January, 2017, these pathways of care were implemented for women attending the clinics at Sligo University Hospital, under the clinical supervision of the consultant obstetricians. Both pathways provide care from antenatal booking to postnatal discharge. In September, 2017, Roisin was accredited as a Registered Advanced Midwife Practitioner (RAMP) with NMBI. The pathways have proven popular with the women and to date approximately 40% of all women booked for Sligo University Hospital have been cared for either by the supported care pathway or by the cAMP/RAMP antenatally. The vaginal birth rate for the pathways to the end of November, 2017, was 89% with 30% still fulfilling the criteria for midwifery/RAMP care following birth. The vaginal birth rate following CS was also high with only 2 women opting for an elective CS at term.

In 2018, it is planned to move into the community and provide these pathways at the outreach clinics. This is subject to securing suitable premises to provide this service. There are also plans to provide an early transfer home service for Sligo town initially, as well as a postnatal debrief service. Exciting and changing times for midwives and pregnancy care in Sligo.

### **New Bereavement Room 'Seomra Ciúin' opened at University Hospital Galway**

A new bereavement room for patients and families using the maternity services at University Hospital Galway was officially opened in 2017 by Ms Cathy Quinn, the first Midwife Consultant in Perinatal Bereavement Care appointed in Ireland. The Seomra Ciúin is the first inpatient bereavement room to be opened in the country. Ms AnneMarie Grealish, Assistant Director of Midwifery, explained, "Having identified the need for a single en-suite room to provide a protected area for women who are grieving following an early miscarriage, we were delighted to be awarded the funding by the Design and Dignity programme. Seomra Ciúin will also provide a dedicated space for patients who are approaching the end of life. The room is a fully equipped clinical space but the design ensures that it is physically and aesthetically comforting for both patients and their families."

The single occupancy room has en-suite shower/ bathroom facilities and a tea/coffee station. The interior design ensures privacy and dignity. The room is designed also to facilitate overnight stays for partners/family members.

The project was funded under the Design and Dignity Grant Fund which is operated and co-funded by the Irish Hospice Foundation (IHF) and the HSE. University Hospital Galway is one of over 48 hospitals in Ireland linked to the Hospice Friendly Hospitals (HFH) Programme. The HFH Programme is an initiative of the Irish Hospice Foundation. It seeks to ensure that palliative, end of life and bereavement care are central to the everyday business of hospitals.



Opening of Seomra Ciúin GUH

## MUH Appointment of Director of Midwifery



Andrea McGrail was appointed as Director of Midwifery in Mayo University Hospital. Andrea has a wide and varied nursing and midwifery experience. She completed her general nurse and midwifery training in London. She gained her love of midwifery while working in London as a team leader in a busy community midwifery led service. On return to Ireland she worked in various positions in Mayo University Hospital including labour ward midwife, CMM 2 Out Patients Department, Assistant Director of Midwifery and Interim Director of Nursing & Midwifery. Andrea is a firm believer in lifelong learning and has extensive academic qualifications. She is interested in normalising maternity care for the low risk women, professional development of staff and assessing and managing risk in maternity care.

## Top Midwife Award 2017



Mayo University Hospital were thrilled that one of our midwives Claire Larkin was awarded Mums and Tots award for 2017. Claire is one of our midwives currently working on delivery suite and was nominated by Elaine- a mum who had used our maternity service in Mayo University Hospital.

Elaine wrote as part of her nomination 'In February 2016 "my little baby girl was born sleeping. Claire was my Midwife. The respect and caring she gave me throughout the whole experience was unbelievable. I don't think I could have got through those dark few days without her".

## Hypnobirthing Comes To Mayo University Hospital



Following two pilot courses during last year, the Antenatal Education Service started to offer Hypnobirthing classes to all women and partners using maternity services in MUH in January 2017. This initiative resulted in a nomination in the Saolta Awards 2017.

## New staff on Paediatric Ward 2017

Imelda Byrne CNM 1 Paediatric ward and was appointed on the 17th April 2017.

Consultant Paediatrician Dr Johannes Letshwiti also joined the team in 2017.

## The Paediatric Decision Unit



The PDU is an acute medical assessment unit that caters for children from birth to 15 years this is a quality improvement project led by Dr Hillary Stokes and the paediatric team. It opened on 22nd August 2017. It is a 4 day a week 09.00 - 22.00 service. The PDU is. It is co-located within the paediatric ward. There is a 5-bedded bay, an isolation room and a small waiting area.

## RADIOLOGY DIRECTORATE

2017 was an exciting and challenging year for Saolta Radiology Directorate. Thanks to greater integration and cooperation across our hospitals and despite challenges due to staff shortages and ageing equipment our activity levels increased in many modalities.

GROUP TABLE OF ACTIVITY 2017						
ACTIVITY	GUH (UCH+MPUH)	SUH	LUH	MUH	PUH	RUH
PXR	111,041	61,830	56,650	66,992	25,437	15,442
US	12,962	9,362	6,534	9,258	6,318	2,681
CT	22,604	14,555	10,612	15,159	1,153	5,159
MRI	7,504	9,122	3,226	5,096	7,471	N/A
IR	3,970	823	337	555	16	N/A
FLUORO	1,016	183	629	491	221	81
NUCLEAR	4,449	353	0	N/A	N/A	N/A
MAMMO	8,579	N/A	4,042	1,065	N/A	N/A
US BREAST	4,489	N/A	Incl with mammo	171	N/A	N/A
DEXA	306	N/A	690	N/A	632	N/A
THEATRE	3,427	1,520	638	733	27	N/A
TOTAL	180,347	97,748	83,358	99,520	41,275	23,363

### Key achievements 2017

Expansion of the training programme for undergraduate radiography with clinical tutor posts and student placements expanded to SUH, MUH and LUH for the first time.

A review of MRI provision across the group was completed and has led to the provision of increased capacity by supporting additional weekend lists as an interim measure until a second on site MRI is installed in GUH (expected 2018).

A review of IR provision across the group was commenced.

A 5 year strategy document for Radiology was completed.

The Altnegalvin portal for radiotherapy patients was nominated for a national award.

**MUH:** A new plain film radiography service for primary care commenced at the new Castlebar Primary Care Centre, thus reducing waiting times. This project won a national healthcare award. The national Baby hip ultrasound screening and radiographer/SLT delivered Video Fluoroscopy screening service commenced.

**SUH:** A new Ultrasound scanner and a new DR mobile unit were provided. Funding has been drawn down for Phase 1 of the Interventional Radiology project which is expected to be completed in Q.4. 2018. Dr. Jonathan Ryan, Consultant Radiologist was appointed to SUH in June 2017.

**PUH:** A new Ultrasound scanner was provided, allowing expansion of service. Dr. Carol Donagh was appointed as a new Consultant Radiologist, shared with GUH.

**LUH:** became fully integrated with NIMIS in September 2017. Work on rebuilding the radiology department has commenced. Adria Woods was appointed to position of RSM 1 and brings a wealth of experience.



**RUH:** A new Consultant Radiologist has been appointed to RUH//GUH and is due to start in Q3 2018.

**GUH:** CT scanner was replaced by a state of the art CT scanner thus extending the range of scans available in particular angiography. Out-Patient CT wait times have reduced as a result.

Interventional Radiology broadcast live cases for LINC international conference, for the fourth year in a row, showcasing the expertise of the Interventional Radiology Service. GUH continues to be the only hospital in Ireland or the UK to be involved in this project, which is one of the biggest meetings of its kind in the world.



Dr. Gerry O'Sullivan, Consultant Interventional Radiologist, GUH pictured with theatre staff during a live case procedure for the LINC International Interventional Radiology Conference.



## European Congress of Radiology 2017

Radiology at Galway University Hospital was very well represented at ECR 2017. Four radiographers and two Specialist Registrars represented Saolta at the meeting. Senior Radiographer Stephen McNulty presented the multidisciplinary "Hospital Inpatient Turnaround Team" (HITT) which was established in UHG to reduce inpatient radiology wait times. By introducing a change in processes the median inpatient radiology wait time was reduced by 30.7%.

Radiographer Ciara Crofton presented her research on mobile phone use in the radiology department and the success of an awareness campaign at reducing the associated nosocomial infections risks.

Radiographer Frances Glynn, presented a project on the use of the anode heel effect to optimise image quality. This established that significant dose reductions can be achieved.

Radiography Manager Eileen Kelly presented regarding the role of a clinical manager, the pathway involved, the competencies required of a successful manager and the challenges and positive aspects of management.

Specialist Radiology Registrar Dr. Sinead Culleton presented on the effect of iodinated contrast administered during a CT Pulmonary Angiogram during pregnancy on neonatal thyroid function.

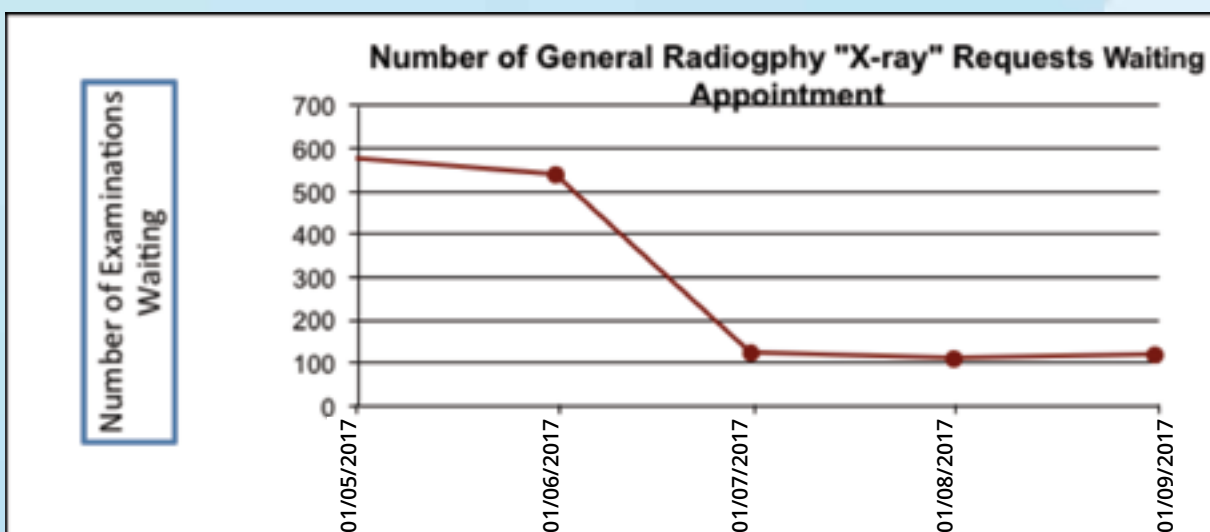
Specialist Radiology Registrar Dr. Tara Tarmey, presented her research looking at the ability of CT-TAVI to identify significant coronary artery disease.

Lean projects in CT and in IR were undertaken in UHG and have resulted in significant improvements in the provision of both services and have helped to improve patient flow.

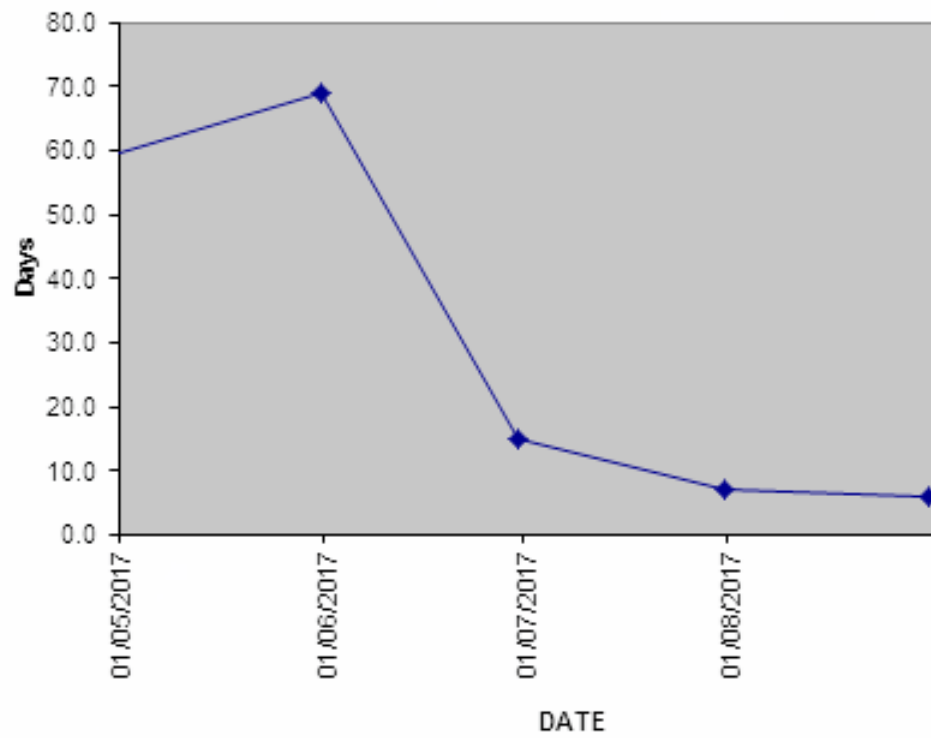
The Radiology directorate at MUH led by Dr Ronan Ryan ACD and Mr Eddie Conran Radiology Manager achieved a quality improvement project to renovate the old radiology film library into a video conference and training room. This is now available for MDT meetings and also for training on NIMIS and other computer based systems.



Another project which took place in 2017 in Mayo was the integration project with our local Primary care team in Moneen Castlebar. A plain film X-ray service was set up which is the first Primary Care Centre nationally to provide NIMIS integrated Diagnostic Imaging. The facility is integrated and governed by the radiology department in MUH. This initiative between NIMIS, Primary Care & Acute Service in MUH has created a significant improvement in access, patient experience, waiting times, whilst also relieving pressure on MUH and community X-ray services in Ballina & Belmullet. It will also enhance the sharing of clinical information between primary care clinicians and those in acute services when onward referral is required. This unit was formally opened by the Minister for Health Mr Simon Harris in November 2017.



### X-Ray Waiting Times



## LABORATORY DIRECTORATE

The Laboratory Medicine Directorate spans the six hospital sites within the Saolta University Health Care Group. The Laboratory Medicine Directorate provides a vast range of clinical services and laboratory testing thus supporting and guiding diagnosis and treatment for patients within the Laboratory Directorate as well as the Medical, Perioperative and Women and Children's Directorates. In the region of 50% of laboratory workload is for Primary Care in the Community Healthcare Organisation 1&2. The laboratory also caters for patients outside the Saolta region in the provision of some national services.

The following specialities exist:

**Clinical Biochemistry >Haematology >Histopathology >Blood and Tissue Establishment >Immunology >Microbiology >Virology**

### General Service Developments

#### Phase 1a and 1b of New Laboratory Build

Planning permission was granted for a new GUH Blood and Tissue Establishment build (phase 1a) and an Integrated Blood Sciences new build (phase 1b). Ground investigations and site surveys continued in 2017. In order for the new build to begin, reconfiguration of the Mortuary is required.

**Blood Sciences Tender Progression in GUH, PUH and RUH –the tender includes Haematology, Clinical Biochemistry and Immunology departments.**

The Blood Sciences Tender progressed further in 2017. This tender will include large areas of Haematology and Biochemistry in all sites and include the Immunology department in GUH also. The tender is completed at national central procurement level and roll out / implementation will begin in 2018. This tender will yield significant savings while also creating efficiencies, reduced down time, improved turn-around-times and allows for further integration and standardisation between sites.

#### **Award Winning in the Blood, Tissue and GMP Manufacturing Establishment.**

The Blood and Tissue Establishment were shortlisted and nominated for 3 categories in the Saolta Staff Recognition Awards. They won the category of Research.

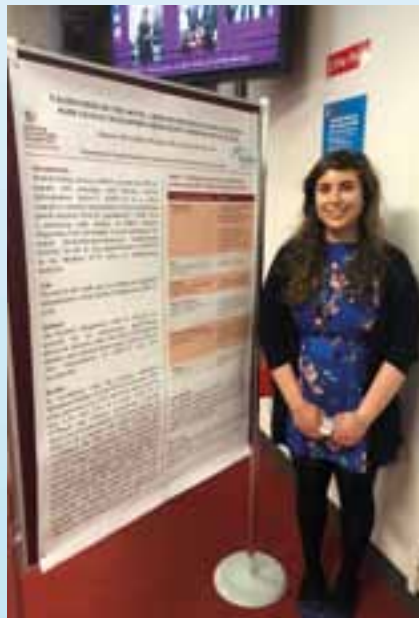
The Blood and Tissue Establishment also won two HSE National Excellence Awards – **Best National Group** and the **Popular Choice Award** for their newly licensed & validated GMP manufacturing facility and the manufacture of allogeneic and autologous serum eye drops. Again this is the first laboratory department in the Republic of Ireland to be shortlisted and progress to win these awards.

## Service Developments and Achievements

- Infinicyt Software was acquired in 2017. This has huge potential for further standardisation of complex Flow Cytometry reporting used in the diagnosis and monitoring of haematology and oncology diseases.
- GUH is now a designated Haemophilia Treatment centre.
- Introduced an improved method for Low Molecular Weight Heparin (LMWH) testing, which has improved stability for clinicians who use it to monitor LMWH treatment.
- A new plasma viscometer was acquired. It provides improved test results required in monitoring Multiple Myeloma patients.
- In 2017 the Tissue department performed 114 stem cell harvests (61 patients) – 14 more than 2016 - a record for GBTE . Over 300% increase from activity in 2012 is noted in Tissue Est.
- Activity in the new Serum Eyedrop Manufacturing Programme exponential increased with an income generation greater than €100,000 in 2017.
- The GBTE department successfully maintained its Blood, Tissue and Good Manufacturing Practice (GMP) License via inspections by the HPRA. The department also maintained their ISO15189 accreditation.
- The GBTE introduced automated crossmatching
- GBTE applied for a Bone Marrow and Adipose tissue procurement license as well as an Allogenic license for the manufacture of Allogenic Serum Eyedrops and successfully achieved same. GBTE are now the first hospital based laboratory in the Republic of Ireland and one of the few in the world with such a license.
- Blood track phase 3 has been implemented, verified and inspected and is available in almost all clinical areas in GUH in 2017. This has afforded safer transfusion practice and created efficiencies.
- The introduction a 2D barcoded identification band for infants  $\leq 12$  months old to facilitate the roll out of the Electronic Blood Track System in the paediatric area was completed.
- Blood and Tissue Establishment introduced a patient information leaflet on “Blood Transfusion” that has been approved by the National Adult Literacy Agency (NALA) and is for use throughout Saolta.
- Rerouting of Blood and Blood Products: Rerouting of blood throughout the Saolta group continues to maximize blood usage and maintain outdates at a minimum. Rerouting of platelets from other sites in Saolta to GUH continued and increased which would otherwise be discarded.
- Clinical Trials: The HPRA granted a licence to GBTE to allow procurement of bone marrow from patients in order to manufacture therapeutic stem cell products, the only such license in the Republic of Ireland. GBTE built connections with international partners at the cutting edge of advanced cell therapy (Leiden, Cambridge, Toulouse) and continued to collaborate with local organisations.
- Blood and Tissue enhanced an online module with the School of Medicine to improve patient safety and quality in transfusion practices for newly qualified doctors.
- Blood and Tissue presented a poster at the National HSCP day.

- GBTE and Haematology have worked on the introduction of Routine Ante Natal Anti-D Prophylaxis (RAADP) from a laboratory perspective. Roll out was completed in 2017.
- Cost saving and efficiencies in Immunology were achieved by the transfer of Albumin Creatinine Ratio (ACR) testing to Roscommon University Hospital on a single testing platform. The test was previously reported using combined results from different departments.
- In Biochemistry GUH the technical evaluation of a tender for point of care blood glucose and ketone measurement was completed in 2017.
- A business case was progressed by Biochemistry to re-introduce the intra-operative PTH service.
- Technical issues with the measurement of Gentamicin have been mitigated by Biochemistry by using a user defined assay. The service will thus be re-introduced in 2018.
- Predictive Markers: PDL-1 is currently being validated for use by the Department of Anatomic Pathology (DAP) in identifying patients who are most likely to respond to specific therapies.
- Molecular Pathology: The complex discipline of testing of Cellular Pathology Material for Melanoma, Lung Cancer, Colorectal Cancer, Breast Cancer and Gastric Cancer using Fluorescent in Situ Hybridization and RT-PCR techniques continues to be strengthened by DAP, enabling appropriate therapies for each patient, for example the ROS-1 and ALK-1 FISH tests for Lung Cancer etc.
- Non- Gynaecological Cytology: The FNA services has been streamlined and DAP now provides two scheduled weekly clinics (ENT and Radiology). The EBUS service continues to generate high throughput of material, this technique is invaluable in providing fast diagnostic patient information enabling staging of lung cancer.
- Urological Pathology: Processing and interpretation for template prostate biopsy cases has been advanced by DAP, these aid Clinicians in identifying prostate cancer by means of high volume sampling from each patient.
- Bowel Screen: DAP continues to perform well at National level in delivery of KPIs for Colorectal Screening Programme Cases.
- The Virology department supported the blood borne virus screening programme, which was carried out in the acute medical unit, UHG.
- A second testing methodology for respiratory viruses was introduced in 2017 in Virology. The rapid nature of the new test allowed the department to report almost a quarter of results within a 4 hour timeframe - not possible previously.
- New test methods were also introduced for EBV, Lyme and VZV in Virology.
- In Microbiology methods for screening for antimicrobial resistant organisms were streamlined to improve efficiency. The department has managed a significant increase in screening in 2017 especially for Carbapenemase Producing Enterobacteriaceae [CPE].
- The reference laboratory services in Microbiology continue to adapt to rapidly changing technology both for Carbapenemase Producing Enterobacteriaceae [CPE] and Salmonella, Shigella and Listeria.

- Microbiology Reference Laboratory Services : A DNA sequencing instrument was purchased and delivered in late 2017. This will allow whole genome sequencing to be taken back in house and will result in significant improvement in turnaround time and the ability to respond to issues critical to the Irish Health services when it goes into operation in 2018.
- The Mortuary department introduced and maintained a document controlled system for Health and Safety policy and procedures- this introduced policies, procedures, asset registers, training logs, risk assessments into the department.
- In order to reduce patient trauma in future years the phlebotomy department have initiated a training programme for final year medical students, where they will be taught correct phlebotomy skills and will demonstrate such skills under supervision
- RUH and PUH Implementation of the Blood Sciences project began with the goal to go live in 2018
- Laboratory refurbishment began in 2017 and is nearing completion in RUH
- Albumin/Creatinine ratio testing added to scope of testing in RUH
- Inputting patient demographics for Ferritin testing to improve service for Hemochromatosis Clinic has occurred in RUH.
- Irish National Accreditation Board inspection of all Departments of MUH laboratory in April 2017 approved continued accreditation to the ISO15189:2012 standard for Medical Laboratories.
- Antimicrobial Stewardship MUH participated in Point Prevalence Survey (PPS) of Hospital-acquired Infections (HAI) and Antimicrobial Use in Acute Care Hospitals, May 2017.







## Cancer Services

The Cancer Programme for the Saolta University Health Care Group provides complex, high volume multidisciplinary care to cancer patients across the region. It revolves around multidisciplinary teams and the development of personalised treatment plans for all cancer patients. Clinical Care is delivered in a network based approach with surgery and radiotherapy in the cancer centre and medical oncology across the region. We believe in providing appropriate cancer care as close to home as possible and in 2017, the Cancer Programme continued to expand and strengthen relationships with our cross border colleagues in the Western Health and Social Care Trust. Patients with colorectal, lung and bladder cancers are now being referred as well as prostate and breast cancer patients to the new state of the art Radiation Oncology Facility in Altnagelvin for External Beam Therapy. This effectively means that Donegal patients requiring radiation oncology as part of their treatment plan are now getting treatment closer to home as they no longer have to travel to Galway or Dublin for treatment for the majority of cancer specialities.

The Saolta Group welcomed the launch of the new National Cancer Strategy 2017 - 2026 in 2017. The projections for the next decade point to major growth in the incidence of cancer and in the demand for cancer services across all cancer specialties. It documents the projections for a doubling in the incidence of cancers and aims to improve early diagnosis, quality of care and particularly emphasises the increased number of patients surviving a cancer diagnosis. The concept of improving both outcomes and quality of life for cancer survivors is emphasised.

The Saolta University Health Care Group has a huge body of work to undertake over the next decade to deliver on the National Cancer Strategy, which will be both exciting and challenging, and we look forward to enhancing the delivery of evidenced based high quality services.

The role of an Academic Medical Centre in the delivery of high-quality clinical care in an environment of research, education, training and innovation is a key component of any Cancer Centre. Cancer offers a spectrum of research opportunity which is being harnessed in The Lambe Institute for Translational Research at NUI Galway, situated at the core of the Saolta University Health Care Group. It is the hub to over 100 researchers specialising in cancer research and medical technology. Our researchers continue to publish internationally with major research programmes attached to cancer including Surgery, Radiotherapy, Haematology, Medical Oncology and clinical trials.

The Inaugural Galway Cancer Conference was held at the Human Biology Building, NUI Galway on Friday, 1st & Saturday, 2nd December 2017 and proved to be a vibrant event with presentations by local, national and international speakers. The conference came together under the Saolta & NUI Galway banner to launch the Annual Cancer Centre Report.



Prof. T. O'Brien, Prof. M. Kerin, Dr. J. Browne, Dr. J. Killeen  
at the Inaugural Cancer Conference in NUIG.



Mr. G. Durkan, Lead Clinician, RAP, GUH, Mr. M. Regan, Consultant GI Surgeon, GUH  
and Dr. K. Clarkson, Clinical Director, Saolta Peri Operative Directorate  
attending the Inaugural Cancer Conference.

This 2 Day Comprehensive Programme hosted presentations on a variety of topics including

- The Role of Targeted Therapies in Cancer Treatment
- Immunology and Cancer Care Individualisation
- The Expanding Role for Clinical Genetics in Cancer Care
- The NCCP Medical Oncology Systemic Therapy Model of Care Plan

The Minister for Health, Mr Simon Harris, TD officially launched the 5th Saolta Group Cancer Centre Annual Report 2017 in Leinster House, Dublin in December 2017 acknowledging the level and complexity of cancer services provision across the Saolta Group and paid tribute to the hard work and dedication of all staff involved in delivery a world class programme.



**Prof. M. Kerin, Cancer Services Lead, Saolta Group, Deputy Hildegard Naughton, TD, Minister Simon Harris, TD, Geraldine Cooley, Saolta Cancer Services Manager, Dr. John Killeen, Chairperson, Board, Saolta University Health Care Group,**

# Resources

## Human Resources

### Employment Levels

Employment levels grew by 217 WTEs from December 2016 to December, standing at 8,768 WTEs at end of December 2017. The total headcount is 9,959 and our annual rate of staff turnover was 10.10%, including the twice annual NCHD rotation. When this is excluded, the turnover is 5.38% (below the health sector's national average of 6.4% in 2016).

Change by staff category since December 2016:

Medical/Dental	+49
Nursing	+72
HSCPs	+34
Management/Administrative	+7
Support Staff	+1
Patient Care Staff	+54

This is in addition to significant Agency across all sites, with Medical and Support grade agency engagement accounting for 90% of the total.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
GUH	3,424	3,457	3,479	3,491	3,487	3,475	3,467	3,488	3,487	3,514	3,508	3,495
LUH	1,462	1,476	1,486	1,498	1,497	1,495	1,498	1,500	1,515	1,517	1,514	1,523
MUH	1,019	1,038	1,055	1,054	1,058	1,066	1,042	1,052	1,056	1,073	1,071	1,066
PUH	691	697	702	702	707	715	698	712	718	736	738	745
RUH	293	292	304	305	302	303	300	310	306	302	306	304
SUH*	1,534	1,545	1,547	1,544	1,540	1,539	1,536	1,544	1,547	1,552	1,546	1,546
Saolta	8,423	8,505	8,573	8,613	8,591	8,593	8,541	8,606	8,629	8,694	8,684	8,679

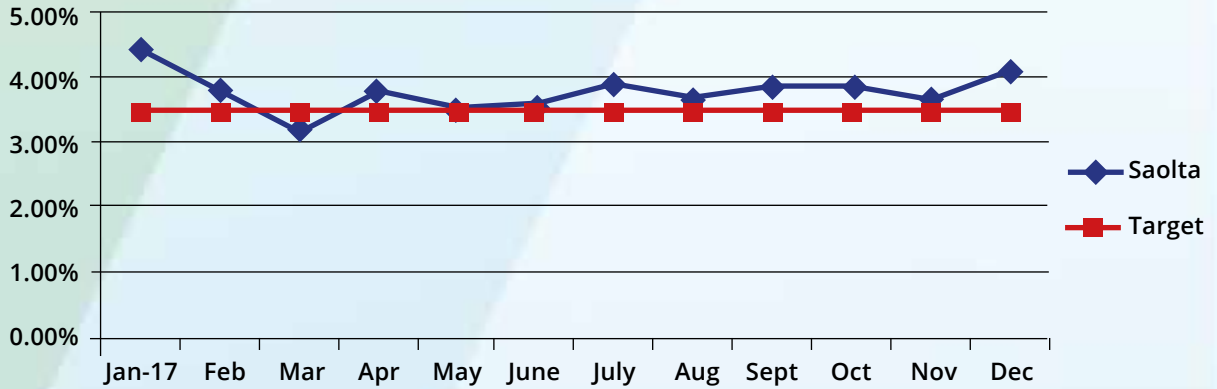
\*SUH figures exclude Our Lady's Hospital Manorhamilton.

### Attendance Management

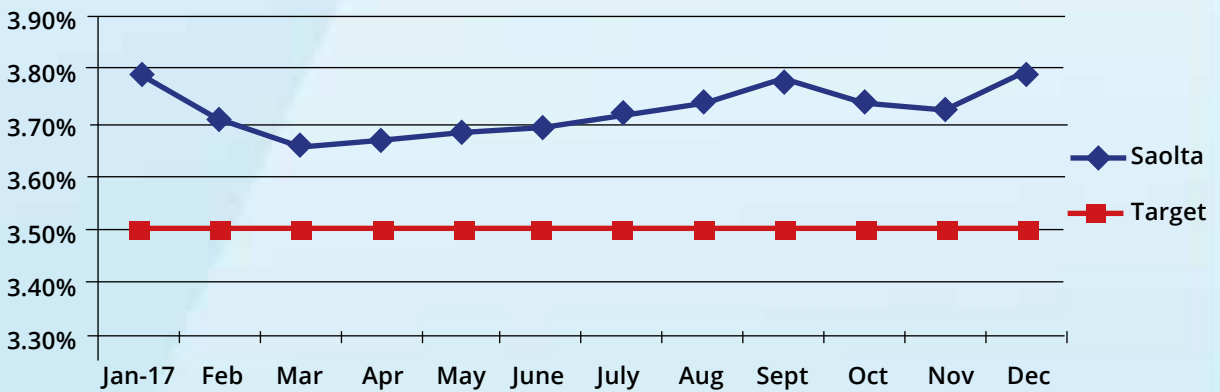
Saolta's absence rate remained below 4% for ten of the twelve months of 2017. December absenteeism is 4.10% (3.69% in November) - the national figure was 4.5% and Acute services 4.2% (both November). Overall, the management of attendance is one of the strengths of the Group and the gains have been sustained over the past few years. Saolta's twelve month running average is 3.79%; National's is 4.41% and Acute's 3.96%.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
GUH	4.03%	3.56%	2.63%	3.37%	2.91%	3.15%	3.52%	3.35%	3.82%	3.98%	3.40%	3.85%
PUH	3.74%	3.52%	3.33%	3.49%	3.97%	4.49%	4.33%	4.03%	3.59%	3.15%	3.54%	3.70%
RUH	3.81%	3.35%	3.28%	4.55%	4.17%	3.53%	4.78%	4.04%	3.35%	4.27%	3.62%	4.40%
LUH	5.82%	4.78%	3.87%	4.23%	3.70%	3.81%	4.81%	4.74%	4.38%	4.40%	3.98%	4.91%
SUH	4.73%	3.42%	3.74%	4.14%	3.92%	3.59%	3.30%	3.56%	3.99%	3.43%	3.83%	4.10%
MUH	3.74%	4.36%	3.25%	4.01%	4.19%	4.24%	4.08%	3.25%	3.48%	3.80%	3.69%	3.97%
Saolta	4.39%	3.84%	3.20%	3.79%	3.52%	3.60%	3.89%	3.70%	3.87%	3.87%	3.69%	4.10%

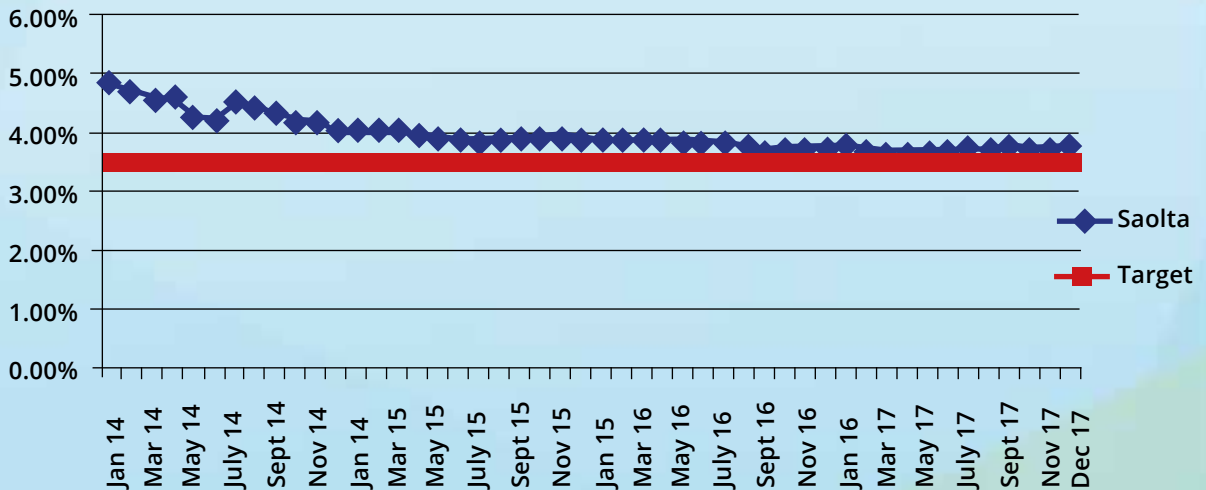
### Saolta monthly absence January 2017 to December 2017



### Saolta 12 month running average v National Target January 2017 to December 2017



### Saolta twelve month running average trend - January 2014 to December 2017



## Employee Engagement Survey

Reports from the Group's 2016 Employee Engagement Survey were issued in early 2017 for the Group as a whole and for each hospital. Work commenced on implementing actions arising from the survey at site level in Q1 2017 and continued through the year through Local Implementation Groups led by the General Manager on each site. Each General Manager has reported progress to the Group Executive Council with some sites making significant headway on delivering improvements arising from the staff engagement process, including some areas identified through the corresponding National Survey conducted by the HSE in 2016.

## Employee Relations

The Group continues to manage employee relations in a proactive manner, endeavouring to address issues as they arise and to resolve them before requiring a third party intervention. This is done through close working with unions and employee representative organisations. The evidence of this can be seen by the fact that there were 35 new third party referrals in 2017, an average of less than three per month from a large and diverse workforce working in a stressful and extremely environment.

## EWTD Compliance

The Group was very successful in implementing the European Working Time Directive (EWTD) in 2017 with the 24 hour measure averaging 97.08% per month (ranging from 95.88% to 97.80%) compliance and the 48 hour parameter averaging 91.9% per month (in the 90.3% to 94.3% range) over the year.

## Healthy Ireland

Much progress was made in progressing the Group's Implementation Plan throughout the year with the Arts, Hospital Choirs and Smarter Travel initiatives being to the fore.

There was a lot of work done in promoting the 'flu vaccine campaign for staff which culminated in a 50% increase in uptake compared to the previous flu season (16% v 24%), the most successful campaign to date for the Group. The work continued in the first half of the 2017-2018 'flu season (October to December 2017) with further upward trends of vaccine uptake among staff across all sites and disciplines. The full season data for this period will be made available in May 2018.

In the area of employee support, the Group trained a large number of trainers on Stress Management and the trainers delivered sessions on all sites during the year. Further work was done on Motivational Interviewing training and a firm plan put in place for the Making Every Contact Count initiative in 2018.

A number of walking routes were further enhanced and scheduled walks organised to improve staff well-being while at work.

The Health and Wellbeing Training Plan was further promoted during the year and enhancements made to the content.

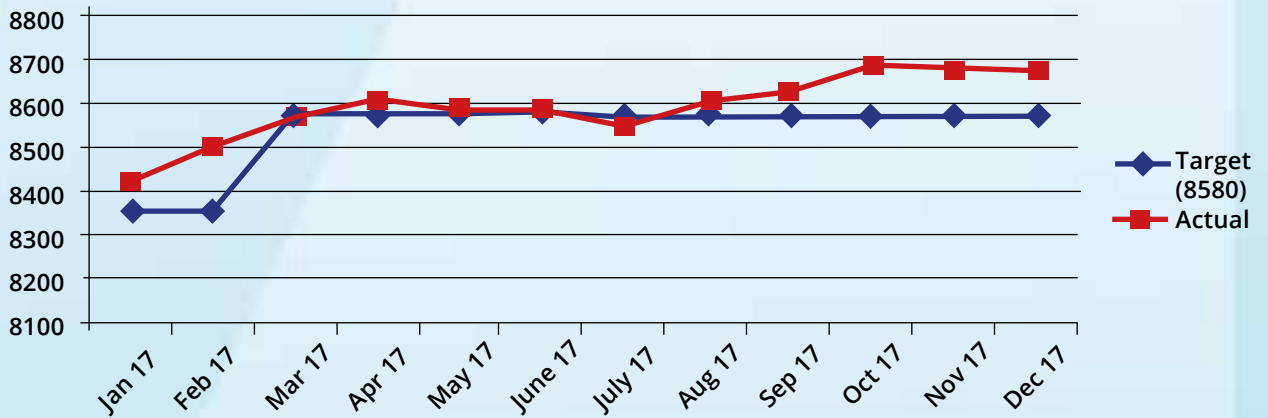
Calorie posting for breakfast and lunch items was progressed on all but one site, and improvements were made to the range of healthy options available in the hospitals' Vending machines.

Five hospitals were awarded 'Happy Heart' awards from the Irish Heart Foundation during the year, endorsing the efforts made to improve staff and patient health and wellbeing.

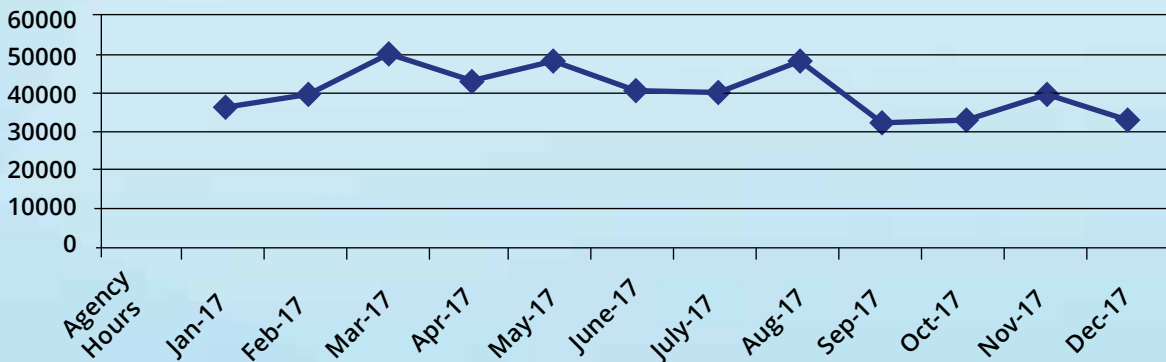
Two bariatric medicine initiatives were also supported by the Group via Healthy Ireland with a research and service delivery perspective which will inform better self-care for staff and patients alike when fully implemented.

The Healthy Ireland section of the Saolta website was completed ([www.saolta.ie/hi](http://www.saolta.ie/hi)) and it is hoped that this will further progress our health promotion agenda for all.

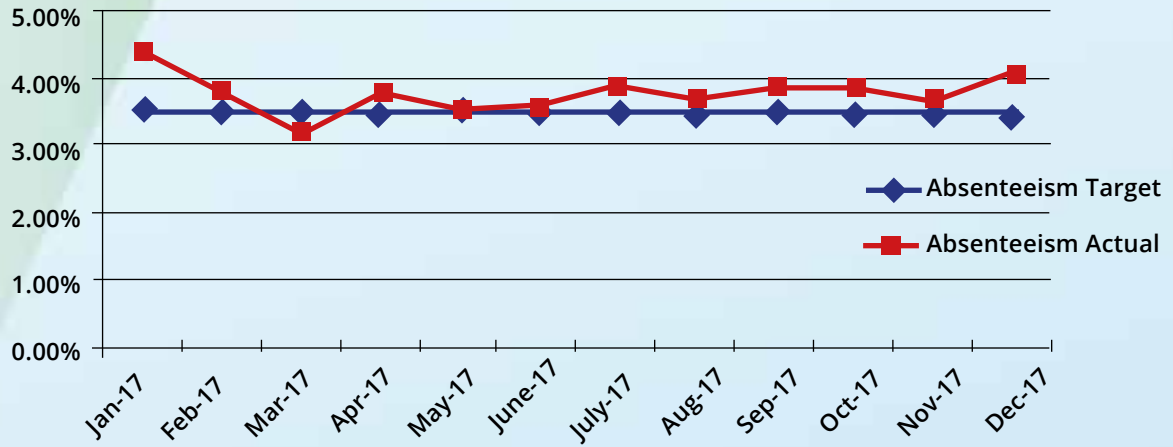
### Group WTEs



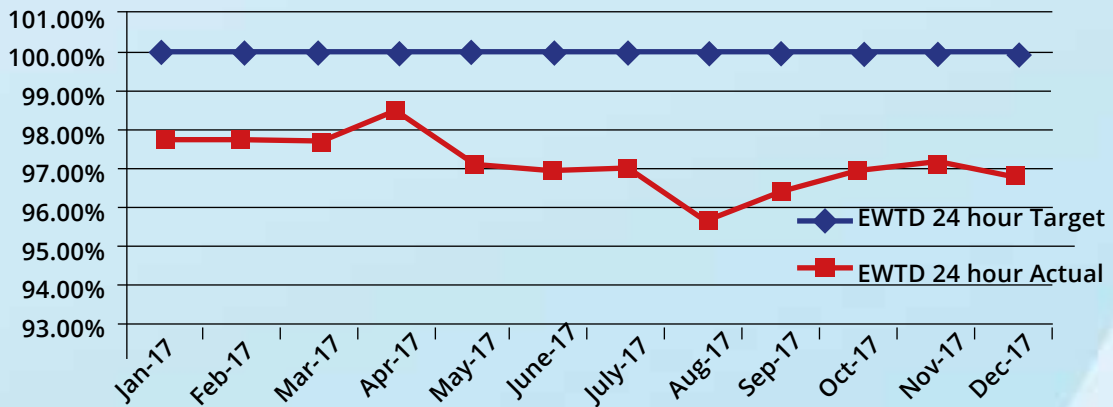
### Agency Hours Purchased



## Group Absenteeism



## EWTD compliance

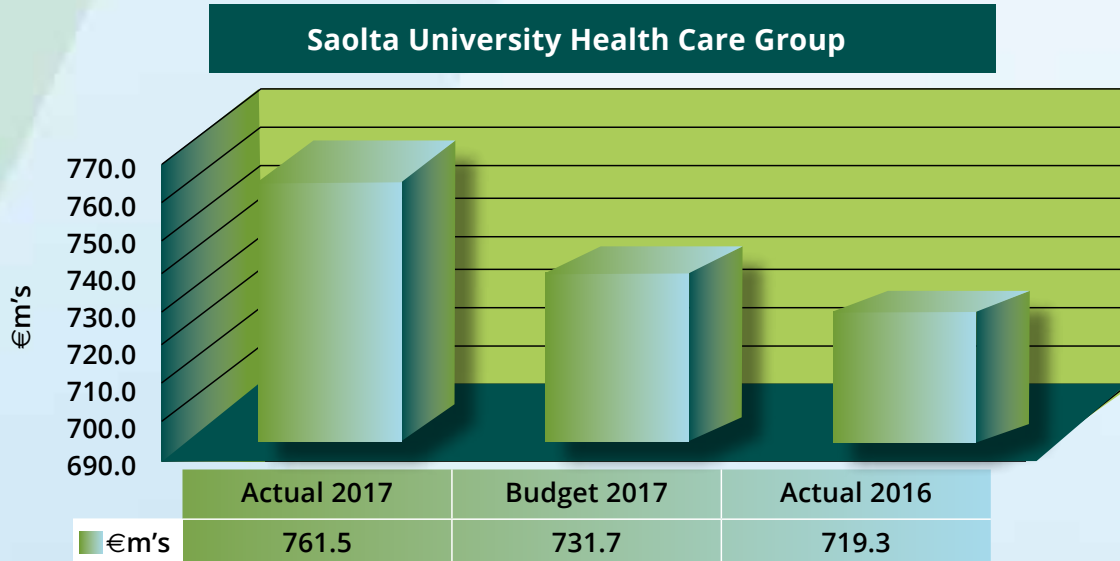




## Finance

2017 was a challenging year from a Finance perspective and overall the Group exceeded Budget by €29.8m.

The graph below shows our overall spend for 2017 against the budget received and also spend in 2016.



### Pay

During 2017 there was an increase in staff numbers, this growth with the continued reliance on agency staff in the areas of medical, nursing and support contributed to the overspend in payroll costs of €6.1m. Group hospitals continued to experience growing numbers of emergency presentations and resultant admissions. The rise in the age profile and the increased complexity of admitted patients is leading to the growing need to provide 1:1 patient care.

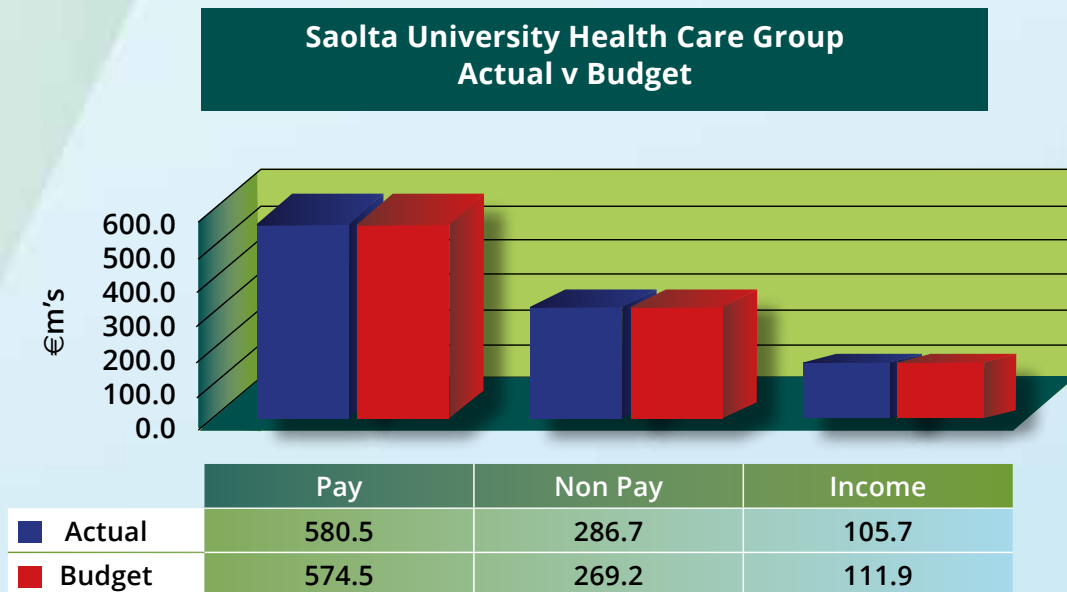
### Non-Pay

Our non-pay spend is over budget by €17.5m. The categories of expenditure contributing to the over spend in non-pay were drugs and medicine, medical and surgical supplies, bad debts, catering and cleaning, patient record storage and retrieval, security and specialising costs, laboratory costs and patient transport.

Apart from bad debts, all other overspends related to increased patient costs recognising activity numbers, complexity and age profile. Bad debts continue to show an upward trend as a result of private health insurer's interpretations of hospital billing requirements.

## Income

The graph below shows pay, nonpay and income for 2017.



## Activity Based Funding (ABF)

2017 was a positive year for the ABF and HIPE projects. During the year 100% of activity in each hospital was coded and the Casemix Index (CMI) increased all around. This has had a positive impact for each of the hospitals and reflects favourably on the Group hospitals vis a vis other Groups in efficiency, patient costs and complexity of activity

## ICT

### Patient Administration System (PAS)

In 2017, work commenced on planning phase of Saolta Group PAS project which is a joint project with Community Health Organisations 1&2. The main objective of the project is to develop a single PAS with a single patient index of patients across Acute Hospitals and Community. This will support the Groups business and clinical strategies and also provide the foundation for any future IT developments. A significant pool of resources is required for this project and the project is dependent on that.

### Evolve System

GUH signed a contract for an Electronic Medical Record solution in June 2017. This will support the move away from a paper based record to an electronic solution. A project team was put in place and the formal project kicked off in September 2017 and will go live in first specialty in August 2018.

### Medical Oncology Clinical Information System (MOCIS)

GUH and MUH were agreed as Phase 1 sites for national Medical Oncology Clinical Information System (MOCIS) project. The first sites will go live towards end of 2018.

A lot of work was done on iCM (Clinical Manager) in Letterkenny to allow for better access to information locally and also to share information electronically with Altnagelvin for Radiotherapy patients. This was also complemented by the development of an Radiology Image Sharing portal which will be used by Galway/ Letterkenny and Altnagelvin

Letterkenny also went live on NIMIS (National Radiology System) in late 2017.

Work has progressed to procure a Group ICU solution and the group Peri-operative Directorate has lead out on that. OPD self registration project kicked off in Galway and May and we expect to go live in both sites in 2018.

May 2017 was also the date for the International Ransomware ICT Infrastructure attack and all hospital and OoCIO worked successfully together to keep the threats at bay. The need for continued investment in keeping software versions and security systems up to date cannot be over-emphasised enough.

## Saolta Arts in Health Programme

Throughout 2017 Galway University Hospitals Arst Trust continued its extensive arts programme in UHG and MPUH while also supporting and developing an arts service for the other hospitals in the Saolta University Health Care Group. We are continuing to explore the expansion of the programme across the group; initially by providing advice with regard to per cent for art schemes, Menu of Poems poetry project, exhibitions, supporting staff choirs and through the Saolta Passages Health and Wellbeing Arts Initiative for staff. Highlights in the arts programme in 2017 include:

### Visual Arts

The Arts Corridor in University Hospitals Galway hosts several exhibitions throughout the year. In 2017 twelve exhibitions took place including exhibitions by local artists, national and international artists as well as patients, staff and members of the local community. Roscommon University Hospital's exhibition programme continued to grow, while Letterkenny University Hospital, Sligo University Hospital and Portiuncula University Hospital displayed framed works and art installations by members of staff. Exhibitions included:

### Imagining Galway by Galway Print Studio Artists

In August 2016, Galway Print Studio was honoured to have been selected to represent Ireland at Euro Celtic Art 2016, part of the 46th Festival Interceltique de Lorient in Brittany. The exhibition, entitled Imagining Galway, featured the work of 13 artists from Galway Print Studio and celebrated the status of Galway as a place of creativity and imagination. This outstanding exhibition was displayed in the Arts Corridor of University Hospital Galway and officially launched by the artist Leonie King.



## Nicola Gunwhy – Can we ever really see each other? An exhibition for Galway International Arts Festival

‘Everyone who is born holds dual citizenship, in the kingdom of the well and in the kingdom of the sick. Although we all prefer to use only the good passport, sooner or later each of us is obliged, at least for a spell, to identify ourselves as citizens of that other place.’ Susan Sontag

Can We Ever Really See Each Other? - A newly commissioned exhibition by Nicola Gunwhy was launched by broadcaster and writer Sinead Gleeson during Galway International Arts Festival. Nicola Gunwhy's is interested in the role of identity and how this impacts on the negotiation of perceiving and being perceived by others. A particular focus is from the perspective of women living with chronic illness and their experience of how this changes their role and position within society. Her work aims to explore women's evolving relationship to their current state of health, their own bodies, and how they make sense of this shifting dynamic.



Sinead Gleeson, Nicola Gunwhy and Margaret Flannery at the launch of Can we ever really see each other?

## Keeping in Touch – 7 local Galway artists recently graduated from GMIT

‘Keeping in Touch’ is a collection of paintings by a group who together completed a degree in Fine Art at GMIT; Loretta Costello, Cathy Hopkins, Elaine McHugh, Deirdre Murphy, Meadhbh Ní Eidhin, Julia O’Keeffe, Fiona Rooney Fitzpatrick, Stephanie Tierney and Clodagh Wade. The group has successfully collaborated on several common projects in the past and as individuals have had solo exhibitions and group shows including the RDS Visual Art Awards, The Galway Arts Festival and Irish Arts Review. ‘Keeping in Touch’ was specially curated for University Hospital, Galway and was a culmination of the artists many years together of shared experience and artistic endeavour. The exhibition was formally launched by James Harrold, City Arts Officer.



### Voice Piece for Soprano by Yoko Uno for TULCA Festival of Visual Art

During the TULCA Festival of Visual Art curated by Matt Packer there was an installation in University Hospital Galway titled Voice Piece for Soprano by the artist Yoko Ono. A limited edition postcard was available for patients, visitors and staff.

### Art@work - annual staff art exhibition

After a break in 2016 the annual staff art exhibition for staff in University Hospital Galway and Merlin Park University Hospital returned for its fourteenth run and was officially launch by Maurice Power, CEO Saolta University Health Care Group. This years 'Art@Work' exhibited work from 34 staff members with 63 pieces on display. The staff exhibition is a highlight of the Arts Trust programme and testament to this is the amount of staff members who have contributed over the years.



Burning Bright exhibition and tea dance at Galway Arts Centre

We are a partner with 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 2017. In the past the exhibition featured work which has resulted from the Bealtaine programme in Hospital Ground, Units 4, 5, 6 and 7 at Merlin Park University Hospital and artworks by longer stay elderly patients in UHG. In 2017 patients from Unit 7 exhibited their work in Galway Arts Centre. Four dialysis participants (3 exhibiting) attended the opening event, officially launched on Tuesday 12th May by the Mayor of County Galway. Being photographed with the Mayor and sharing their artwork and dialysis stories with him was a source of great pride. This was followed by a tea dance where patients in Units 5 and 6 attended and really enjoyed the day out.

To celebrate the achievements and considerable energy of Unit 5 and 6 participants, the artist mounted an exhibition of work to coincide with a family barbecue at the units on Sunday 2nd July. This was very well received by residents, staff and visitors.



Attending the tea dance in Galway Arts Centre 2017

## Art Exhibitions at Roscommon University Hospital 2017

Susan McGinty in Roscommon University Hospital continued to introduce patients and staff to a varied exhibition programme throughout 2017. Susan curated five exhibitions throughout the year showcasing the talents of locally based artists. Including works from Anne Rigney, Frances Crowe, Dee McKiernan, Nora Slevin Lowry and Sharon Joyce

In 2018 it is hoped to engage an arts committee on the site to support the current programme and to introduce a participative arts programme for patients and staff.





## Arts Participation

### *Haemodialysis Arts Programme*

The dialysis arts programme continues to be a highly valued and effective aspect of the care provided in Unit 7, Merlin Park University Hospital. Understood by all stakeholders to be so much more than art workshops. Whilst engaging in the art making process offers considerable benefits for those participating, the long-term nature of the programme has witnessed the vital contribution it makes to human connection, celebration, and a sense of community for everyone connected to the unit

Programmed according to demand, art workshops are currently offered weekly to patients on 3 of 4 patient cycles. A flexible approach accommodates participants' shift swaps and treatment plans. The supportive nursing team facilitates introductions and encourages appropriate referrals. Exhibition and workshop information in the waiting room and corridor extends an open invitation to all patients to participate. In the long-term context of the programme, these informal referral pathways allow patients to access workshops at a time and pace that is right for them. For most patients, this follows a period of time watching others participate and building a relationship of trust with the artist through social contact. The fourth cycle does not benefit from this advantage but relies on an enthusiastic nursing team who are committed to ensuring the programme remains inclusive. This cycle ceased at the end of 2015 owing to discharges and changes to participant schedules.

Art workshops offer transformative experiences during the long hours of being dialyzed. Those participating find a more productive use of their time, engaged in a way that distracts from worries and "*makes time fly*". The creative process continues to promote self-esteem and wellbeing as participants acknowledge their own technical and creative development.

This has been particularly evident with participants who have been accessing the programme for over 2 years and have enjoyed greater confidence and experimentation since inclusion in the 2016 exhibition at the National University of Ireland, Galway. For some, their new pastime presents a renewed sense of purpose and choice where they have had to give up a role or independence owing to ill health. Having their stories heard or talents seen is validating and affirming.

The capacity for the arts programme to humanize the hospital experience and to foster connection and dialogue is now more palpable than ever. There is a great sense of excitement and support amongst patients and staff as artwork develops and Unit 7's rolling exhibition programme is an important catalyst for celebration, conversation and pride. The social impact of the programme resonates in diverse ways - from those who live alone with a limited support network who benefit from being part of a shared experience, to those whose creative projects spark welcome fresh dialogue or activities with their families outside of the unit.

*Time flies.  
You never feel the time going.  
I felt the time awful long here before.*

Participant

*For the likes of you to sit here with me and listen to all those things from back then. Well it means a lot. And for you to find that on the computer for me... well I haven't seen that for 50 years. Them's things that my father showed me, and his father him, and his father him. And that's why I want to put it all down, before it's all gone. Lying here for four hours. It's a long time staring at the ceiling. I want to thank you for spending time and finding that for me. It means a lot.*

Participant

*A year has almost passed since my dear Aunt had to leave us. I have thought of you often and the marvellous joy you brought to her and us with her paintings. I was in Amsterdam recently and passed an art gallery that instantly brought you to mind and your patients, many of whom can only use one arm because of their dialysis. I hope you continue to bring many happy hours to those who so badly need your art classes.*

Relative

## Saolta Staff Health & Wellbeing Arts Initiative 2017

Supporting the implementation of Healthy Ireland, as part of a HSE Staff Health and Wellbeing Initiative, Saolta again prioritised the arts in apportioning its allocated funding from the HSE Staff Health and Wellbeing Division. Proposing to draw from the successes of the Passages project in 2016 and from positive feedback from staff who had participated previously, this was considered a viable, far-reaching approach, offering benefits to staff across the seven hospital sites. Responding to the specified themes and limits of the initiative, GUHAT continued with a project comprising 2 strands:

1. Staff art workshops to promote positive mental health and wellbeing, and
2. Passages, a series of art installations engaging staff in enhancing the workplace and promoting outdoor physical activity and Hospital Walks.



### Environmental enhancement

Several art installations created by staff were installed in six of the hospital sites in 2017. Inspired by the introduction of Hospital Walks, Passages, invited staff to submit pictures and observations they made whilst out walking, via posters, email and a roll up banner at each site. Submissions informed paint colours, digitally printed wallpapers, window vinyls and framed artwork - transforming their working environment with their colours and their words on their walls. Informed by staff consultation, installations were designed for quiet spaces for reflection, public thoroughfares and stairwells, in turn encouraging others to consider integrating walking breaks to their daily routines.

## LUH Staff Rest Area

Staff of LUH submitted photographs that they had taken on mobile devices whilst out walking and this inspired an installation for the Staff Restroom that echoes Instagram, creating a spectrum of colour along the wall in a series of museum quality archival pigment prints. Staff who contributed: Frances Coyle, Alison Johnston, Adrian Ó'Dalaigh, Joy O'Donnell, Elaine Robinson, Mary Wood and co-ordinated by Mary Kelly, Health Promotion.



## Hepatology Waiting Room UHG

The wallpaper designed for the Hepatology Waiting room was developed from original artworks made by Pamela Normoyle, Anne Smyth and Sheenagh McLaverty in staff art workshops at UHG.



## Outpatients UHG

The artworks were kindly submitted by Dr. Aoife O' Beirne as part of the Passages Health and Wellbeing Initiative.



## Foyer SUH before and after

The photographs currently exhibited in the foyer were taken by the following staff members: Adrienne Bolton, Ann Clare Feely, Michelle Griffen, Aidan Lacey and Domhnall McLoughlin in addition a sculpture was created for the main atrium of the hospital. The sculpture titled 'Transit' was created and donated to the hospital by local artist Paraic McGloughlin ably assisted by his father Paraic. The sculpture represents transition from sickness to health and through the process of change, sometimes in our lives we have to reflect and make changes in order to have an enhanced sense of health and well-being. Passages was co-ordinated on the SUH site by Pauline Kent, Health Promotion.



## Emergency Department Corridor and Rear Entrance in PUH

Artwork and text by staff members Mary Ward, Lynne Hyde, Monica Maxwell, Pauline Conroy and Patricia McDermott, coordinated on site with the help of David Walker and Marita Fogarty.



## Before and After MUH Family Room

The images used for the wallpaper and photographic prints in this family room were taken by Clare Chambers and the project was co-ordinated on the mayo site with the help of Caroline Conway and Lucy Martindale.



## Lily Pond Corridor MPUH

Artworks submitted by Noel Barbour and window vinyl developed from original artworks made by Eva Cantillon and Marie Gannon at art workshops in MPUH.



## UHG ID Clinic

Revised design incorporating elements of several staff photographic submissions.



## Literature

### Poems for Patients exhibition selected by Yrsa Daley-Ward

Los Angeles based poet Yrsa Daley-Ward launched the fourteenth series of Poems for Patience in April. There are twenty poems displayed throughout the waiting room areas of UHG and MPUH and a poem for the light box beside the lift area in the hospital. This year's poetry competition was won jointly by Marie Cadden and Lorna Shaughnessy.



### All Ireland Poetry Day 2017 - Menu of Poems

The Menu of Poems was disseminated on National Poetry Day to hospital and healthcare settings throughout the Saolta group and other participating hospitals. The Menu consisted of three poems chosen from the Poems for Patience collection which were voted by the Arts and Health Co-ordinators Ireland members. The finalised menu entitled You. Just You. was edited by poet Yrsa Daley Ward.



## Music and Events

### Jonathan Gunning and Miquel Barcelo Troubadours for Health

Troubadours for Health visited the Oncology wards in UHG during April in partnership with Cúirt International Festival of Literature.



## Bealtaine

As part of the Bealtaine Festival- celebrating creativity as we age, a series of music performances, theatre and storytelling events were held in University Hospital Galway, Merlin Park University Hospital and Roscommon University Hospital.

Performances by harpist Gráinne Hambly at Merlin Park University Hospital. Grainne is an internationally recognized Irish harpist. She has been playing professionally for the past 13 years and has performed in Germany, France, Italy, Switzerland, Brazil, Japan and the USA.



Gráinne Hambly



Old Flames with Brian Leyden accompanied by Seamie O'Dowd for Bealtaine





Carnation Theatre visited Merlin Park and Roscommon University Hospital.

### **Trish Forde, Author and Filleda Eves, Artist visit for Baboro International Arts Festival for Children**

Best selling and local author Trish Forde visited the paediatric unit in October 2017. She read from her books to children on the ward and discussed storytelling. While Filleda Eves gave a workshop to children in paediatrics and also gave a workshop with tips to the UHG Play Specialist and volunteers on creative ideas that they can use in the playroom and by the bedside for children in hospital.



Galway Author Trish Forde, reading for Baboró International Arts Festival for Children in the paediatric department UHG October 2017.

## Culture Night 2017

Culture Night took place on Friday night September 15th. Philip Fogarty performed courtesy of Galway City Council from 6.30 to 8.30pm and was a huge hit. This was a live interactive performance titled The Birds. Several patients attended and some came down when family members came through the foyer on their way to visit and encouraged them to attend.



## Galway Jazz Festival 2017

In October Galway Jazz Festival came to UHG for the first time with Karen Egan on vocals, Cian Boylan on piano and Damian Evans on bass. A wonderful Sunday afternoon of jazz music in UHG with over 130 patients and visitors in attendance. Thank you to Ciaran Ryan and the Jazz Festival.



## Galway University Hospitals Choral Society

Galway University Hospitals Choral Society was formed in 2011, they launched their first CD in December 2016.



## Seomra Ciúin in St. Monica's UHG

In a partnership between the HSE and The Irish Hospice Foundation, The Design & Dignity project is bringing simple but transformational changes to acute hospitals in Ireland, making challenging times more bearable for patients and their family and friends. Funding exemplar projects in public hospitals either through 'new build' or with imaginative retrofitting, Design & Dignity is renovating underused rooms, turning them into oases of calm and privacy, allowing for the sharing of special moments and a catching of breath. Through relatively small investments that make a real difference

to people at a traumatic time in their lives, the project offers financial support and design expertise on colour, lighting, artwork, acoustics, fabrics, furnishings, structural materials and planting.



For Seomra Ciúin, Galway University Hospitals, working with Galway University Hospitals Arts Trust and DK Architects, invited local artist Marielle MacLeman to create the artwork for a digitally printed mural. Original drawings of birds from the gardens and woodlands of Ireland were incorporated in the design, including the Wren, the Starling, the Jay, the Goldcrest, the Blue Tit, the Robin, the Sparrow, the Siskin, and the Coal Tit. Picking up the architect's oak finishes elsewhere in the room, The Birds of Ireland creates a protective canopy of branches and birds over the bed area – a resting place watched over by nature.







Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive