





Issue 48 Winter 2021



The History of Roscommon University Hospital

In November Roscommon University Hospital celebrated the $80^{\rm th}$ Anniversary of the opening of the hospital.

The history of the hospital starts back in 1921 after the formation of the Irish Free State when the national economy was limited and money for the health facilities was urgently needed. In 1930, a group of six Dublin voluntary hospitals were allowed to organise a sweepstake. This sweepstake was a resounding success and raised money for the six hospitals to share. More sweepstakes were organised and tickets were sold worldwide, often purchased by the Irish diaspora to support the healthcare system at home in Ireland. In 1933, the Government passed the "Public Hospitals Act."

This Act allowed the Government to ensure that the proceeds from the sweepstakes were paid to the newly created Hospital Trust Fund which then was able to finance the expansion and construction of new hospitals. This fund allowed for the much needed capital to build a large number of county hospitals throughout Ireland.

In 1933 the Roscommon Board of Health selected a site and engaged the services of James Rupert Boyd Barrett as architect to design the hospital. In 1934, Roscommon County Council purchased 7.369 statue acres and after inspection the site was described as an "excellent building site, with a pleasant aspect looking out onto the nicely wooded slopes of Carrowroe."

Delays in progressing the project were encountered; plans had to be modified and in 1936 the plans were finally approved and the construction works were put out to tender. The tender was won by Messrs Murphy Bros, Cork, however it would appear that building works would not commence until 1938.

The Nurses Home was built shortly after the hospital, and it was later extended. When it was finally completed it was able to comfortably accommodate 55 staff.

In 1941 the hospital was completed and ready for occupancy. The County Surgeon, Mr J.T. "Jock" O'Hanrahan was eager to move patients and staff from the Roscommon Infirmary, into the purpose built new building. There was, however, a small issue. During World War II, the Irish Army were looking at suitable locations for a military hospital. Talks were on-going with the army and Roscommon County Council to take over the newly built hospital for this purpose.

Then in early November, "Jock" O'Hanrahan became aware of these negotiations and decided to take matters into his own hands. "I decided without official authority to transfer the patients in the old hospital (Infirmary) to the new hospital."

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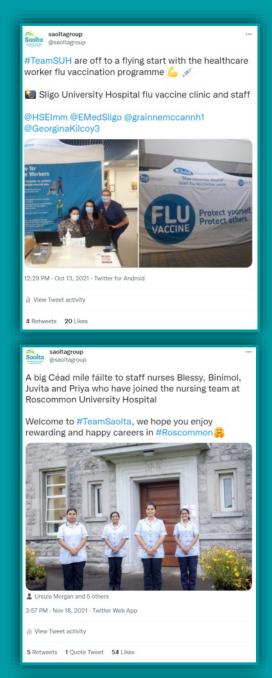
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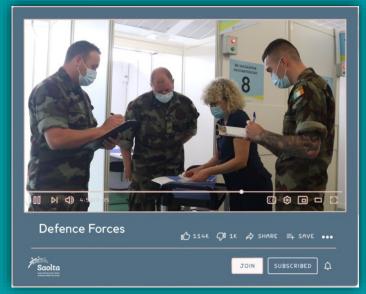




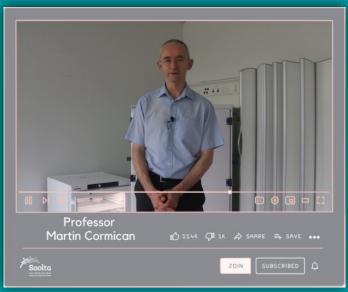




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Chief Executive Officer

Saolta Group

Dear colleagues

It has been a very difficult year. The optimism associated with the success of the COVID-19 Vaccination Programme, which reached the end of its first phase in early Autumn, allowed us to start to think about recovery.



We started to look again at plans to deal with the waiting lists that had expanded over the course of the previous twenty months and we started to describe the transition from pandemic to endemic and all that this entailed. However, during November, the optimism was dampened by rising case numbers in the community and increasing numbers of patients with COVID-19 in our hospitals. The fourth wave is currently washing over us, at a time when our hospitals are already busy with Winter pressures and our attention is necessarily focussed on Critical Care Capacity and managing admissions through the EDs.

The last few weeks have seen the arrival of another new variant of concern to our shores. The arrival of Omicron is a reminder to us that there is much about COVID-19 that remains uncertain. This threat will demand an accelerated booster programme and another decisive response from our health services.

While we would all have liked to end the year on a different note, the reality as we face these last weeks of December and the early part of 2022, is that we will be deeply immersed again in rolling out the vaccination programme across the region while also doing our very best for the large numbers of patients that will require hospital care.

I do want to thank each and every member of Saolta Group Staff for the work you have put in, in each of our hospitals and in our vaccination centres across the region over the last twelve months.

There is room for optimism again. There is strong evidence demonstrating the efficacy of the vaccine against both Delta and Omicron. The ability that you have demonstrated this year, despite its ups and downs, to rise to the needs of the communities we serve, is also a source of real optimism.

Enjoy the Christmas and let's look forward to better times.

Tony Canavan Chief Executive Officer

Chief Operations Officer Saolta Group

Dear colleagues

Firstly I want to wish each and every one of you a happy and peaceful Christmas. Every member of staff across all of our sites has played an important role in navigating us through another challenging year.



As 2022 approaches I want to offer my heartfelt thanks to all of you for everything that you have done to deliver care to our patients continually.

Despite all the challenges we have faced this year, it is timely to look back on positive developments over the past 12 months. Across all of our sites our equipment replacement programme has supported the replacement of key diagnostic equipment including Fluoroscopy and interventional radiology rooms in Mayo and Sligo Hospitals and MRI and CT replacement progressing on UHG and Portiuncula sites. The new Hybrid Endovascular Theatre in UHG became operational in early September.

The completion of the Roscommon Palliative Care Support Unit which will be run by RUH is another positive development which will become operational in 2022. Two replacement orthopaedic theatres are at an advanced stage in MPUH and the Radiation Oncology Facility on the UHG site is progressing well.

The new 42 bedded ward block in SUH and a replacement Outpatients Department and Adult OPD Cystic Fibrosis Unit in MPUH were granted planning permission this year. The design team for the ED/AMU development in MUH will be appointed by vear end.

In LUH a mobile endoscopy unit was reinstated on site and a design team being selected to work on the expansion of the Renal Dialysis Unit.

We are also progressing a number of ICT implementation projects with IPMS implemented in PUH last month, ICNet being progressed and the project for the implementation of an ICU system in SUH, LUH, MUH and PUH will progress early in 2022. The recruitment of key posts, including the E-Health Director, to enhance our ICT is also underway.

While developments are being progressed on sites, you have managed Covid surges, dealt with the impact and after effects of a cyber attack and also continued to provide emergency care, cancer care and provide as much access for outpatients, day cases, endoscopy and inpatient surgical procedures that capacity will allow.

I hope that you all get the opportunity to have a break over Christmas and get to spend some time with your families. We had all hoped that this Christmas would return us to some normality but that is sadly not the case. Instead we must continue to do all we can to remain vigilant and keep our guard up.

I look forward to working with you all in 2022 and wish you all a prosperous and happy New Year.

Ann Cosgrove Chief Operations Officer

Update from the Saolta Project Management Office

As we approach the end of 2021, it is time to reflect on both what we have achieved and our objectives for next year. During the year the Saolta PMO has continued to play a key role in supporting both the hospital group and individual services across many areas, from project management support to the Regional Vaccination Programme, Enhanced Community Services, Sláintecare, the Integrated Governance Project and many other important service developments. Over the last three months we have re-evaluated the existing programme of work in the context of COVID-19 to ensure that we are best placed to support the organisations priorities as part of Covid recovery.

For 2022 we will continue to advance this work focusing on the most important aspects of the Saolta Priority Projects (that are set out in the project dashboard), and we have agreed these priorities with the Saolta Management Team.

Sláintecare

We are nearing the end of the Sláintecare Integrated Fund projects. We wish to congratulate all of our Sláintecare Project Leads and project members on their success and recent national approval to mainstream.







These projects have delivered many tangible benefits to patients in achieving the Sláintecare objectives of hospital avoidance and delivering care close to home where safe and appropriate. They include:

- Telemedicine for Cystic Fibrosis Patients GUH/CHO 1 and **CH West**
- Urology Proof of Concept Saolta/CHO 1 and **CH West**
- Pain Management Education Programme SUH/CHO 1
- Towards Self Care in Headache National Neurology Programme (GUH as pilot site)

Sláintecare Integrated Funding Projects being mainstreamed as part of the Enhanced Community Care **Programme** (ECCP) include:

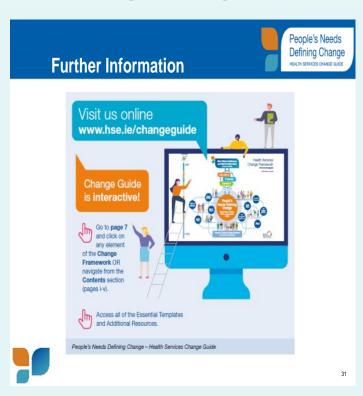
- Integrated Care for Older Persons City Hub GUH/CHW
- Heart Failure Service PUH/ CHW
- Community Cardiac Diagnostics Programme GUH/CHW
- Heart Failure SUH/CHO1
- Heart Failure LUH/CHO1

Over the coming weeks work will continue to embed these projects into business as usual across services.

Enhanced Community Care Programme

The joint CHW/Saolta Integrated Care Programme for Older Persons (ICPOP) and Chronic Disease Management Steering Groups are progressing with the development of integrated pathways and the appointment of specialist Ambulatory Hub teams. Operational Leads and Specialist staff are being recruited across the region and we are working closely between acute and community services to implement this programme.

Change Management



Development of Change Management Expertise in Saolta

As one of our key objectives, the Saolta PMO will be concentrating on supporting our hospitals in the further development of staff expertise around both project and change management so that as an organisation, we will have better capacity and capability in this area. We are working closely with the National Change and Innovation Team re education programmes (aligned to HSE Change Guide).

Further details are available on the HSE Change Guide section of the HSE website, click here to access.



Women's and Children's Managed Clinical and Academic Network (MCAN)

There have been numerous achievements and quality improvement initiatives across our hospital units, providing a greater, enhanced service to our patients, all of which have been progressed by the hard work, dedication and commitment from staff. The following points will bring you up to speed as we close out on 2021.

Annual Clinical Report 2020:

The Saolta Women's and Children's Managed Clinical and Academic Annual Clinical Report 2020 was published in November. It represents the level of activity of services across all of our 5 hospital sites.

The report was launched with an External Review/Lecture and Meeting on Wednesday 8th December hosted by Professor Keelin O'Donoghue, Consultant Obstetrician and Gynaecologist, Cork University Maternity Hospital to present her thoughts and findings on the Report to all the SaoIta Group sites. This was a very helpful and informative meeting. The Saolta Women's and Children's MCAN Annual Clinical Report 2020 is available for viewing here.

Service Priorities:

We continue to be committed to promoting and providing the best possible service for the patient and to developing and supporting the sites to improve how we do our work as a Group.

We would like to acknowledge the collaborative engagement from all our colleagues and look forward to developing and enhancing our services next year, specifically: The Fetal Medicine Service across the Group; Perinatal Pathology: establishing a Fertility Hub/Reproductive Medicine Service across the Group: Developing Ambulatory Gynaecology services; supporting the development of a dedicated paediatric network; and supporting specific projects such as the Critically III and Injured Child Project.

Strategy Development:

The MCAN is currently finalising the SaoIta Paediatric Integrated Strategy.

Developing a dedicated paediatric network across Saolta offers us the opportunity to bring together a range of professionals with specialist expertise, standardising care and access for children. This will help to ensure that paediatric resources are used to maximum effect and high quality services and patient pathways are provided. This is an ongoing piece of work with engagement from all of the key stakeholders involved in the safe provision of care of these patients. We expect to launch this strategy early in 2022 in alignment with the Saolta Strategy 2019 – 2023.

Planning and Performance:

In continuing to improve the quality of care we provide to our patients we have developed a suite of site based clinical and business key performance indicators (KPI's). These KPI's are being reviewed to strengthen performance management culture and communicate urgent and important information.

An example of recent KPI trends which have been discussed at our Wider MCAN Group meeting are our rate of Caesarean Section across the group, the percentage of Category 1 C-Sections for fetal distress or maternal emergency in which the decision to delivery interval is within 30 minutes and percentage of patients referred for Post-Menopausal Bleed who require histological investigation and have investigation within 56 calendar days of referral.

We plan to further develop our suite of gynaecology KPI's in line with national standards. Also our QPS team will be presenting a quarterly report in relation to incidents and complaints and we will be examining and reviewing our KPI's in relation to this report across the group.

We continue to update you with the ongoing work and projects undertaken by the MCAN in the New Year and we expect to see further development with projects and service and site developments.



Staff Flu Vaccine Campaign













The History of Roscommon University Hospital

Continued from cover page

On the night of the 06 November 1941, with the help of local friends who provided free transport, he moved an entire hospital of patients, staff, medical records and equipment overnight. The following morning, he contacted the Roscommon T.D and informed him of the move!

In 1953, the County Clinic was built and officially opened. It provided a wide range of specialist medical services from various Consultants for the people of Roscommon.

Type 1 Diabetes Self-Management Education in GUH

The Diabetes Centre in Galway is currently offering its one hundredth DAFNE course (Dose Adjustment for Normal Eating) to its patients with Type 1 Diabetes. It's a proud achievement for the team delivering DAFNE in the Diabetes Centre with nearly 700 patients having taken the course.

DAFNE is a group education programme for adults with Type 1 diabetes. It aims to help people with this lifelong condition lead as normal a life as possible. Carbohydrate Counting, adjusting insulin for life scenarios, illness and Eating Out are just some of the topics covered in the programme.

Those that have attended DAFNE report long lasting improvements to their health and quality of life. Being part of a group facilitates valuable sharing and comparing experiences with others.

DAFNE began in this centre in 2005. It is delivered by a small, dedicated and experienced team of DAFNE trained (Nurse and Dietitian) Educators. We have recently welcomed Prof Sean Dinneen to our educator team. Sean is the first doctor to become a certified DAFNE Educator and reflecting on the experience, he said, "The DAFNE approach can really help people live well with their type 1 diabetes and I am proud to be part of the team delivering the programme in GUH".

Delivery of the DAFNE course has persevered without fail through the years, even through the pandemic. It is a testament to the belief and trust educators have for the structure and evidence base upon which DAFNE is built.

As one patient (Anna) commented and it is reflective of so many participants. She felt apprehensive and nervous coming into a room of 'strangers' at the beginning of the week. On the Friday, she said she was 'happy, so happy with herself and all she had learnt'.

Often, over the course of the week friendships started. In recent years WhatsApp groups have featured as a means of a support after the course.

For some of our participants it may be the very first time that they have admitted or shared with anyone, that they have Type 1 Diabetes. This being the case for one young adult, I recall, that hid her diabetes from everyone. When someone saw her one day with an insulin pen, she told them it was her mascara.

Traditionally, DAFNE took place as a five day training course, face to face in the Diabetes centre itself. A familiar sight, would be a group of up to 10 people taking a walk along the lovely waterways of the city and by the prom, in all weathers, on a Wednesday afternoon of the DAFNE week. Management of activity being just one part of the programme for the week. The sense of achievement for all after our 9 km walk being palpable when we returned.

This walk and the Face to Face DAFNE has been on hold since the pandemic began. Like the rest of the world, DAFNE had to reform so that patients could still have access to valuable and necessary Diabetes education.



From left: Joan Kelly, Diabetes Nurse Specialist: Prof Sean Dinneen: Ciara Heverin, Diabetes Dietitian; and Mairead Smith, Diabetes

DAFNE remote was born

Each Educator undertook necessary training to learn about delivering DAFNE virtually. DAFNE Remote continues with the group education model. It includes online learning using Open University platform and workbook learning from home. Each week for six weeks is completed by a group video support call to assist the learning.

The future is looking bright for DAFNE and for our patients. Returning to face to face is not an option at present. We are confident as a team that it will happen and are looking forward to it. DAFNE REMOTE will continue and have already started planning our courses for 2022.

Best case scenario is that the Diabetes centre in Galway will offer DAFNE structured education in both its formats. Some people will choose to do face to Face. DAFNE remote will be preferred by

DAFNE is very much about teamwork- educators and participants working together to achieve the best possible management of Diabetes. The teams may change and the participants become graduates but DAFNE continues in our centre. After all, we have already started on the next 100 courses.

Eight new radiographers join MUH

The Radiology Department in Mayo University Hospital has added eight new radiographers to their team in recent months bringing the total number of radiographers to 33. The additional radiography staff and increased capacity within the unit is already having have a positive impact on service delivery in the hospital. As an example, the number of patients referred from GPs awaiting an X-ray appointment has dropped from over 1000 in August to approximately 200 now as a direct result of the additional radiography staff and there is also increased activity in MRI, CT and Ultrasound.

MUH Radiology is a busy department which includes the Emergency Department X-ray room and the main radiology unit providing inpatient and outpatient services to the hospital. The unit works with Community Healthcare West to deliver satellite X-ray and ultrasound services in Ballina, Belmullet and Claremorris Primary Care Centres. The department also provides mammography services including an outreach service of the Symptomatic Breast Clinic in University Hospital Galway.

Eddie Conran, Radiography Services Manager said, "It is very welcome to bring additional radiographers into the department at a time when we are looking to increase radiology activity. The drive and enthusiasm from the new staff is infectious and it gives the rest of us great energy to see these new radiographers coming up and pursing their careers with us". Click here for more.



From left: Dr Jason Horan, ED Consultant; Tina Monaghan, Senior CT Radiographer; Sean Foggin, Graduate Radiographer; Niamh Guilfoyle, Radiographer; Christine Tierney, Senior MRI Radiographer; Clíodhna Finn, Radiographer; Roisin McDonagh, Radiographer; Emma Moran, Radiographer; Jonathan Giblin, Graduate Radiographer; and Catherine Donohoe, Hospital Manager.

HSE Excellence Awards

HSE Excellence Awards – Saolta

Congratulations to the 3 Saolta finalists at the HSE Excellence Awards. Project Leads Leonie Cullen, Dr Muiris O'Sullivan, Dr Cormac Mullins and winner of category: Exceeding Expectations – Outstanding Employee, Maria Lynch

Category: Improving Patient Experience

Ms Leonie Cullen

Project 'ICUFamilyLink - Keeping ICU patients and families connected during visitor restrictions'

Category: Innovation in Service Delivery

Dr Niamh Kieran accepting the award on behalf of Project Lead Dr Mhuiris O'Sullivan

Project 'Smoothing GP referrals to AMU using Healthlink'

Category: Service Development & Innovation in Responding to Covid

Dr Lamees Kamal accepting the award on behalf of project lead Dr Cormac Mullins

Project 'PREP19 App' is an aid for preparation of the operating room and staff for patients who potentially have COVID-19 or other highly transmissible viral infection and require surgery

Category: Exceeding Expectations Outstanding Employee Ms Maria Lynch, Our Ladies Hospital, Manorhamilton



PUH launch Breastfeeding initiative

During National Breastfeeding Week, the Maternity Department at Portiuncula University Hospital launched an Antenatal Expressing of Colostrum information leaflet and accompanying Colostrum or 'Liquid Gold' Harvesting Packs for pregnant women.

This new initiative is being lead out by Olivia Somers, Lactation Consultant. She said, "I am confident that this initiative will be a game changer in helping women to successfully exclusively breastfeed their babies. Learning to hand express colostrum from 37 weeks on in pregnancy is a great way for mums-to-be to prepare for their breastfeeding journey. By expressing their colostrum towards the end of their pregnancy they will be better prepared to meet any feeding challenges should they arise.

"Colostrum is often referred to as liquid gold. It is a fluid which is produced by the breasts from about 18 weeks of pregnancy and during the first few days after the birth. It is the perfect food for new-born babies. It is rich in antibodies which gives babies their first immunisation. It is low in volume but high in energy, it is very concentrated containing lots of protective properties to give all babies the best start in life that they deserve. The amount will vary from a few drops to a teaspoon but this small amount is perfect for your baby. It really is liquid gold, every golden drop counts!

"In Portiuncula, we believe that empowering, enabling, supporting and protecting women's breastfeeding journey is of the upmost importance. We recommend that you discuss harvesting colostrum with your obstetric team and we have a new leaflet on harvesting colostrum has lots of information for mums-to-be".

Click here for more.



Donation of Portacabin to Paediatric Unit



From left: Amanda Peoples, CNM2, Paediatric Unit; Paul Carey, Managing Director, Carey Building Contractors; Anne Matthews, CNM3, Paediatric Unit; and John Forde, Maintenance Manager.

Carey Building Contractors kindly donate new portacabin to store toys and gifts donated to the Paediatric Unit at University Hospital Galway,

Anne Matthews, Clinical Nurse Manager 3, Paediatric Unit said, "This new storage facility is greatly appreciated and on behalf of myself and all the staff in the unit, I would like to sincerely thank Paul Carey and all at Carey Building Contractors for this welcome donation and to Walsh Crane Hire for providing the crane lift free of charge."

Click here for more.

RUH Nurse Manager in the right place at the right time



Lorraine Harney, CNM.

It was just an another ordinary day for off duty CNM Lorraine Harney who was out shopping when she noticed a man had collapsed in the supermarket next to her.

Roman had suffered a heart attack and with Lorraine's quick thinking, she performed CPR and AED, and was able to stabilise Roman until the ambulance arrived.

"The availability of the community AED and having the skills and training to use it alongside effective, high quality CPR meant that Roman survived with no neurological deficits and is living a normal life today", said Lorraine.

Roman paid tribute to Loraine and said, "You not only saved a man, but also a husband, a father and a grandfather and for that I am forever grateful."

Text Message Reminder Service at MUH

Mayo University Hospital has introduced a text message reminder service for patients who have appointments in the Outpatient and Ambulatory Gynaecology Departments in the hospital. MUH runs approximately 60,000 outpatient appointments per year and 17% of patients do not attend. This initiative is designed to improve communications with patients and improve the quality of the outpatient service in the hospital.

Kate Plavenieks, Hospital Business Manager led the development of this service in MUH. "We are aiming to make it as easy as possible for people to use our hospital services but the text reminders will also have a positive impact on waiting lists. Click here for more.

New Nurses at PUH



Staff Nurses Tenzin Dolkar and Anu George.

Innovative Information System for Cancer Treatment

University Hospital Galway is the first designated cancer centre to roll out and implement the National Cancer Information System (NCIS) which will be implemented in all 26 hospitals delivering Systemic Anti-Cancer Therapy nationally.

The NCIS is a key priority project for the National Cancer Control Programme to facilitate hospitals to implement quality, efficient systemic anti-cancer therapy in line with the National Cancer Strategy 2017-2026.

The project is jointly sponsored by the Director of the National Cancer Control Programme (NCCP), the HSE Chief Information Officer and the Director of Acute Hospitals and is prioritised within the Cancer IT programme of the eHealth Strategy for Ireland. The system which is now fully live in UHG provides a single national computerised system that records and stores information about a patient's cancer case, diagnosis and treatment.

The goal of this project is to deliver a clinical information system to support the care of oncology and haemato-oncology patients including the provision of Systemic Anti-Cancer Therapy or Chemotherapy across Ireland. Click here for more.





National Open Disclosure Modules at SUH

Staff at Sligo University Hospital are working with the National Open Disclosure Team to develop a "face to face" training module for Open Disclosure. Currently there are two e-learning modules available on HSELand which provide an overview on how to communicate in an open, timely, empathic and compassionate way with patients and their families when things go wrong during their health care journey.

These modules have proved very effective in supporting staff through the Open Disclosure process. However, the need for "face to face" training for staff to practice open disclosure in a safe supportive environment was identified as a training need by the National Team.

The Pilot team are grateful to all our colleagues who are supporting us with their advice and expertise and we are looking forward to developing a programme that will be rolled out nationally next year.

The pilot team members are Prof C McHugh, Dr F O Sullivan, Mr J Kelly, Dr A Dolan, Dr A Mitchell, Ms T Donnelly and Ms M Wilson.

New Medication Safety Initiative at RUH

The Pharmacy Department at Roscommon University Hospital launched a new on-site medication safety initiative, the medication safety minute.

Sarah Jane Doyle, Senior Pharmacist explains, "On a weekly basis a bite-sized nugget of medication safety information is circulated to all hospital staff. The aim of the initiative is to improve prescriber awareness of common medication safety issues. Topics covered are derived from the professional practice and experience of healthcare professionals at RUH.

"We in the pharmacy department would like to acknowledge that the Medication Safety Minute original concept and design is by St. James's Hospital, Dublin and wish to thank them for giving us permission to use the medication safety minute initiative at RUH."

For further information on the medication safety minute, follow on twitter @medsafetymin



Sarah Jane Doyle, Senior Pharmacist.

HSE Psychology GUH - From A Spark To A Flame!

From a small-scale pilot project in 2013 the HSE Acute Hospital Psychology service within GUH has grown and continues to strengthen. Dr Mary Hynes, Senior Psychologist (Regional Bariatric Service) held our first post and was joined last year by Dr Grace O' Shea. Our second post commenced in 2019 with Dr Joanne Byrne, Senior Psychologist (Cystic Fibrosis) and is now full-time.

Three recent appointments have taken place with Dr Hazel Moore, Senior Psychologist (Paediatrics), Dr Alison Byrne (Cardiology/Neurology) and Dr Leigh Mc Cann (Neonatology). Two forthcoming psychology posts are funded for psycho-oncology. New developments posts are also proposed to work across specialisms and develop the acute hospital psychology structure which is managed by and integrated with HSE Galway/Roscommon Psychology Department.

The body and mind are inextricably inter-connected: when we are physically unwell or in pain our mental health is often affected; and when our psychological health is poor this often impacts our physical health. Unsurprisingly, the major benefits of psychological input in acute hospital settings are well-proven in international research.

Acute Hospital Psychologists provide a range of evidence-based services including:

- Assessing patients' emotional and cognitive functioning: Current coping/resilience; motivation/treatment compliance; and readiness for potentially life-changing surgeries.
- Individual evidence-based interventions:
 - Adjustment to living with a physical health condition complications;
 - Coping with identity, role, relationship and lifestyle
 - Processing the trauma of a diagnosis or injury;
 - Helping patients to understand how their thoughts and feelings can influence their physical and mental well-being;

- Coping with palliative care and supporting families and carers.
- **Group interventions**: Self-management; stress management; health-promoting behaviours; rehabilitation programmes.
- Training and consultation for colleagues: To support the patient's psychosocial needs.
- Research: Local service evaluations/ audits; national research identifying future health needs and services.

The past 21 months have been uniquely challenging particularly for hospital staff. Psychology has supported staff through Psychological First Aid training and provided psychosocial initiatives for cohorts of service users. Our online programme www.smalldailysteps.ie supports health sector staff with compassionate approaches to self-care, relationships and building a compassionate workplace.

It is the season now to pause and reflect on the valiant efforts you have made to cope with so many challenges and how you have also helped others feel safe and contained.



Wishing you and your families a Happy and Healthy Christmas, from Clare Gormley, Director of Psychology Galway/Roscommon and the Acute Hospital Psychology team at GUH.

Breastfeeding initiative launched at SUH

An initiative at Sligo University Hospital to help breastfeeding mothers get off to a better start was launched by Sabina Higgins in Áras an Uachtaráin in September.

The antenatal education team in Sligo University Hospital are distributing Colostrum Harvesting Packs to pregnant women as a way to increase breastfeeding initiation rates.

The packs which were launched by breastfeeding advocate Sabina Higgins, contain storage syringes, labels and an information leaflet with a link to an information video.

The video instructs women on how to hand express, collect and store colostrum which is so beneficial for newborn health.

Click <u>here</u> for more.



From left: Sabina Higgins; Marla Kennedy, CMM2 Antenatal Education SUH; and Meena Purushothaman, HSE Assistant National Breastfeeding

MPUH Happy Heart Silver Award

The Catering Department at Merlin Park University Hospital (MPUH) have attained the prestigious Silver Happy Heart Healthy Eating Award from the Irish Heart Foundation.

In order to achieve this, an independent catering audit was undertaken by Irish Heart Foundation Dietitian, Regina Rattigan. This involved an independent assessment of overall food choice, counter layout, food preparation practices and menus including the measures which had been undertaken to reduce fat, sugar and salt and to increase fibre, fruit and vegetables and assess portion sizes.

James Daly Catering Officer, MPUH said, "This award recognises the commitment and hard work of the catering staff in MPUH in ensuring that food menus in the restaurant meet the recommended guidelines set out by the Irish Heart Foundation and The Department of Health.

"The team of chefs here are all about fresh food and fresh ingredients. The ethos of the kitchen is to create a food offering for our restaurant from the finest, fresh and local ingredients and our aim is to provide a healthy, flavoursome nutritionally balanced meal by using low calorie alternatives on our menus.

"To say I am proud of the hard work and effort of the team is an understatement."



From left: James Daly, Catering Officer; Philomena Monahan, Catering Attendant; Kathleen Finane, Catering Attendant; Fergal Hynes, Chef 2; and Tina O'Connor, Senior Chef.

GUH develops Written Patient Information Survey

The GUH Health Literacy Committee is conducting a survey to gauge the effectiveness of the existing 'Policy on the Development of Written Patient Information'. This policy was created by the Health Literacy Committee to improve the quality and to standardise the production of written patient information material. This policy, which has been utilised in the HSE's national Communicating Clearly documents, signals the committee's overarching persevering commitment towards the development of patient information leaflets and hospital signage that more effectively meets the needs of service users.

This survey will shine a light upon the policy's user-friendly capabilities, reviewing whether they are meeting the needs of GUH staff when they are producing and distributing written patient information in today's healthcare climate.

The survey responses will be used to update the existing policy and we would greatly appreciate your input by completing the survey. It will take an estimated 5 minutes to complete and the deadline for submission is the 07 of January.

Participants will also be entered into a raffle of small prizes as a token of appreciation.

The survey will be available to staff at Galway University Hospitals until 07 January 2022, please click here to take the survey.

Get Up, Get Dressed, Get Moving

Hospitals across the Saolta Group (PUH, MUH and SUH) participated in the 'Get up, Get Dressed, Get Moving' national Campaign. The campaign ran for a total of 9 weeks and the purpose of the campaign was to encourage service users to engage in increased activity and wearing of day clothes during their admission. In doing so we aimed to prevent deconditioning whilst in hospital and "#EndPJparalysis".

Throughout the 9 weeks exercise bursts and competitions took place across the sites. Hospitals received excellent feedback from staff and service users and are aiming to continue in their efforts to #EndPJparalysis.

Every effort is made to maximise patients physical functioning when they have a neurological diagnosis and this initiative fits in very well to this ethos.

The benefits of patients getting up getting dressed and getting moving are well documented to increased patient independence, shortened length of stay, reduced falls, pressure ulcers and reduced 30 days readmission rates. Physical activity has the potential go beyond conventional rehabilitation strategies. Supporting and encouraging patients not to be sedentary during their hospitalisation may help them to maintain physical activity post-discharge; this is likely to help retain or slow the decline in older people's mobility.

Patients evaluated the initative positively with one lady saying she "enjoyed spending the time getting dressed, doing her hair and putting on her make up. It helped pass the day" The plan is to continue with the 'Get up, Get Dressed, Get Moving' ethos and to extend it to other areas.

The adoption of a formal approach to mobilisation has merit for all involved in healthcare but most importantly the patients.



PUH from left: Mairead Mc Evoy, Physiotherapist; Aoife Mc Elligott, Physiotherapist; Maria Lennon, OT; Rosaleen Leonard, CNS Older Persons; and Antoinette Larkin, RANP Older



MUH from left: Laura Walsh, OT; Anna Mc Ginty, HCA; Niamh Hughes, Staff Nurse; John Mc Cormack, Patient Experience Advisor; Lucy McNamara, Clinical Facilitator; Brendan Butler, Physiotherapist; Mary

JAG Accreditation at SUH

The Joint Advisory Group (JAG) accreditation process awards accreditation to Endoscopy Units who meet the criteria and evidence requirements for evaluating the quality of the service that demonstrates an Endoscopy unit is safe, quality assured and patient centred.

Accreditation enables endoscopy services to assess their current performance and supports in planning and developing the service. The Endoscopy Unit at SUH was awarded accreditation in 2018 following an in-depth assessment and onsite visit. In order to maintain accreditation the unit is required to submit annual reports to JAG. There are a number of domains within the accreditation process including clinical quality, the quality of the patient experience, workforce and training. Within each domain is a range of standards and evidence requirements.

A huge amount of work goes into preparing for and maintaining JAG accreditation. The Endoscopy Unit at Sligo University Hospital was successfully re-awarded accreditation in November 2021.

An award of JAG accreditation means we are able to demonstrate that we are delivering a quality assured, standardised and safe Endoscopy service to our patients from a competent, dedicated and caring team. This is significant for patient s attending for colonoscopy under the Bowel Cancer Screening programme as well as for our symptomatic patients who are referred from their GP or consultant for a range of endoscopic procedures.



From left: Suzanne Murtagh, Staff Nurse; Lucy Byrne, CNM2; Angela Walsh, Staff Nurse; Aileen Finan, Staff Nurse; and Joanne Mc Loughlin, Clinical Admin.

Internal Controls Improvement Programme Update

The Internal Controls Improvement Programme (ICIP) is a three year programme which is focused on strengthening the system of Internal Control within the HSE, in order to further enhance compliance and protect the reliability of our financial data and information.

There has been considerable progress since the programme commenced earlier this year, including:

- Delivery of training sessions on the National Financial Regulations (NFRs) across 21 different divisions/CHO's and HG's and webinars on key subjects of internal control such as Travel and Subsistence and Payroll – which were attended by over 2,500 people.
- Training on the Controls Assurance Review Process (CARP) which approximately 800 people attended.
- Streamlining of critical control findings data and the production of an interim data management and reporting tool.
- Significant progress in relation to rewriting the NFRs with input from Subject Matter Experts from across the HSE and voluntary organisations.

With support and input from across the organisation, the revision of the NFRs has recently entered the first roadtesting' phase with a view to launching the new documents in 2022. The 'road-testing' phase is seen as a key deliverable towards making the NFRs more user friendly, accessible and easier to navigate.

As part of the Controls Assurance Review Process (CARP), a comprehensive questionnaire was issued to all staff at Grade 8 and above and responses are currently being collected. These responses will provide important insights into the use and application of internal controls across the organisation and focus delivery plans for 2022.

We would like to take this opportunity to thank you for all your contributions to the ICIP and CARP programmes during the year and wish you a very Happy Christmas.



State of the art Hybrid **Endovascular Theatre**

Galway University Hospitals has developed a new Hybrid Endovascular Theatre for the treatment of complex vascular conditions such as aortic aneurysms and chronic limb threatening ischaemia.

The new theatre contains high specification imaging equipment which provides superior quality images and a large field-of-view to the surgical team. This theatre imaging system allow the surgical team to have clear visualisation of the smallest vessels and devices during procedures, either static or in motion, and in challenging situations. The surgeon can plan, implement and confirm the success of the surgical procedure before the patient leaves the theatre.

Click here for more.



Professor Stewart Walsh, Consultant Vascular Surgeon.

Mindfulness at Work

Mindfulness skills workshops, open to all Sligo University Hospital staff were held in December 2021, facilitated by Jared Martin-Gottlieb, Dr Eadaoin Nichallarain and SUH Mindfulness champions. It is a time of unprecedented stress and uncertainty, making it more vital than ever to practice techniques that give us access to calm, clarity, and presence, while taking care of ourselves.

This mindfulness training introduces skills to stay grounded and clear amidst full lives at work and outside of it. It also supports participants to reduce stress, while reconnecting with aspirations and sources of joy in our lives. So many of us are looking for ways to be able to bring our full selves to our work and then be able to let go of the work concerns when we go home - this is a program that is designed to help realize these worthy intentions.

This training is rooted in evidence-based approaches that are shown to reduce stress and increase self-compassion. It is a wonderful opportunity to pause and practice self-care, so that participants will have more to give to all that is important at work and outside of it. Further workshops are planned for 2022.



iPMS in PUH

Portiuncula Hospital have successfully implemented their new Integrated Patient Management System - iPMS - over the weekend of the 27 November 2021.

A local implementation group was established at the end of 2020. This team comprised of hospital management and key staff members from all disciplines throughout the organisation with an aim of introducing the new patient administration system for the hospital with the assistance of the Saolta and OoCIO teams.

An enormous amount of work has taken place over the past number of months (hindered at times by the Cyber-attack on the HSE back in May of 2021 and of course COVID-19) by our own staff on the ground, our local implementation team here in PUH, the Saolta Group, the OoCIO and our colleagues on the National Team.

An enormous amount of testing and validating had to take place in order to migrate patient data from our old patient administration system PAS to iPMS. In addition to this substantial logistical work took place to facilitate this changeover.

On Thursday evening the 25 November, we registered our last patient on our PAS/Clinicom system before it was turned off. On the 27 November at 12.30pm we started registering our first patient on iPMS for our emergency department.

From the beginning of the process right to go-live, the Process Experts were on hand to offer their expertise in assisting and advising the local team.

Huge dedication was given to the training element of this project by Marie Doorly and her Training team. The Process Experts and trainers remain on site over the coming weeks to assist staff with any issues that arise.

We are very grateful for their commitment and expertise and wish them well in their future endeavours. In the background significant work was carried out on data matching prior to go-live by Mary Casey and her team. In light of the fact that we now share our data among most of the sites within the Saolta Group, data quality is now certainly a more intense focus of our day to day work.

The success of this project is a huge testament to commitment given by all staff involved from start to finish. In particular we would like to thank all staff - both in PUH and Saolta wide - who helped us successfully implement our new system.



Back Row: Kate Gaffney, Process Expert; Tom Haddock, Process Expert; Chiatra Gopalkrishna, IT; Ciara Bourke, IT; Marcella Lohan, OPD Waiting List Manager; Fiona Duffy, Information Services Manager; Dawn Fletcher, Process Expert; Anita Carey, IT Manager

Front Row: Fiona McHugh, Saolta Business Change Lead; Chloe Conlon, Trainer; Caroline Cunniffe, Project Lead and; Carrie Fletcher, Process Expert.

Lighting up of the Christmas tree at UHG

Irish country singer and Galway native Mike Denver officially switched on the Christmas lights at University Hospital Galway on 12 December with the Conquerors kicking off the afternoon's festivities.

Joan Healy from the Children's Remembrance Day Committee said, "The past two years have been a time of change and transition for all of us. As a committee, we are delighted that the tradition of "Our Christmas Tree becoming Your Tree" continues. For every light that was sponsored, a specially designed Christmas card was given to the purchaser, the card representing the light is a way of letting family and friends know that you are thinking of them and to those families who may have loved ones who have emigrated and will not be home for Christmas, by sponsoring a light, lets them know they are in our thoughts. The lights on the tree will remain until 07 January 2022."



Back from left: Vivian Roche Fahy; Helena Hanrahan; Annette McCabe; Joan Healy and Mary Quigley. Front from left: Tracey Torpey; Mike Denver; Marian Madden and Anne McKeown.

Outpatient Experience Survey Results at MUH

WAITING PERIOD

How long have you been waiting for your appointment since you were referred or last seen?



How to improve

Hospital

Annual Waiting List Validations

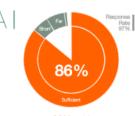
A process to remove people that no longer need an appointment.

Patient

No longer need an appointment? Let us know.

APPOINTMENT

How far in advance did you receive your appointment letter? How clear did you find the letter?



"Sufficient Notice".



94% said " or "Very Clear".

How to improve

Reminder

Text messaging reminder service rollout 2021

Guidance

Latest Covid policy, and detailed hospital map

COMMUNICATION

How was the outpatient reception/registration process? How was the communication from our staff?



90% said excellent, very good or good.



87% said excellent, very good or good.

CLINIC EXPERIENCE

How was the waiting time at the clinic?

How was the running of the OPD. clinic?



"Too Long" or "Irregular".



79% said excellent. very good or good

How to improve

Hospital Better time slot

Patient Arrive only 5 minutes before the appointment.



Patient care is at the heart of everything we do, so we're pleased that you recognize us for this.



More Seating



· Redirected Foot Traffic



Clearer Signs







Orthopaedic Triage hits 20,000 patient milestone

This month the Galway University Hospitals (GUH) Orthopaedics Musculoskeletal (MSK) Triage service celebrated the 20,000th new patient through the triage service.

The clinic was established in 2012 with recruitment of two Clinical Specialist Physiotherapists to GUH. This was an initiative by the National Clinical Programme for Trauma and Orthopaedic Surgery and National Clinical Program for Rheumatology in response to growing waiting lists and increasing waiting times for Orthopaedics and Rheumatology. The service in GUH initially focused on orthopaedics but over the 9 years since its initiation, the service has expanded to four clinical specialist physiotherapists and now delivers a triage service to rheumatology.

The specialist physiotherapists assess patients waiting on orthopaedic and rheumatology waiting lists and guide them to the most appropriate pathway of care for their condition. Those requiring specialist services can be identified more rapidly and directed to the most appropriate service. This has resulted in improved pathways of care for patients and more efficient use of consultant clinic appointments. To date almost 14,000 patients have been discharged from the waiting list without needing orthopaedic review. Of the patients attending specialist appointments following triage review, >75% went on to have orthopaedic intervention.

Mr Colin Murphy, Orthopaedic Lead, GUH acknowledged the milestone. He said, "The huge amount of work has been invested by a dedicated team of professionals to establish and run this service. Despite the recent setbacks in our hospitals - including reduced orthopaedic theatre capacity,

Covid restrictions and the Cyberattack - our MSK physiotherapy triage service has continued to see and assess a large number of patients, improving not only access to care for patients on particular orthopaedic and rheumatology waiting lists, and those in most need, but in selecting the most appropriate care pathway for each patient group and providing timely advice to those who attend MSK clinics. We are delighted and very proud to reach this milestone with our MSK physiotherapy triage clinic."



From left: Neasa De Búrca, Chartered Physiotherapist; Sharon Orthopaedic Surgeon and MSK Triage lead; Eilis Dolan, Chartered Connolly, Chartered Physiotherapist.

Listening and learning

The Saolta Hospital Group covers a large geographical area, with over 12,000 staff. Elaine Fallon is the Saolta Group Lead for Staff Engagement and Wellbeing, her role involves working with all staff groups in each of the hospitals in Saolta, providing training and education, facilitation, coaching, mentoring including the new concept of Reverse Mentoring and listening/feedback sessions.

Elaine Fallon said, "Since COVID-19 our management have been listening to staff regarding their mental health concerns. Now we need to focus on Staff Engagement and wellbeing. We must seek to involve our staff in the decisions made about services, the delivery of those services, and also about patient care when it is appropriate to do so. To have really good, effective patient and family engagement, you need really good, effective staff engagement, they are like two sides of the same coin.

I took on this role in 2019, I have been working with all staff asking what they like about their work area/role, the issues they have been facing and what workable solutions they think could be implemented. We have also looked at staff personal values and how they can be aligned to both Saolta and the HSE's four core values.



Elaine Fallon

Together with staff I have already been able to introduce some great initiatives including formal feedback mechanisms, implementation of individual and team coaching techniques, mentoring and the new concept of 'Reverse Mentoring'. All of these initiatives help enable staff to understand how best to come together as a team whilst still valuing their individual strengths. We want all of our staff to feel empowered, some ways we can do this are by streamlining decision making and making it much more consultative in Saolta.

To all our staff here in Saolta what you're doing is really appreciated, we cannot run our services without you, we value you and we are interested in you and your opinions."

Bereavement and Grief Supports

As the end of the year approaches, we naturally reflect on the changes, which it brought. Whether it is personal or professional achievements we reminisce and think of Christmas past and those whom we shared and made our memories with. Many of us will have experienced the death of someone we love dearly be they a work colleague, family member or friend. As the festivities begin, we are understandably nostalgic for those who are no longer here to share Christmas with us. Christmas can be a particularly difficult time for those of us who are grieving regardless of how long we have been bereaved. The global COVID-19 pandemic has had a major impact across the globe on our experiences of death, dying and bereavement. The way the virus spread, the restrictions imposed on travel (domestic and international), visits to healthcare settings; visits to residential and nursing homes, house visits, funeral arrangements - all impacted on death, bereavement and grieving. The HSE recently launched a number of supports to help people who have been bereaved.

Working with Irish Hospice Foundation and a range of partners, the HSE is promoting supports and services for people who may be struggling and dealing with issues responding to loss – and people trying to support those bereaved.

The supports include:

- Dedicated pages on HSE.ie
- Ongoing funding of the National Bereavement Support Line (Freephone 1800 80 70 77, 10am to 1pm)

A broad public information campaign is also running to help people understand their own grief and find support. It also provides advice for those supporting people dealing with a loss.

<u>Download a slide deck with information and messages on</u> bereavement, loss and grief.

The National Bereavement Support Line 1800 80 70 77 is available from 10am to 1pm, Monday to Friday. It provides a confidential space for people to talk or get support about bereavement. Employee Support Services are available to all staff Tel: 0818 327 327. There are also staff-specific resources available from the Employee Assistance Programme (EAP).

Campaign key messages:

- Grief is a natural process which occurs after a bereavement or other types of loss.
- Grief experiences are different for everyone. There is no right or wrong way to grieve.
- There are not five stages of grief, it ebbs and flows. Some feelings might come occasionally or catch you by surprise. Others might be more persistent.
- There is no time limit to grieve it takes the time it takes.
- There are lots of ways people can develop their own personal coping strategies.
- There is no hierarchy of grief. Grief is not time sensitive and it can trigger other grief.
- 7. The COVID-19 Pandemic has made grieving more difficult for bereaved people. Bereaved individuals and families may not have their usual expected supports through bereavement. This is especially important considering older people that were cocooning and unable to visit loved ones.
- If your grief feels continuous for a long time, and your feelings get harder to cope with over time (rather than gradually easier), it is important to seek professional support and advice. Talk with your GP about how you are feeling - especially if your feelings get harder to cope with over time or if you feel prolonged agitation, depression, guilt or despair.



Delivering Change in Health Services

The CPD Certificate - Delivering Change in Health Services (12 CPD Points/Credits) is a collaboration between HSE Organisation Development – Improving Change Capacity and the RCSI Graduate School of Healthcare Management. The CPD Certificate is available to all healthcare personnel who wish to develop as change leaders and to lead their teams to introduce innovative practices to deliver better outcomes for service users.

Full information on the CPD Certificate Programme is contained here



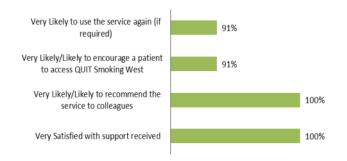
QUIT Smoking

If you are thinking of guitting smoking, the QUIT Smoking West Team are here to help!

To avail of free stop smoking medication and confidential support and advice to help you stop smoking call QUIT Smoking West today on 091 737262 or email quitsmoking.west@hse.ie.

Did you know that you're up to 4 times more likely to stop smoking for good if you use a combination of stop smoking medication and receive support from a HSE Stop Smoking Advisor?

A recent survey found very high satisfaction levels among Community Healthcare West staff who have already engaged with the QUIT Smoking West Service:



Staff described the QUIT Smoking West Service as "very professional and approachable", and said it was good "to know I had someone at the end of the phone to support me". They also said:

"I found the whole experience excellent and the support and encouragement brilliant" "Excellent service, excellent communication. regular calls" 'The medication was the reason I signed up and it worked for me when other previous attempts had failed without medication. The tips and advice from the Smoking Cessation Officer were really beneficial during check ins around distracting from cravings/changing

So, if you're thinking of quitting smoking, why not join the many Community Healthcare West staff who have already benefitted from this service and call QUIT Smoking West today on 091 737262 or email quitsmoking.west@hse.ie. With free stop smoking medication and confidential support and advice, you could make your next stop smoking attempt your last.







Saolta University Health Care Group University Hospital Galway Newcastle Road Galway

Newsletter.saolta@hse.ie www.saolta.ie

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