



**Tallaght
University
Hospital**

Ospidéal
Ollscoile
Thamhlachta

An Academic Partner of Trinity College Dublin

Annual Report and Accounts 2022



*People Caring for People
to Live Better Lives*

TALLAGHT UNIVERSITY HOSPITAL 2022 at a glance



272,765

OPD VISITS

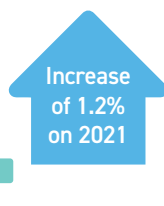


NUMBER OF STAFF

3,521

52,653

ED ATTENDANCES



Increase
of 1.2%
on 2021

33,311

DAYCASE PROCEDURES
(EXCLUDING DIALYSIS)



19,734

INPATIENT ADMISSIONS
(80% PATIENTS ARE ADMITTED VIA ED)



1,030

PATIENTS TREATED
EVERY 24 HOURS



9,750

SURGERIES &
PROCEDURES



264,558

MEDICATIONS DISPENSED

161,435

DIAGNOSTIC IMAGES TAKEN
(OF WHICH 12,669 WERE TAKEN
IN COMMUNITY RADIOLOGY)



THE AVERAGE AGE
ON ADMISSION

57
MALE

58
FEMALE

1,549,096

ELECTRONIC MESSAGES SENT TO
HEALTHLINK TO GPs & PRIMARY
CARE CENTRES



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Message from the Chairman



Liam Dowdall
Chairman

Welcome to the 2022 Annual Report for Tallaght University Hospital. The report clearly lays out the achievements and challenges faced by the Hospital.

It showcases just some of the new service developments and innovations that have been introduced to improve the care of the patient. I never cease to be amazed by the agility and flexibility of the TUH team to change always with the same goal in mind – to make things better for the patient, their families and one another.

I fully recognise the incredible efforts the management and staff have made to reduce waiting times for patients in both our scheduled and unscheduled care. Whilst so much has been achieved with the opening of the Reeves Day Surgery Centre and moving a number of clinics into the community, the level of inpatient care we can provide continues to be restricted by both the size of our footprint and community supports.

I look forward to seeing real progress being made in 2023 in the development of additional bed capacity and great capacity in community supports for patients. As the number of patients and their acuity increases and forecasted to continually increase for the years to come this is becoming increasingly urgent.

I am extremely grateful to the Executive Management Team led by Lucy Nugent and members of the Board for their continued focus and commitment in implementing the Hospital Strategy and retaining that focus, despite the challenges and obstacles that arise along the way!

I am incredibly proud and grateful to the staff of what they have achieved, their innovation and continuing drive to improve the care provided to patients and the community in the past year.

Next year will be a milestone for the Hospital and the community, as the Hospital celebrates the 25th anniversary of its opening. I look forward to seeing how the milestone is marked and hope there are some opportunities to enjoy what will be a very memorable occasion.

A handwritten signature in black ink that reads "Liam Dowdall". The signature is written in a cursive, flowing style.

Liam Dowdall
Chairman
Tallaght University Hospital

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Hospital Board

Tallaght University Hospital is governed by a Charter approved by the Minister for Health in accordance with section 76 of the Health Act 1970 following enactment of the Health (Amendment) (no. 2) Act 1996.

The Hospital Charter has been reviewed and updated as a consequence of the transfer of paediatric care services to Children's Health Ireland (CHI) – established under the Children's Health Act 2018 and the revised Charter will be presented to both Houses of the Oireachtas for Ministerial Approval. The Children's Health Act was enacted on January 1st 2019 which saw the transfer of paediatric services at TUH to CHI.

The Hospital Board is made up of 11 Non-Executive Directors (NEDs), each of whom are independent. The revised Charter, once approved, allows for the appointment of 12 NEDs.

The term of NEDs is determined within the Hospital Charter and a NED may hold office for a period of three years and shall not hold office for more than three consecutive terms or nine consecutive years, whichever is the longer.

In accordance with bye-laws made in November 2014 under the Tallaght University Hospital Charter, the Board comprises 11 members appointed as follows:

- › one member appointed by the Adelaide Health Foundation;
- › one member appointed by the Meath Foundation;
- › one member appointed by the National Children's Hospital;
- › four members appointed by the Minister for Health on the nomination of the Church of Ireland Archbishop of Dublin/President of the Hospital;
- › one member appointed by the Minister for Health on the nomination of Trinity College Dublin;

- › one member appointed by the Minister for Health on the nomination of the HSE; and
- › two members appointed by the Minister for Health on the nomination of the Hospital Board.

The Chairperson is elected from the Board from among the members appointed by the Minister. The Vice Chairperson is appointed by the Board from among its members.

No remuneration is paid in respect of Board Membership.

Board members may be recouped for reasonable expenses incurred in accordance with the standard public service travel and subsistence rates. Details of any such payments to Board members are provided in the Hospital's annual accounts.

No employee of the Hospital can be a member of the Board. However, the Chief Executive and appropriate members of the Executive Management Team generally attend and participate in Board meetings. This is designed to ensure that Board members are fully aware of the practical impact on the Hospital of their decisions, and on the other hand, that the Executive Management Team is fully aware of the governance and other requirements of the Board. The aim is to achieve a robust approach by all concerned. Decisions are taken by consensus involving both the Board members and the Executive Management Team but, should a vote be required, voting is confined to Board Members.



Mr. Liam Dowdall
(Chairman)



Archdeacon David Pierpoint



Mr. Mike Beary



Mr. Mark Varian



Professor Anne-Marie Brady



Mr. Edward Fleming



Dr. Darach Ó Ciardha



Mr. John Hennessy



Dr. Vivienne Byers



Mrs. Mairéad Shields
(Retired December 2022)



Professor Patricia Barker
(Resigned October 2022)

Executive Management in attendance (10)

1. Ms. Lucy Nugent, Chief Executive Officer
 2. Mr. John Kelly, Deputy Chief Executive Officer
 3. Professor Tara Coughlan, Chair of the Medical Board
 4. Professor Catherine Wall, Director of Quality, Safety & Risk Management
 5. Ms. Bridget Egan, Clinical Director, Peri-Operative Directorate
 6. Professor Peter Lavin, Clinical Director, Medical Directorate
 7. Mr. Shane Russell, Chief Operations Officer (Until August 2022)
 7. Ms. Angela Clayton-Lea, Chief Operations Officer (From October 2022)
 8. Ms. Áine Lynch, Director of Nursing & Integrated Care (Until October 2022)
 8. Ms. Evonne Healy, Interim Director of Nursing & Integrated Care (November to December 2022)
 9. Ms. Sharon Larkin, Director of HR
 10. Mr. Dermot Carter, Director of Finance
- Ms. Anne McKenna, Interim Board Secretary

Board Committees

The Committees established by the Board to date are the Audit Committee; Finance Committee; Staff & Organisation Development Committee; Quality, Safety & Risk Management Committee (QSRM), Governance and Nominating Committee and the Research & Innovation Committee.

Each committee has specific functions in assisting the Hospital Board to fulfil its oversight responsibilities. Membership of the Board committees is as follows:

Audit Committee

- > Archdeacon David Pierpoint (Board Member) Chair with effect February 2022
- > Mr. Edward Fleming (Board Member) (October 2022)
- > Mr. Peter Dennehy (External Member)
- > Ms. Darina Barrett (External Member)
- > Ms. Laura Ryan (External Member) (March 2022)

Staff & Organisation Development Committee

- > Mr. Mark Varian (Board Member) Chair with effect January 2022
- > Mrs. Mairéad Shields (Board Member) Resigned December 2022
- > Mr. Brendan Mulligan (External Member)
- > Mr. Martin Leavy (External Member)
- > Ms. Claire Cusack (External Member)

Quality, Safety & Risk Management Committee

- > Professor Anne-Marie Brady (Vice Chair February 2022) (Chair)
- > Dr. Darach Ó Ciardha (Board Member)
- > Dr. Gerard O'Connor (External Member)
- > Mr. Declan Daly (External Member)
- > Dr. Mary Davin Power (External Member) December 2022

Governance and Nominating Committee

- > Mr. Liam Dowdall (Chair)
- > Mr. John Hennessy (Board Member)
- > Mr. Sean McGlynn (External Member)
- > Ms. Gabrielle Ryan (External Member)

Finance Committee

- > Mr. Edward Fleming (Chair)
- > Mr. Mark Varian (Board Member)
- > Mr. Ray Ryder (External Member)
- > Mr. Robert Henderson (External Member)
- > Ms. Aoife Duggan (External Member)

Research & Innovation Committee

- > Dr. Vivienne Byers (Board Member) (Chair) January 2022
- > Mr. Mike Beary (Board Member) May 2022
- > Professor Richard Reilly (External Member) October 2022
- > Dr. Martin Lyes (External Member) October 2022
- > Ms. Lorna Ross (External Member) October 2022

Hospital Board Meetings Attended in 2022

Name	Expected no. of meetings to attend 2022	No. of meetings attended 2022
Mr. Liam Dowdall	8	8
Archdeacon David Pierpoint	8	8
Mr. Mike Beary	8	6
Mr. Mark Varian	8	7
Professor Anne-Marie Brady	8	7
Mr. Edward Fleming	8	8
Dr. Darach Ó Ciardha	8	6
Mr. John Hennessy	8	8
Dr. Vivienne Byers	8	6
Mrs. Mairéad Shields <i>(retired Dec 2022)</i>	8	8
Professor Patricia Barker <i>(resigned Oct 2022)</i>	5	6

Executive Organisational Structure (December 2020)



Executive Management Team

MR. DERMOT CARTER

Director of Finance

Financial Accounting | Management Accounting | Treasury | Payroll | Settlements Unit
| Procurement & Contracting | Finance Systems Policies & Procedures | Financial
Policy Compliance | HIPE | Accounts Receivable | ABF

MS. SHARON LARKIN

*Director of Human
Resources*

Recruitment | Staff Relations | Medical Admin & Management | Superannuation
| Personal & Organisational Development | Workforce Planning & Control |
Absenteeism | Policy Compliance | Workforce Systems, Policies & Procedures |
Credentialing | Post Graduate Medical Centre | Learning & Development | Ethics in
Public Office | Library | Occupational Health

PROFESSOR PETER LAVIN

*Clinical Director Medical Directorate
Lead Clinical Director*

Clinical Services Organisation and Delivery Assurance
Implementation on National Clinical Care Programmes
Management of all Staff in Directorate:

DR. JOHN FEENEY

*Clinical Director Radiology
Directorate*

- Medical
- Nursing / Health Care Assistants
- Health & Social Care Professionals
- Clerical & Administration

DR. RONAN DESMOND

*Clinical Director Laboratory
Directorate*

Management of Budget for Clinical Directorate
Quality, Patient Safety & Risk Management

MR. DAVID WALL

Chief Information Officer

Electronic Medical Record | Enterprise Resource Planning (Business Systems)
| Telephony - Multi Media (PACS / Teleconf) | Info Systems & Reports | RF Services
| Data Protection | Data Controller | Data Quality & Standards | Information
Governance | FOI | Medical Records

MR. SEAMUS FORAN

*Interim Director of Estates
& Facility Management
(Acting)*

Catering | Housekeeping | Estate Management | Logistics | Facilities Management
| Technical Services | Projects | Security Services | Car Parking | Mortuary
| Decontamination Services | MPCE

PROFESSOR CATHERINE WALL

*Director of Quality Safety &
Risk Management*

Development of all Hospital QSRM Policies and Procedures | Risk Management
| Risk Register | Monitor / Assure Implementation of all QSRM Policies | Implement
National QSRM Policies | Licensing & Regulation | QSRM KPIs | Compliance &
Assurance | Clinical Audit | Health Promotion | Safety & Health at Work
| Ethics Programme

MS. ÁINE LYNCH

*Director of Nursing
& Integrated Care*

Graduate, Specialist & Advanced Nursing Practice | Professional Development |
End of Life Care | Patient Advice & Liaison Service | Volunteer Services | Pastoral
Care | Arts & Health | Patient Community Advisory Council | Integrated Care

MS. ANGELA CLAYTON-LEA

Chief Operations Officer

Operations Oversight / Responsibility & Assurance | Service Planning | Bed
Management | Operations Systems, Policies & Procedures | Production &
Performance Compliance | Health & Social Care Professionals Manager | Pharmacy |
Medical Photography



Message from the Chief Executive



Lucy Nugent
CEO

It is with great pleasure that I welcome you to the 2022 Annual Report.

As we look back on 2022, we can see that despite the ongoing challenges of the COVID 19 pandemic, it has been one of tremendous growth for us as a Hospital. It is both an honour and a privilege to reflect on the progress we have made, striving to provide exceptional healthcare services to the community we serve.

Our dedication to improving access to care continues to be the cornerstone of our strategy. We firmly believe that every individual deserves access to high-quality healthcare in a timely fashion and we have tirelessly strived to make this belief a reality. The success of the Reeves Day Surgery Centre is an example of this objective where daycase wait times have been dramatically reduced. This model of a dedicated standalone day surgery facility with plans for the model to be replicated nationally with the introduction of surgical hubs. By leveraging the latest medical advancements and cutting-edge technology, we have ensured that our patients receive the best possible treatments and outcomes. The launching of Innovate Health by Minister Varadkar in October 2022 is testament to this objective.

While we celebrate our achievements, we acknowledge that challenges lie ahead. The aftermath of the pandemic coupled with a Cyber-attack, has impacted on care delivery nationally. Whilst protected from the May 2021 cyber-attack, it highlighted the need for further security development in that area, given the sensitivity of patient data and the inter dependencies across the health ecosystem. Despite these challenges I am confident that as a hospital we will leverage staff expertise and dedication to patient care to overcome the challenges we face.

Furthermore, we recognise the invaluable support of our healthcare partners, our Board of Directors, our Foundations and the wider community.

Your trust and support have enabled us to expand our services, undertake critical research initiatives, and invest in state-of-the-art facilities such as our expanded critical care unit which was officially opened by Minister Donnelly in August 2022. Together, we have transformed challenges into opportunities for growth and improvement.

As we look ahead, we do so with optimism and excitement. Our vision of People Caring for People to Live Better Lives is reflected in our ambition to be a leading centre of excellence, known not only for its innovative approach to healthcare but also for its compassionate and holistic approach to healthcare. We will continue to explore new partnerships, build on our strengths, and remain responsive to the changing needs of our community. Looking ahead, our strategic focus will remain on improving access, collaborating with our community and HSE colleagues to further develop the model for Integrated Care as well as building further on our research and innovation strategy.

In conclusion, I extend my heartfelt thanks to the Board of Directors and the Executive Management Team for their unwavering support to me and I would like to specially mention Ciaran Faughnan, Director of Facilities & Estates Management and Shane Russell, Chief Operations Officer who left us to seek pastures new.

Last but very much not least, on behalf of the Executive Management Team I would like to thank every member of staff who have all contributed to the success of our Hospital. Together, we have made great progress and I have no doubt that the best is yet to come.

Thank you for your continued trust and support.

Lucy Nugent
CEO
Tallaght University Hospital

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Access




272,765 ^{+8%}
OPD Visits



52,653 ^{+1.2%}
ED Attendances



33,311
Day case procedures
(excluding Dialysis)

19,734 
Inpatient admissions
(80% patients are admitted via ED)



9,750
Surgeries &
Procedures



161,435
Diagnostic images taken
(of which 12,669 were taken
in Community Radiology)



1,030
Patients treated
every 24 hours



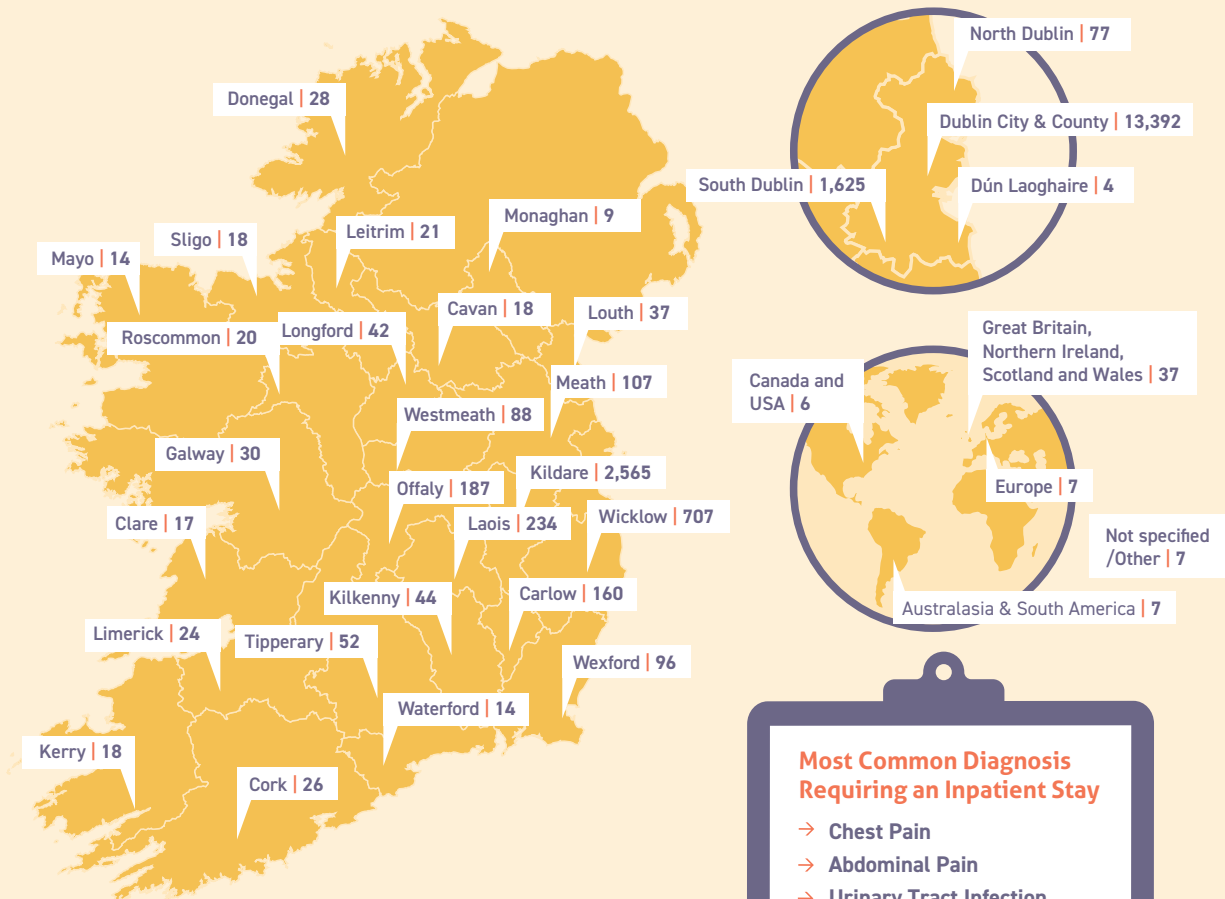
264,558
Medications
dispensed

The average age
on admission

57
Male

58
Female

Admission by Area / Country



Most Common Diagnosis Requiring an Inpatient Stay

- Chest Pain
- Abdominal Pain
- Urinary Tract Infection
- Respiratory Complaints

ED in Numbers

144

Patients treated every 24 hours



52,653

Patient presentations



37,653

Triage category 1,2,3

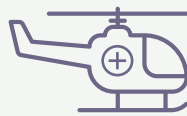
11,261

Ambulance arrivals



53

Patients arrived by air ambulance



214

Patients admitted to Critical Care from ED



10,383

RTA /Orthopaedic Presentations

21%

Referred by a GP



14,168

Admissions to Hospital via ED



39.6 mins

Wait time for triage



4h 18min

Average time to be seen by a Doctor or ANP after Triage

9h 30min

Average time in the ED for patients not admitted



39%

of patients go home within six hours

Patient presentations by age

16-74 **45,899**

6,734 **75+**

Top three reasons for presentation to ED

- ① Chest Pain
- ② Abdominal Pain
- ③ Urinary Tract Infection

3,690 ▲ +4%

No of patients 75+ admitted (scheduled & unscheduled)

6,374 ▲ +7%

No of patients 75+ presenting to ED

ED in Numbers continued

Patients on trolleys

6,113

PET Times

6hr PET **31%**

9hr PET **46%**

Medical average LOS

11.6  +1.9 of a day

Waiting Lists

Inpatient **1,220**  +22%

Daycase **1,562**  -33%

Outpatients **37,249**  +3.4%

Endoscopy **2,276**  -2.6%

Unscheduled Emergency Care

Similar to the Annual Report in 2021 we have compared activity in this section of the annual report with all activity in 2019. This is due to the unique year that 2020 and 2021 were. The COVID pandemic caused unusual spikes and lows in activity so it would be an incorrect comparison to compare 2022 with 2021. As the direct impact of the pandemic continues to recede, we hope this will be the last year of these pre-COVID comparisons.

The 8am trolley count increased by 22% in 2022, representing an increase of 1,097 patients on trolleys throughout the year. The average time from a bed being requested to being allocated increased by 36% or 3.7 hours when compared to 2019. This was as a result of higher acuity of admitted patients combined with an increase in average length of stay. The combination of these factors resulted in longer wait times for beds to become available for admitted patients in the Emergency Department (ED). The Hospital also has an insufficient number of beds for a model 4 hospital as recognised in the HIQA visit in October 2022. Attendances for 2022 was 52,653, 116 lower than 2019, however attendances of patients over the age of 75 was up by 11% with an additional 654 patients attending in this age group compared to 2019.

Overall admission to the Hospital through the ED was up 6% (an additional 851 patients), however admissions of patients presenting to the ED over the age of 75 was up by 19% with the admission rate for this category of patients increasing from 54% to 58%. The average length of stay (ALOS) for over 75 year olds also increased from 15.6 days to 16.3 days. Due to the cumulative impact of the above, patient experience times fell by 7% for the six hour target and by 11% for the nine hour target. Expansion of the acute floor will continue into 2023 with a focus on stage times throughout the patient journey in ED from time of registration to either discharge or move to a Ward.

COVID cases among admitted patients peaked at the end of March 2022 with 87 cases, while the number of COVID detected patients in ICU peaked at five in January, fluctuating between one and four cases throughout the remainder of the year. The ongoing requirement for single rooms for COVID detected patients, combined with other infectious conditions continue to place an upward pressure on bed availability which in turn contributed to increasing patient experience times in the ED.

The number of patients medically fit for discharge but awaiting a bed in a suitable offsite facility or waiting on a Home Care Package ranged from 40–63 patients throughout 2022. This represented an increase on 2021 numbers (40–50 patients) and was predominantly a result of ongoing challenges in the community in relation to resourcing home care packages. The inability to match supply of home care package hours to demand is expected to continue into 2023.

Waiting Lists

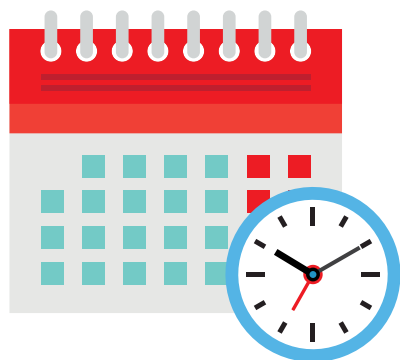
The Hospital continued to make every effort to manage the competing demands between unscheduled care (ED presentations) and scheduled care (elective surgery) throughout 2022, with the re-opening of operating theatres progressing in line with staffing. The HSE's Safety Net Agreement continued into 2022, providing additional offsite access to urgent and time sensitive surgery. A key focus in 2022 was to reduce the number of patients waiting longer than 12 months for an inpatient procedure. This figure fell from 344 in January 2022 to 225 in December 2022, a decrease of 35%.

The Reeves Day Surgery Centre continued to expand activity throughout 2022 with the result that the number of patients waiting longer than 12 months for a daycase procedure fell from 262 in January 2022 to 48 in December 2022, a decrease of 82%. The HSE has set new waiting list targets for 2023 (90% of patient waiting for an inpatient or daycase procedure to wait less than nine months) – achieving this target this will be the focus for 2023.

A total of 272,765 patients attended an outpatient appointment in 2022, up 8% on 2019 activity. The Did Not Attend (DNA) rate was 10% in 2022 compared to 11% in 2019. Face to face appointments continued to be the predominant type of appointment in 2022. The number of patients waiting more than four years for a new outpatient appointment was reduced from 1,605 at the beginning of 2022 to 1,300 at the end of the year, a 19% reduction. The focus for 2023 will be to have no patient waiting over four years and for 90% of outpatients to wait 15 months or less (in line with new HSE targets).

The endoscopy waiting list reduced slightly from 2,375 at the beginning of 2022 to 2,276 patients by year end, however there was an 80% reduction in the number of patients waiting over one year, down from 275 to 55 patients. Onsite capacity remains challenging and the Hospital continues to rely on offsite capacity.

To address the requirement for endoscopy procedures, works to expand TUH's endoscopy suite from three to five procedure rooms is due to commence in Q1 2023. This development will greatly assist the Hospital to meet the HSE's new target of 90% patients awaiting an endoscopy procedures to wait less than nine months.



The Reeves Day Surgery Centre continued to expand activity throughout 2022 with the result that the number of patients waiting longer than 12 months for a daycase procedure fell from 262 in January 2022 to 48 in December 2022, a decrease of 82%.





Additional Services

Women's Health Unit (WHU)

The National Women & Infants Health Programme (NWIHP), was successful in a 2021 bid to secure funding from the Department of Health's Women's Health Fund to support the Hospital's development of community based ambulatory gynaecology services and specialised endometriosis services. Engagement with HSE Estates commenced in relation to finding a suitable location in the community and this process continued into 2022. In April 2022, NWIHP confirmed support for the development of specialised endometriosis services, and the Hospital was requested to submit a further business case to become a Supra Regional Centre for specialist complex endometriosis services. In October 2022, NWIHP approved additional funding to support this development which will see all patients from across the eastern seaboard with advanced endometriosis receiving care in the Hospital's Women's Health Unit (WHU).

Following confirmation of funding, the TUH Gynaecology services and TUH operations started work on planning the development of the WHU. This will be located across the road from the main hospital campus in Tallaght Cross West.

The WHU space will span 1,200 sqm and will provide a suite of services to our Gynaecology patients in the community based ambulatory Gynaecological Service. The service will include pelvic ultrasound, diagnostic hysteroscopy, and endometrial biopsy. Clinics will provide 'see & treat' services for abnormal uterine bleeding (e.g. intermenstrual bleeding, post coital bleeding, and irregular vaginal bleeding) and suspicious cervix symptoms.

The unit will also provide a complete Colposcopy service and a GP training room, along with first-line incontinence services (supported by a Uro-gynaecology Clinical Nurse Specialist and a Clinical Specialist Physiotherapist).

Additional treatments and minor procedures will include cervical polypectomy, endometrial polypectomy, intrauterine device management, and a ring pessary service (for incontinence and prolapse). The additional space will enable the Hospital to have an additional 3,000 OPD appointments per year. Hiring the additional team members for the expanded service (19.5 WTEs) is well underway with planning for the WHU at an advanced stage.



The additional space will enable the Hospital to have an additional 3,000 OPD appointments per year. Hiring the additional team members for the expanded service (19.5 WTEs) is well underway with planning for the WHU at an advanced stage.





Emergency Department Developments

In 2022, following the vacation of ED space by the Paediatric Emergency Department, the overall space was reconfigured to develop a full acute floor service.

The Acute Medical Assessment Unit (since renamed as the Acute Medical Unit, AMU) moved into a space beside and directly linked to the ED. Co-location of the two departments has supported increased flow from one unit to the other, enabling the patient presenting to ED to be treated and assessed in the right environment and by AMU medics with the appropriate expertise.

The new AMU consists of 12 assessment bays, four of which are specifically designed for age related assessment. The AMU strengthens the Hospitals strategy to streamline the patient's journey from the ED through to admission or discharge by improving patient experience times and, where possible and safe, to use admission avoidance strategies.

In addition to the relocation of the AMU, TUH has commissioned an Age Related Assessment Unit (ARAU). The ARAU is a bespoke design consisting of four assessment bays for over 75 year olds.

The unit colour schemes, signage and equipment has all been finished to improve the experience of patients that are attending with age related cognitive decline. In the ARAU there is an Assessment of Daily Living room providing Advanced Healthcare Professional assessments for over 75 year olds in order to better support them in living independent lives at home.

Works were also completed in 2022 on the six bedded Acute Surgical Assessment Unit located adjacent to the AMU & ARAU. This is a six bay assessment unit to assess patients with surgical presentations. TUH is currently recruiting nurses to open this unit and it is hoped that an ANP post will be appointed in early 2023 to further enhance the surgical pathway from ED presentation to admission or discharge.

At the centre of the acute floor is a shared sit out area to enable patients that do not require treatment on a trolley to sit out and enable the delivery of care in the most appropriate environment. The added benefit of a sit out area is that patients awaiting diagnostics are not on a trolley which subsequently can be used for the assessment of patients in order to facilitate patient flow in the ED.



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Integrated Care

Integrated care places the patient at the centre of care and aims to provide a simplified and seamless patient journey. Integrated care is a key component of the TUH Strategy. TUH embraces the Sláintecare ethos of right care, right place, right time. Integrated care promotes a preventative rather than a curative approach which is particularly important as we support the health and wellbeing of an aging population and an increase in chronic disease presentations.

Locally the Hospital has increasingly recognised the value in developing a partnership approach with primary and community care services, local government, community development agencies, the education sector and local industry to enable us to service the health and wellbeing of the whole community.

Digital health is a key enabler in providing integrated care. Developments in electronic patient records and telehealth will be increasingly important to support the business of the Hospital and the health of the community.

2022 saw the start of several new and expansion of existing integrated services in partnership with local community care partners.

Enhanced Community Care

As part of a reorganisation of chronic disease management, new integrated Chronic Disease Teams were established between TUH and Dublin, South Kildare & West Wicklow Community Healthcare (DSKWWCH). The initial investment has been to deliver multidisciplinary teams and associated infrastructure for Respiratory, Cardiology and Diabetes care.

Implementing integrated services and pathways, with a focus on prevention and early intervention for people living with chronic disease, enables a shift in the delivery of care from the acute hospitals towards community-based, planned coordinated care. The objective of the National Integrated Care Programme for the Prevention & Management of Chronic Disease (ICPCD) is to improve the quality of life and health outcomes for people living with one or more of the four major chronic diseases (cardiovascular disease, COPD, asthma, type 2 diabetes mellitus) by increasing access to integrated care and support that is person-centred and provided as close to home as possible.

The Integrated Chronic Disease Service is based on a Model of Care for the Integrated Prevention & Management of Chronic Disease (MoC) which is at the heart of the National Framework for the Integrated Prevention and Management of Chronic Disease.

The overall aim of the Integrated Chronic Disease Service (for type 2 diabetes mellitus, cardiovascular disease, COPD and asthma) is to empower all individuals in Ireland to live well through the effective prevention and proactive management of chronic conditions. This will be achieved through the implementation and embedding of the [10-step guide](#) across hospital and community in each CHO/RHA. The roll-out of the Programme for the Structured Management of Chronic Disease in General Practice, direct GP access to chronic disease diagnostics (echo and spirometry), the roll-out and expansion of self-management support services (e.g. diabetes self-management support education, cardiac & pulmonary rehabilitation), the establishment of Chronic Disease Community Specialist Teams and the delivery of acute Integrated Care Consultant and CNS/ANP and physiotherapy posts will support the delivery of end-to-end chronic disease care across community and hospital.

DSKWWCH and TUH aim to develop this service in partnership for individuals with chronic disease residing in the area. The agreed service delivery model will be in line with the recommendations of the [National Framework for the Integrated Prevention and Management of Chronic Disease](#), [the National ICPCD 10-Step Framework](#) and the [ICPCD Implementation Resource Pack](#)

Recruitment of staff, including a dedicated Chronic Disease Operational Manager started in late 2022. A consultant has been appointed to lead each team with a range of nursing and HSCP staff appointed to each of TUH and DSKWWCH. Dr. Deirdre Fitzgerald has been appointed as integrated Respiratory Consultant.

Recruitment for the integrated Cardiology and Endocrinology Consultants is ongoing and will be in place in 2023. An integrated governance structure will be agreed between TUH and DSKWWCH early 2023.



Tallaght Integrated Care Programme for Older Persons (ICPOP) is a specialist transdisciplinary service primarily targeting and managing the complex care needs of the older person with multiple co-morbidities across a continuum of care



Integrated Care Programme for Older Persons

Tallaght Integrated Care Programme for Older Persons (ICPOP) is a specialist transdisciplinary service primarily targeting and managing the complex care needs of the older person with multiple co-morbidities across a continuum of care.

The ICPOP team work across the clinical areas of Frailty, Falls and Dementia and use a case management approach to effectively meet the care needs of an older person in crisis. The Tallaght ICPOP Community Specialist Team complete a comprehensive geriatric assessment with all patients in their own homes.

The overall aims of the service are to:

- Provide a specialist geriatric opinion using a trans-disciplinary approach to support older people with complex care needs.
- Develop a person-centred care planning approach that supports robust and timely communication across care settings.
- Support appropriate and timely reduction of ED attendance through the development of care pathways that support GPs and others in assessment of older people with escalating care needs.
 - To act as a bridge or communication link between acute and community services.
- The teams focus is on a care pathway that enables the older person to remain at home but provide access to urgent care when needed

75% of interventions of the Tallaght ICPOP service is in the patient's own home.

Significant funding was allocated in 2022 to expand the ICPOP service. The existing team in Tallaght was expanded to include a full multidisciplinary team with Professor Seán Kennelly as Consultant Geriatrician and a second team was established in the Clondalkin area led by Dr. Paul McElwaine.

Pathfinder Service

In October 2022 TUH received funding to establish an integrated TUH/National Ambulance Service (NAS) service within the area. Pathfinder commenced in October 2022. The team includes two Occupational Therapists, two Physiotherapists and three Advanced Paramedics. Clinical governance for the team is provided by Dr. Paul McElwaine, Consultant Geriatrician TUH and also a clinical lead from NAS.

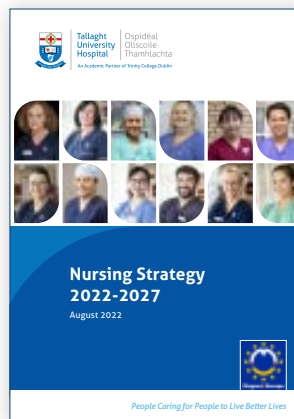
Pathfinder improves outcomes for older people by providing safe alternative care at home rather than in hospital.

The service aims to reduce congestion in busy EDs and makes for a better environment for patients and staff on the floor whilst improving overall flow through the ED.

The Pathfinder team respond to 999/112 calls for older people (65 years and older) in their homes. The older person is assessed by both an Advanced Paramedic and Occupational Therapist/Physiotherapist. Where safe, the team supports the older person at home rather than transporting them to the ED, by linking with a wide range of alternative hospital and community services. Pathfinder also operates a 'Follow-Up Team' (Physiotherapy & Occupational Therapy) which provides immediate home-based rehabilitation, equipment provision and case-management in the subsequent days following a 999/112 call.

Nursing Strategy

In August 2022 the Hospital published their first [Strategy Plan](#) for nursing, setting out clear and ambitious targets for nursing now and into the future. As with all of the strategic plans that have been published to support the overall strategic plan for the organisation with the Nursing Strategy playing a key role in the ongoing development of integrated care.



Pictured below from left to right members of the Pathfinder team Ruairi Mc Loughlin, Senior Physiotherapist; Niall Dunleavy, Advanced Paramedic from National Ambulance Service; Niamh Harding, Clinical Specialist Occupational Therapist; Romy Madden, Clinical Specialist Physiotherapist and Niamh O'Driscoll, Senior Occupational Therapist



TUH Institute of Memory & Cognition

The Institute of Memory & Cognition in TUH is one of Europe's leading clinical memory services. This interdisciplinary specialist memory unit comprises of:

1. The National Intellectual Disability Memory Service (NIDMS)
2. The Regional Specialty Memory Service (RSMS)
3. The Cognitive Clinical Trial Unit (CCTU)

These services are staffed by a specialist team of:

- > Advance Nurse Practitioners
- > Clinical Specialist and senior Occupational Therapists
- > Clinical Specialist and senior Speech & Language therapists
- > Clinical Specialist Physiotherapists
- > Principle Neuropsychologist
- > Senior Medical Social Worker
- > Senior Dietitian
- > Research Clinical Nurse Specialist
- > Dementia Research Program Manger
- > Specialist Registrars
- > Consultant specialists in cognition from department of age-related healthcare and neurology
- > Consultant Specialist in Intellectual Disability Psychiatry
- > Consultant Neuroradiologist

Over 600 people are seen in the RSMS annually with more than 250 new diagnosis. Over 200 people are seen annually in the NIDMS with 100+ new diagnosis.

Regional Specialty Memory Service

For many years TUH has been evolving specialist memory services in the departments of geriatric medicine and neurology. In 2022 TUH was funded to establish an interdisciplinary Regional Specialist Memory Clinic, aligning these specialist services under one structure. The consultant leads for the service are Dr. Seán O'Dowd, Professor Seán Kennelly and Dr. Aoife Fallon.

As one of only four such clinics nationally, the RSMC model is outlined in the National Dementia office (NDO) dementia model of care as a regional level three advanced assessment and diagnostic service. The RSMC has a focus on delivering diagnostic and post-diagnostic care and support to young and older people presenting with more complex neurodegenerative syndromes.

Within the RSMC there are several sub-speciality clinical strands:

- > Neurological motor-cognitive clinic for young and older patients presenting with diminished cognitive performance and atypical motor symptoms
- > Specialist cognitive assessment service for young and older persons with more complex amnesic and non-amnesic cognitive syndromes and those with subjective memory complaints
- > Irelands first Brain Health Clinic which is focussed on developing a personalised prevention plan to optimise brain health and prevent cognitive decline in those with mild memory symptoms
- > Post-diagnostic support services for people who receive a diagnosis of dementia and their care supports. These include a six-week carer support group and targeted post-diagnostic clinical services for people who received diagnosis.



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200+ people
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National Intellectual Disability (ID) Memory Service

Having completed a pilot period for two years, permanent funding has been provided by the HSE NDO. It is the only one of its kind in Ireland with only a handful of such clinics available internationally. This clinic receives referrals from primary care, ID services, and secondary care from all over the country for people with Down Syndrome and ID.

By 65 years of age, 80% of people with Down syndrome will develop dementia, with the average patient reporting early onset of the illness at the age of 51. This compares to a rate of dementia in the general population of between 4% and 8% in people aged 65 and older.

Despite this high risk, many people struggle to get a diagnosis and caregivers are often overwhelmed. The earlier that dementia is detected, the sooner supports may optimise quality of life for the person living with dementia meaning we must look proactively at prevention and have a greater focus on lifelong brain health. Diagnosis is complex, and for people with intellectual disability there is inequity of access to timely diagnosis. The NIDMS responded by funding the expertise at the specialist regional memory service in the Hospital. The extensive knowledge on dementia in people with ID at the Trinity Centre for Aging & Intellectual Disability and with the expertise of a well-established dementia specific service and memory clinic for people with ID at AVISTA (previously known as the Daughters of Charity).

The clinic provides a comprehensive assessment for each patient including:

- › A brain health check
- › An individualised brain health plan - targeting modifiable dementia risk factors
- › Educational programming on living well with dementia
- › Delivery of accessible, easy to understand information on how to maintain and improve brain health
- › Educational and training opportunities for people with intellectual disabilities, staff and family carers
- › Access to and enrolment in research studies

Professor Seán Kennelly is the Clinical Director, Professor Mary McCarron is the Executive Director and Dr. Janette Tyrell is the ID Psychiatry Lead.

Cognitive Clinical Trials Unit (CCTU)

Since 2016 the CCTU in TUH has established a reputation as Ireland's leading clinical trials unit for people living with Alzheimer's disease. With the intent to develop a clinical trials unit that looks across full spectrum at cure, care, and prevention, for people with neurodegenerative conditions the CCTU has both industry and investigator-led studies.

Currently the CCTU is supporting Phase 2 & 3 trials for emerging therapies for Alzheimer's disease and related conditions. The Dementia Trials Program Manager is Ruth Ennis.



By 65 years of age, 80% of people with Down syndrome will develop dementia, with the average patient reporting early onset of the illness at the age of 51.



Women's Health

TUH has received funding under the National Women's & Infants Health Programme to develop one of two supra-regional sites for Endometriosis care. This funding will build on an existing investment in 2021 to further enhance and expand the service.

The funding will enable the Hospital to recruit the following positions so we have a comprehensive multi-disciplinary team comprising:

- > Consultants in Anaesthetics, Urology and Radiology
- > Nursing
- > Radiography
- > Physiotherapy
- > Psychology
- > Dietetics

The service will operate from a dedicated location in Tallaght Cross.

Outpatient Antimicrobial Therapy

Outpatient Antimicrobial Therapy (OPAT) enables patients to go home even while on the intravenous antimicrobials. Patients can be with their families, stay active, avoid exposure to hospital acquired infections and encourages them to get back to their daily life early, thereby avoiding deconditioning which helps in their early recovery.

Patients can either administer antimicrobials to themselves called S-OPAT (Self-administered OPAT) at home or a team of health professionals visits patients at their homes or in a community setting to administer them antimicrobials called H-OPAT (health care professional-administered OPAT). In September the newly established Infectious Diseases Department became responsible for Outpatient Antimicrobial Therapy (OPAT). If there are any inpatients in TUH who are medically stable with no social and/or psychological concerns and are currently inpatient only for administration of intravenous antimicrobials, they are referred to the infectious diseases' team on Synergy for OPAT assessment and discharge.

Suitable patients are then discharged early with a secure intravenous access while receiving intravenous antimicrobials after assessment by Infectious Diseases. All patients on OPAT are then seen weekly at the OPAT clinic by the Infectious Diseases and stay under the governance of the team while completing their OPAT treatment course.

Introduced in the Q4 of 2022 a total of 58 patients were discharged via the OPAT service while still on intravenous antimicrobials. This equates to 197.5 additional bed days saved but more importantly prolonged hospital stays were avoided for these patients.

Pictured below: Members of the Infectious Diseases team from left to right are Aarti Gupta, cANP, CIT; Sarah Fox, Admin; Dr. Vera Papp, Registrar; Dr. Sarmad Waqas, Consultant; Aoife Pearson, OPAT CNM II and Dr. Eilis Ni Chinneide, SHO



Transformational Programme for Kidney Transplant Patients

Chronic Kidney Disease affects 11.8% of patients in the health system in Ireland. There are over 5,000 adults and 70 children requiring treatment by dialysis or kidney transplantation in Ireland, this is an increase of nearly 50% in 13 years.

Some patients receiving dialysis are suitable from a kidney transplant but they still need ongoing monitoring and care by the renal team. A multidisciplinary team led by Oonagh Smith, Clinical Specialist Renal Dietitian and Cliona Barrett, Senior Renal Physiotherapist developed and rolled out a new lifestyle patient centred programme specifically for transplanted patients. The Hospital currently has over 300 transplant patients attending the Hospital.

The new programme is an eight week virtual programme with classes taking place twice per week. The classes included both an exercise element led by a physiotherapist and an education session led by a dietitian.

The healthy eating element of the programme took the form of a 15-20 minute discussion at the start of each online session. As part of this, participants were encouraged to ask any nutrition-related questions, with a different topic discussed each time. For example what constitutes a healthy diet for kidney disease, as well as menu planning and behaviour change techniques.

The fitness classes comprised of both aerobic and strengthening exercises and took place virtually for 45 minutes, twice per week. The exercise section was adapted to patients' home environment, where no equipment was required except for resistance bands for strengthening exercises.

Feedback from the two programmes that have run to date is extremely positive with real benefits, not just for the physical but also for the mental health of the patients.



Sarah who is 14 years post kidney transplant says the new programme came, "At a time when I needed it most for my physical and mental health. It has been great, the combination of exercise and nutrition is so important. I have even started sea swimming. I am more confident and the regular checks with the team in TUH, help keep me on my toes."



Francis Davis had a kidney transplant five years ago, "I am feeling much better both physically and mentally and have more confidence since taking up the new diet and fitness programme for transplant patients at TUH. The support from the team is so important and the programme gets you right back into proper habits. I am now walking and swimming and feel so much better now."

Simon who is nine years post kidney transplant says, "This was the first time I had done something like this, the programme was great. The focus on diet and fitness means I am a lot healthier than I was and can do a lot more. It also gave me the confidence to try up new things and I have taken up yoga and am doing a lot more walking. I can see a marked improvement."

6

Enhanced Infrastructure



14,926

Maintenance calls carried out by Technical Services

188,760

Number of jobs completed by Porters



10,000

Work orders completed by Clinical Engineering

145,996

Items of bed linen changed / cleaned



584,073km

Distance covered by Porters





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The opening of the new ICU extension is part of the Hospitals strategy to improve infrastructure with the priority of improving access for our most vulnerable patients and prepare the Hospital for the increasing demands of serving a rapidly growing population.

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New Intensive Care Wing

The new Intensive Care wing of the Hospital opened on time and on budget last August, the 1,750 m² expanded space is on the first floor of the Hospital. The wing is made up of 12 Intensive Care Unit (ICU) beds, each of which are in a single room. The beds which provide care to the most critically ill patients are located across two zones, each with their own central nursing station.

The ICU expansion represents a major service development for the Hospital, the Critical Care Area caters for a catchment area of 650,000 people and before the opening in 2022 there were just nine ICU beds, five Post Anaesthesia Critical Care Unit beds which manage elective and emergency postoperative patients and two High Dependency Unit beds located in the coronary care unit. The additional beds will enable the Hospital to continue to provide high quality medical care to the increasing numbers of critically ill patients.

The opening of the new ICU extension is part of the Hospitals strategy to improve infrastructure with the priority of improving access for our most vulnerable patients and prepare the Hospital for the increasing demands of serving a rapidly growing population. Patients requiring ICU care will now receive it in the appropriate and superior location, ensuring the alternative areas previously used for ICU patients can be used for their proper purpose i.e. post anaesthetic care unit which facilitates complex post-operative patients.

The existing ICU in TUH which is 24 years old will be refurbished, and upon completion the bed capacity will increase from 12 to 21 beds upon.



In 2022 the eagerly awaited upgrade to the patio area was completed, creating a relaxing environment for staff during their breaks. The canopy area also provided an ideal location for the return of the Christmas Fair for staff in December!

Reduced Carbon Emissions Update

The Energy Performance Contract that started toward the end of 2021 is almost complete. Some of the energy saving services included a significant number of light fittings replaced with energy efficient LED type fittings. Steam boilers have been removed from the Hygiene Sterile Services Department, replaced with more efficient electrical power steam generators.

Other energy improvements were carried out on the Hospitals main services infrastructure that the majority of staff and the public do not see, but it has made a great improvement on the Hospitals energy efficiency.

Other energy saving projects completed in 2022 included the commissioning of the Combined Heating & Power (CHP) unit in the Technical Services Department service yard. The CHP unit uses gas to generate heat & power.

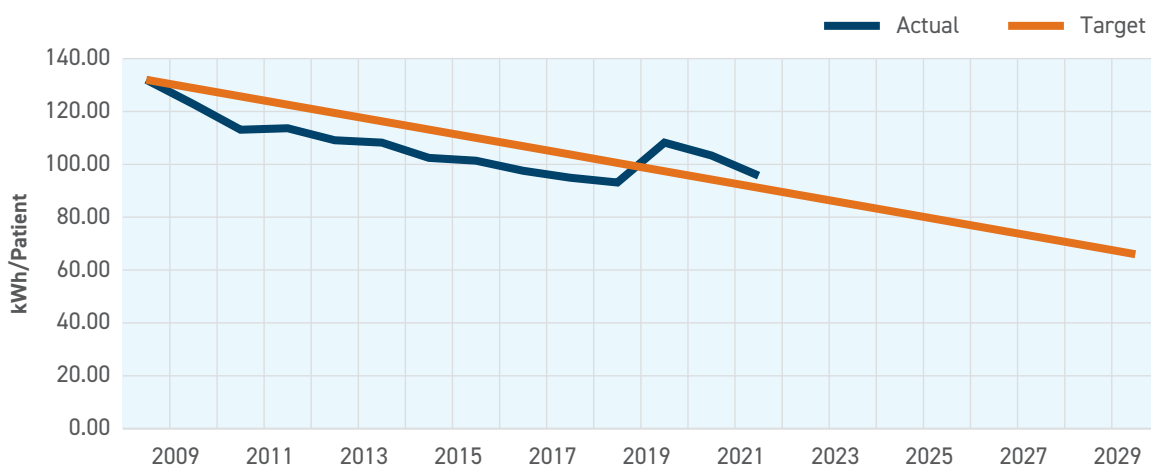
In 2022 10.2GWh's of Electricity was used, a 15% reduction on 2021 and 19.3GWh's of Gas, a 13% increase on 2021 (increase is associated with gas used for generating the electricity onsite). This is the equivalent of powering 2,300 homes (electricity) or heating 3,500 homes (gas).

The work to date has been on TUH systems i.e. lighting, heat generation, etc.; the next challenge is to manage the energy we use better. Working across all areas in the Hospital, with a focus on out of hour's or idle periods i.e. switching off equipment that is not required, that can be powered-down, switched off, etc. A number of night time audits will be undertaken to see what lighting and electrical equipment is being left on that can be safely left off.

The Hospital is obliged under the Climate Action Mandate 2022 to reduce Green House Gases by 51% of the baseline (2016-2018) and energy by 50% based on 2009 energy usage by 2030, we are reasonably on track to achieve same.

The graph below is the progress to date, based on energy used per patient attending; as patient numbers attending during Covid reduced, but the Hospital was still using nearly as much energy, the ratio of energy used per patient increased, thus the increase between 2019 and 2021.

TUH Performance Graph



Technical Services Department

The Technical Services Department successfully completed the replacement of the substation 2 electrical transformer that was damaged in a fire in November 2021. Substation 2 electrical transformer serves the most critical parts of the Hospital including the Emergency Department, Radiology, Theatre and the ICU and other non-critical areas such as Outpatients.

As part of these works a new LV electrical generator was also installed that would give these areas of the Hospital greater resilience and reduce bi-annual maintenance costs.

Clinical Engineering

2022 was a busy year for Clinical Engineering having closed out over 10,000 work orders for the first time ever in a single year. This is reflective of the increased number of medical devices now in use in the Hospital, due to both service expansion and the introduction of additional devices for Covid purposes.

Following a hiatus, partially imposed by Covid, the Department have re-engaged with student placement both at transition year and very importantly at college level through a long standing partnership with TU Dublin and their course in Medical Physics & Biomedical Engineering.

This programme has proved very fruitful and has resulted in five former students now working permanently in the Department.



“

2022 was a busy year for Clinical Engineering having closed out over 10,000 work orders for the first time ever in a single year.

”

Green Committee Update

Established in 2021 the Green Committee which has representatives from all disciplines across the Hospital continued to focus on making the organisation a carbon neutral hospital. Reflecting our respect for the environment we work in and for the community in which we are based.



Highlights of working undertaken by the Committee include:

- The introduction of Keep Cups in our canteen. The widespread use of these cups by staff reduce the use of 500,000 disposable cups each year in the canteen. There is the added incentive for staff of reducing the cost of their hot drink, by using their own keep cup.
- Each year the Hospital procures goods and services to the value of over €90M with over 1,700 suppliers. Respect for the environment, sustainability green initiatives will where possible be included in contract scoring. This year the Hospital entered into its first contract where this scoring was included. The contract was for linen, each year the Hospital goes through an average of 21 tonnes of clean linen per year.



7

Digital Enabled Care

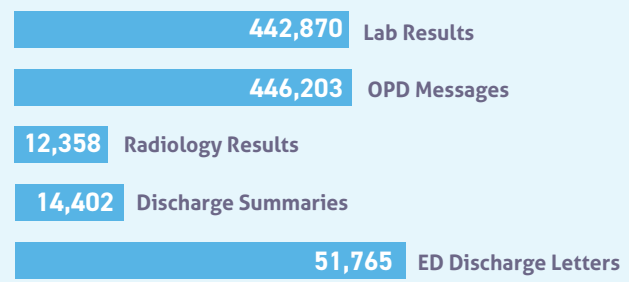
1,549,096

Electronic messages sent to Healthlink



129,091

Average messages per month



66,531



Referrals received from Healthlink via GPSfor TUH Services

55,462

Patients checked in for OPD via Information kiosks



60,266



Patients booked for OPD/GP blood tests via swift queue

272,765
OPD Visits

50,911

Virtual OPD visits



31,400

Helpdesk calls received during the year



2022 saw the return of TUH's in person Innovation Hackathon in partnership with TU Dublin and Amazon Web Services. This event is central to fostering and sustaining innovation across Healthcare, Industry and Academia and is unique to TUH. Recruiting and attracting staff is a challenge across Health and industry overall. TUH is delighted to continue its Digital Internship programme in conjunction with TU Dublin which has resulted in TU Dublin students joining TUH ICT Department as full time employees over the past year.

The Hospitals Electronic Patient Record Programme (Synergy) continues to go from strength to strength. 2022 saw the Theatre EPR rolled out across all 12 inpatient theatres. Planning has started for the next major phase which will see the Hospital digitise its inpatient documentation. This phase is due to start in 2023. Progress has also been made on securing a replacement Hospital Medications Management System and Electronic Prescribing Medicines Administration solution, both of which are scheduled to start in 2023. Overall TUH continues to progress its eHealth agenda ensuring sustainable and enabling digital enabled care solutions.

Return of Digital Interns

Building on the success of last year's digital internship programme between TUH and TU Dublin, The purpose of the programme is to create a bridge between classroom knowledge and the ICT workplace and builds on the success of previous digital internship programmes between the Hospital and TU Dublin.

In May 2022 our ICT Team were delighted to welcome two new digital interns to work in TUH. Conor Treacy and Mao Sabornido are studying Bachelor of Science in Computing at TU Dublin spent six months working in the ICT Department. Both gained valuable experience during their internship and then returning to TU Dublin to complete their studies.

Commenting David Wall, Chief Information Officer at TUH said "the internship programme is so important to TUH as it offers students the opportunity to apply their academic learning in a real life healthcare setting with ICT staff mentoring and improving their knowledge and skills."

Pictured below from left to right Simon Gaskell, Deputy ICT Applications Support Manager; David Wall, Chief Information Officer; Sharon Larkin, Director of HR; Mao Sabornido and Conor Treacy, Digital Interns



Health Hackathon Returns

Another event that made a very welcome return in the year was the Health Hackathon held jointly between TUH, TU Dublin and Amazon Web Services.

The event took place over two days in the TU Dublin campus bringing together over 40 students from the School of Enterprise Computing & Digital Transformation at TU Dublin as well as many other schools across the three campuses of TU Dublin.

Commenting on the event one of the judges and one of the creators of the five challenges set for the students, Professor Catherine Wall, Consultant Nephrologist and Director of Quality, Safety & Risk Management at TUH said "I left the event with an immense sense of energy and possibilities for the future. I learnt a lot from the students over the weekend. We have strengthened collaborations between ourselves and TU Dublin and further fostered further relationships with very bright, very talented people. I am looking forward to seeing these ideas realised for our patients and staff but also to other healthcare settings in Ireland."

Students received a series of presentations from the Hospital, Amazon Web Services on Ethics, Data, Cyber Security and GDPR all very important elements for consideration as part of the development of any solution to the challenges set. Finally TU Dublin presented a technical presentation on fast prototyping using cloud services.

Students generated amazing ideas in the 24 hours of the challenge. They benefitted greatly from the experience, being presented with real healthcare challenges, getting to question clinicians directly, in depth briefings from Amazon Web Services, presenting and communicating on their solution. This event is an incredible opportunity to enhance students' education.



1st Place

Warfarin Patient App the winning team of Andrzej Zero, Marta de la Cuadra Lozano, Jorge Jiménez García and Csanad Alattyanyi developed the concept of an app for home monitoring of patient's on warfarin. The judges described the solution as 'applicable, relevant, patient centred and hopefully something that they could see patients and clinicians using in the near future'.



Pictured from left to right the winning team of Csanad Alattyanyi Jorge Jiménez García, Marta de la Cuadra Lozano and Andrzej Zero pictured with Professor Catherine Wall



2nd Place

Weigh Up in the Clouds - Greg Marviak and Adrian Donnelly developed an app that will capture a patient's weight both at home and in the Hospital. Having an accurate and up-to-date weight of a patient is key for medication prescribing, nutritional and fluid assessment that will be accessible by the patient and members of their clinical circle of care.



Picture from left to right at the presentation of the 2nd Prize were Áine Lynch, Director of Nursing & Integrated Care; Dr. Natalie Cole, Head of Innovation at Innovate Health TUH; Thomas Sharkey, Healthcare at Amazon Web Services; Greg Mariak & Adrian Donnelly TU Dublin Students; Professor Catherine Wall, Consultant Nephrologist and Róisín Faherty, Head of Information Systems at the School of Enterprise Computing & Digital Transformation at TU Dublin



3rd Place

Way Finder Jason Fung and Alan Byrne developed a way finder app to enable patients, families and new members of staff to navigate the campus using their mobile devices. A very practical and helpful development for a number of stakeholders.



Picture from left to right at the presentation of the 3rd Prize were Áine Lynch, Director of Nursing & Integrated Care; Dr. Natalie Cole, Head of Innovation at Innovate Health TUH; Thomas Sharkey, Healthcare at Amazon Web Services; Alan Byrne & Jason Fung TU Dublin Students; Professor Catherine Wall, Consultant Nephrologist and Róisín Faherty, Head of Information Systems at the School of Enterprise Computing & Digital Transformation at TU Dublin



Synergy EPR Update

The ICT team were delighted to host a visit by Minister for Health Stephen Donnelly, TD in February to see for himself how the Hospital is progressing on delivering on strategic goal of creating a 'hospital without walls'.

The Minister, welcomed the Synergy rollout, saying "a key component of Sláintecare is the delivery of streamlined care in the community. It is a critical enabler of this transformative change. I look forward to further improvements such as this, as Ireland's healthcare system takes full advantage of the opportunities presented by the rollout of new technology."

This approach has made best use of our ICT investments, empowering us to prioritise programme change and manage the go live of Synergy with no operational disruption at a pace that suited. All this was achieved by existing TUH staff working collaboratively with our suppliers and achieving the go-live despite COVID-19 and a cyberattack!

The EPR team have been working diligently through 2022 planning for Synergy phase II which will start in 2023. TUH completed the rollout of the Theatre EPR to all hospital theatres during 2022.

Pictured from left to right are Ciara Blair, EPR Programme Manager; Paul Gannon, Senior Vice President of Business Development at Kainos; Minister for Health Stephen Donnelly TD and Lucy Nugent, Chief Executive of TUH

Single Sign On

Following the successful pilot of Single Sign On (SSO) technology in the Hospital, TUH were asked by the HSE to assist in establishing a single national framework for SSO so the technology could be rolled out throughout the HSE.

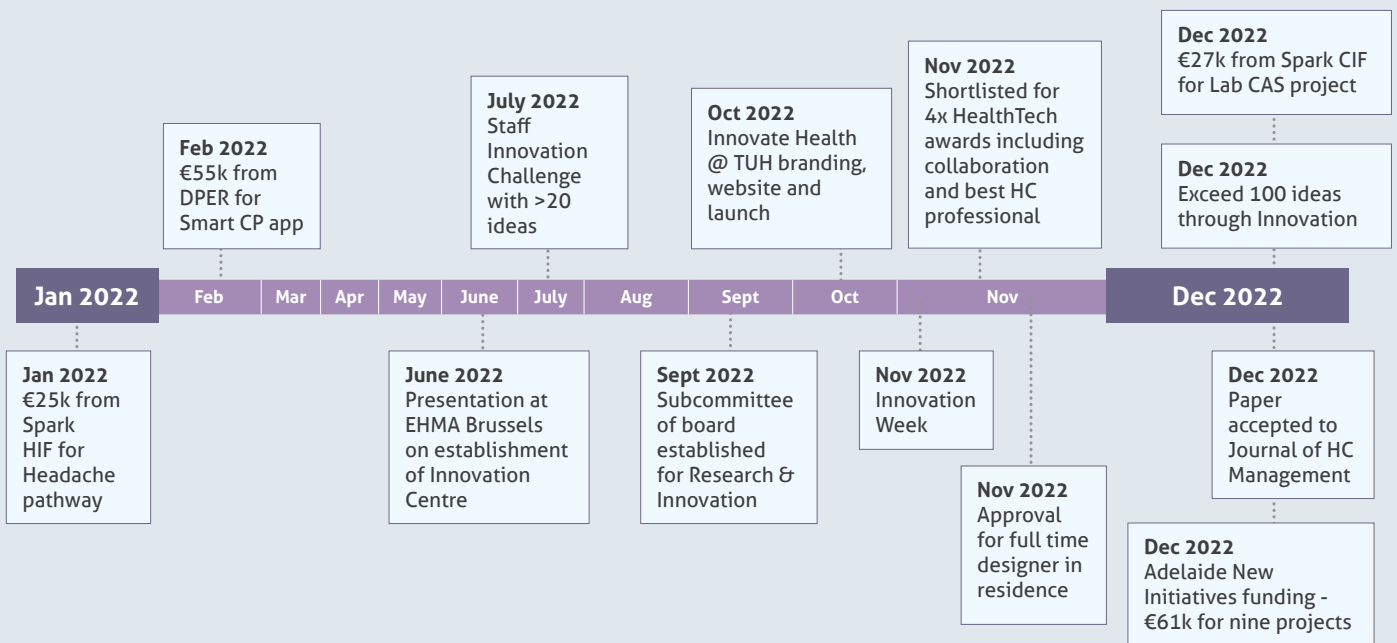
TUH completed the tender in 2022 with Imprivata being appointed. During the pilot in TUH it was shown that SSO technology can save up to 58 minutes for each healthcare professional in every eight hour shift – valuable time that can be spent with patients. Once rolled out the benefits will be immense for healthcare settings nationally.

8

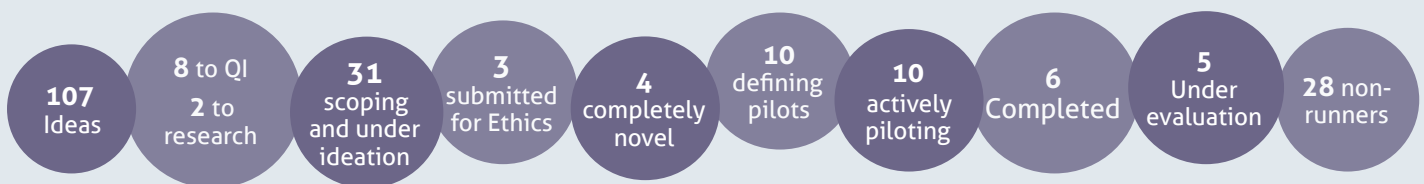
Research & Innovation

In 2022 a key objective was to continue to develop the maturity level of innovation at TUH through the previously established workstreams

- Governance & Operations of Innovation
- Innovation partnerships
- Pipeline of Innovation projects
- Build awareness both internally and externally



Project Pipeline



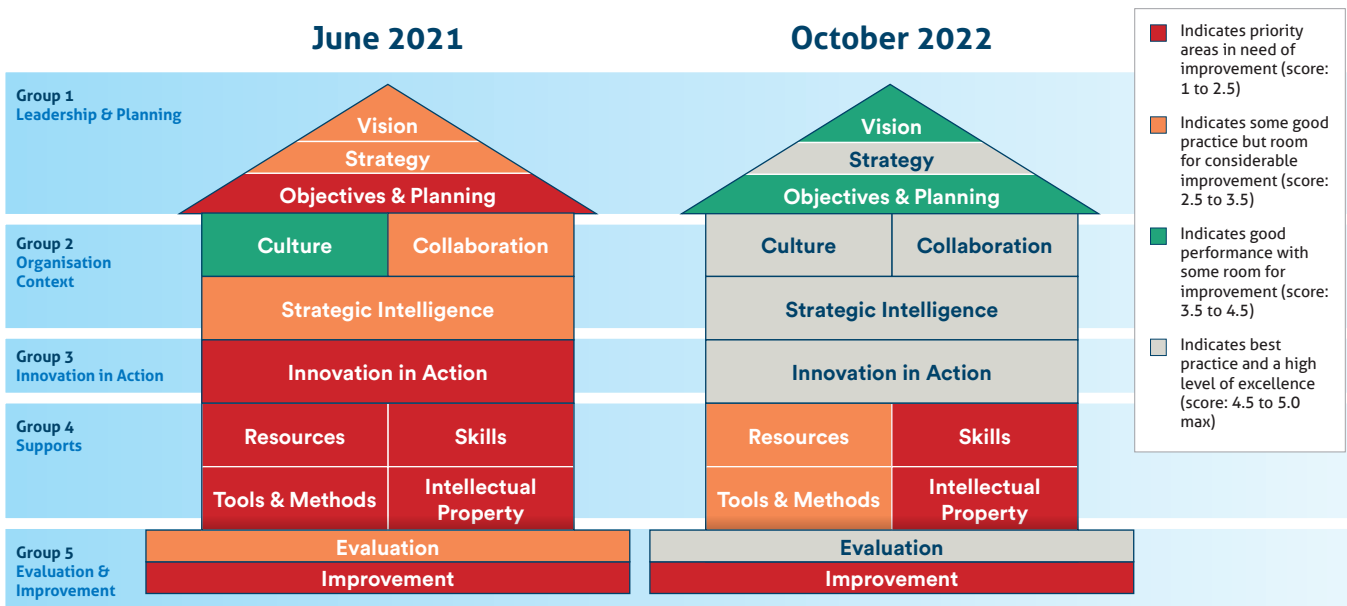
Innovation Governance & Operations

TUH Innovation was established in July 2021, and since then many developments have been made within innovation. It was timely to reflect on progress to date, lessons learned and further steps required to develop innovation to its full potential within TUH. An appropriate tool to evaluate innovation is the Our Public Service innovation scorecard. This focuses on five of the important groups of innovation management elements aligned with the ISO 56000 series: Leadership & Planning; Organisation Context; Operation; Supports; Evaluation & Improvement (as shown in the following diagram). These elements and their interactions are needed for an organisation to establish its innovation capabilities for the purpose of effectively and sustainably achieving innovations. This scorecard provides an overall average score based on the progress to date. The score generated is on a scale of one to five and helps us understand our position on the innovation journey towards developing our capability and practice.

Innovation Capability and Maturity Score

Before the establishment of the Innovation Centre, TUH reported a capability and maturity level of 2.3 in 2021, which has now moved to an average score of four, and there is an ambition to improve and attain TUH's potential as a world-class leader in healthcare innovation.

The following diagram illustrates TUH's scoring for each innovation management element. Areas in need of attention are highlighted in the following heatmap. A lot more work remains to be done to reach the full potential and ambition for the maturity level for innovation at TUH.



Innovate at TUH assessment using the ISO 56000 scorecard

Source: Our Public Service (OPS), (2020), 'Innovation scorecard', Department of Public Expenditure and Reform, available at: www.ops.gov.ie; International Organisation for Standardisation (ISO), (2020), 'ISO 56000 — Innovation management', available at: www.iso.org

The Hospital identified Research & Innovation as one of its key priority areas in the Hospitals Corporate Strategy 2019-2024. In August 2022 the Hospital Board established a Sub-Committee of the Board, to be known as the Research & Innovation Board Committee, to assist the Board in fulfilling its oversight responsibilities for Research & Innovation. The Committee supports the activities undertaken by the Research & Innovation Offices.

Innovation Partnerships

Interim Director of Health Innovation Hub Ireland (HIHI) visit to the Innovation Centre

The TUH Innovation team were delighted to welcome Dr. Tanya Mulcahy, Director of Health Innovation Hub Ireland (HIHI) and members of her team as they visited the Innovation Centre. HIHI works across the health sector with Irish businesses to creatively solve problems and improve patient care. TUH Innovation team will be working closely with HIHI to support the translation of innovative solutions. The TUH Innovation team is looking forward to working closely with HIHI to deliver even more rapid and sustained adoption of proven innovations



Pictured above: From left to right Dr. Natalie Cole, Head of Innovation; Neil Tilley, MPCE- HIHI Clinical Liaison; Dr. Tanya Mulcahy, Director of HIHI and Leighton Curry, Head of Clinical Engineering Services

British Industry

The innovation team have also developed strong partnerships with British Industry through Trade engagements with the British Embassy and was delighted to host healthcare companies from the UK Department for International Trade's (DIT) 'The First 100' Digital Health Playbook, who are among some of the UK's most impressive digital health innovators. It was a great day of shared learnings and we look forward to fostering this relationship further.

Pictured below: Visit by UK trade embassy and top 100 companies to TUH in March 2022



HealthTech Ireland

HealthTech Ireland is an independent trade association for manufacturers, developers and distributors of health technology products and solutions to the health system in Ireland

Throughout the year we have been establishing a relationship with HealthTech Ireland and Dr. Cole presented on the establishment of the Innovation Centre HealthTech / NC presented at HealthTech Ireland conference on May 25th 2022 in Croke Park

Spark Innovation Network

Members of the TUH innovation team became Inaugural members of a national healthcare innovation network and we hosted members of the network on November 22nd where knowledge was shared with regard to innovation activity across different sites in Ireland

Digital Health Strategy & Collaboration in Scotland and Ireland Roundtable November 30th 2022

Presentations from Digital Health Innovation, the Scottish Health Innovation Partnership and the NHS, covering topics such as 'Critical Infrastructure for Innovation' and 'Cross-Border Funding Streams for Digital Health Innovation'.

Dr. Natalie Cole presented on Tallaght's innovation strategy. A HealthTech Pitching Session followed, with Scottish and Irish digital health companies getting feedback from potential customers and obtaining shared learning of the challenges from healthcare at the frontline.

Pipeline of Innovation Projects

Throughout 2022 over 100 ideas were reviewed by the Innovation team and below is an example of two innovation projects that were successful in obtaining external funding

Smart CP – Developing a mobile app for patients with chronic pancreatitis

TUH research has shown that Ireland has among the highest numbers in Europe of those suffering from chronic pancreatitis. TUH runs the only chronic pancreatitis service nationally, with 300 patients on our database (and growing). As the only centre nationally, patients are referred to us from around the country, many patients with chronic pancreatitis are socially isolated. Studies show that mobile health technology can support patients with chronic conditions in participating in their own health. The innovation pilot will work with MyPatientSpace to develop an interactive app for patients with chronic pancreatitis. The Department of Expenditure & Reform Innovation Fund provided funding of €55K for the development of the app which will enable TUH to care for patients in their homes and communities, aligning with TUH's vision of being a hospital without walls.



Pictured from left to right at the first showcase of the new innovative mobile phone app, termed the SmartCP app the TUH team including Ms. Marie Egan, Clinical Nurse Specialist; Mr. Aidan McGrenra, Patient Representative; Dr. Sinead Duggan, Senior Research Fellow in TDC; Professor Kevin Conlon; Consultant Surgeon at TUH & Professor of Surgery at TCD; Ms. Carol Stephens, Senior Dietitian in Upper GI/ Pancreatic Disease and Mr. Anant Paul, Specialist Registrar

New Headache Pathway

A Neurology project led by Dr. Petya Bogdanova-Mihaylova, Consultant Neurologist, was successfully awarded funding from the Spark Hospital Innovation Fund for their initiative "Optimising the management of headache patients attending emergency department through facilitated access to outpatient MRIs and rapid access headache clinic to avoid hospital admission."

This new pathway will be a six month pilot using funding of €25k provided by the HSE Spark Hospital Innovation Fund.

Laboratory Medicine Innovation Hub secures €27k through the Competitive Spark Community Innovation Fund

The Laboratory Medicine Innovation Hub (LMIH) are passionate about improving pre-analytics and sample quality and efficiency by targeting the early stages of sampling and processing. Samples taken in the community frequently have a significant lag time before being processed in the Hospital due to transport and other delays. If samples are not centrifuged within two to four hours of being taken then potassium levels can be falsely elevated, resulting in both under diagnosis of low potassium and over diagnosis of high potassium. A high potassium is regarded as a medical emergency and thus a falsely elevated result can trigger a series of events which are timely for hospital staff and cause stress as well as unnecessary hospital or ED visits for patients.

The LMIH are planning to disrupt the current process by piloting the use of centrifuges at the point of sampling in GP practices. This project 'Centrifugation At Source' will stabilise samples prior to transport, resulting in reduced risk of pseudohyperkalemia (false high potassiums) and improving the accuracy of results as well as patient safety and clinician experience. This project is led by Catriona Duffy and Dr. Ann Leonard with guidance and support from Professor Boran and other members of the LMIH team.



Pictured from left to right at the announcement of the funding being secured were Professor Gerard Boran, Consultant Chemical Pathologist; Dr. Ann Leonard, Quality Innovation Manager; Ms. Catriona Duffy, Senior Medical Scientist; Mr. Ciaran Love, Laboratory Manager and Dr. Hannah O Keefe, Innovation Fellow. Absent from the picture is Ms. Caroline Murray, Senior Medical Scientist

In 2022 External Funding of over €200K was obtained for Innovation at Tallaght University Hospital TU Dublin projects



Building Awareness and Celebrating Success

Internal Awareness

World Creativity & Innovation Day

TUH Celebrated World Innovation Day on April 21st. The Innovation Centre was delighted to help showcase some of the amazing interdisciplinary innovative simulation work being undertaken in the Hospital co-ordinated by Dr. Vicky Meighan. A penetrating trauma simulation took place in resus involving the ED team, ICU team, the Blood Bank, Portering team, surgical team, and the National Ambulance Service to improve teamwork and the delivery of patient care.

Gordon Elliott, Senior Patents and Licencing Manager from Trinity College came to speak to staff regarding Intellectual Property and Patents. This was a valuable and interactive session for those in attendance, and we look forward to hopefully welcoming Gordon back for a follow-up session in the near future.



Staff involved in the penetrating trauma simulation in the ED

Staff Innovation Challenge in June 2022

The Staff Innovation Challenge ran throughout June and finished up with a pitch event on July 14th in the CLD lecture theatre. The Challenge received an excellent response with 23 ideas proposed, of which nine were pitched. The challenge was sponsored by HSE Spark Innovation Programme with €3,000 seed funding available for the winning project.



Pictured from left to right following the successful Innovation Pitches were Áine Lynch, Director of Nursing & Integrated Care; Dr. Cathal Mac Dhaibhéid, Spark NCHD fellow for Innovation; Sandra Hartigan, Clinical Facilitator ED; Louise Sullivan, Staff Nurse ED; April Walsh, CNM 3 ED and Lucy Nugent, Chief Executive

Innovation Week October 24th-28th 2022

The 2nd Innovation Week for the Hospital was a great success with Introductory Design Thinking workshops in the hub. Lecture from Dermot Burke, HSE Innovation Spark' Programme inaugural HSCP fellow. Dermot also launched our new HSE sponsored 'MakerLab' which is a tool kit to help staff with developing of ideas and basic prototypes and which will be housed in the Innovation hub.



Pictured from left to right Dr. Natalie Cole, Head of Innovation; Dr. Hannah O'Keeffe, Clinical Innovation Fellow; Lucy Nugent, Chief Executive of TUH and Dermot Burke, HSE Spark' Programme HSCP Fellow

Lorna Ross, a world leader in design for healthcare innovation, presented at Grand Rounds. She was involved in the establishment of Design for the Mayo Clinic Innovation Centre and founded Accenture's Human Insights Lab in Partnership with Trinity. She is currently the lead for VHI Innovation. We are also delighted to announce that Lorna has just started as an external member of TUH's Research & Innovation Board sub-group providing the Hospital with access to her expertise in developing innovation.



Pictured from left to right following her presentation were Dr. Hannah O'Keeffe, Clinical Innovation Fellow; Dr. Natalie Cole, Head of Innovation; Lorna Ross, Chief Innovation Officer at VHI and John Kelly, Deputy Chief Executive of TUH

External awareness

HealthTech Ireland awards 2022

Tallaght University Hospital was delighted to be shortlisted in two categories, Collaboration and Healthcare Professional



EHMA conference and manuscript

Dr. Cole was invited to present at the EHMA Conference in 2022 on the development of innovation within an acute hospital and manuscript on same topic was accepted for publication in the European Journal 'Management in Healthcare'

Launch of Innovate Health

A very special evening, hosted by Tallaght University Hospital Foundation (TUHF), to mark the first year of the innovation centre was held in October. The Tánaiste and Minister for Enterprise, Trade & Employment Leo Varadkar was guest speaker.

The anniversary event was also attended by some of Ireland's foremost business leaders, policy makers, and health innovators. There were robust and exciting discussions with regard to collaborations across industry, academia and the public sector in order to support the Hospital's ambition to scale innovation within and build a purpose-built innovation centre onsite. There was a palpable excitement within the room that the approach being taken is the first of its kind in Ireland where a pipeline of innovation projects is managed and evaluated on an ongoing basis in a real world setting of a model 4 hospital.

The new name "[InnovateHealth](#) at Tallaght University Hospital" and website [innovatehealthtuh.ie](#) was also launched. InnovateHealth will have a core focus on Brain Health, Aging Well, Chronic Disease and Digital Technology.



Pictured from left to right at the celebration of Innovate Health's first year were Dr. Natalie Cole, Head of Innovation; Douglas Collins, Chief Executive of Tallaght University Hospital Foundation; Minister for Enterprise, Trade & Employment, An Taoiseach Leo Varadkar; Lucy Nugent, Chief Executive of TUH and Professor Seán Kennelly, Consultant Physician in Geriatric & Stroke Medicine and, Director of the TUH Institute of Memory & Cognition

Research

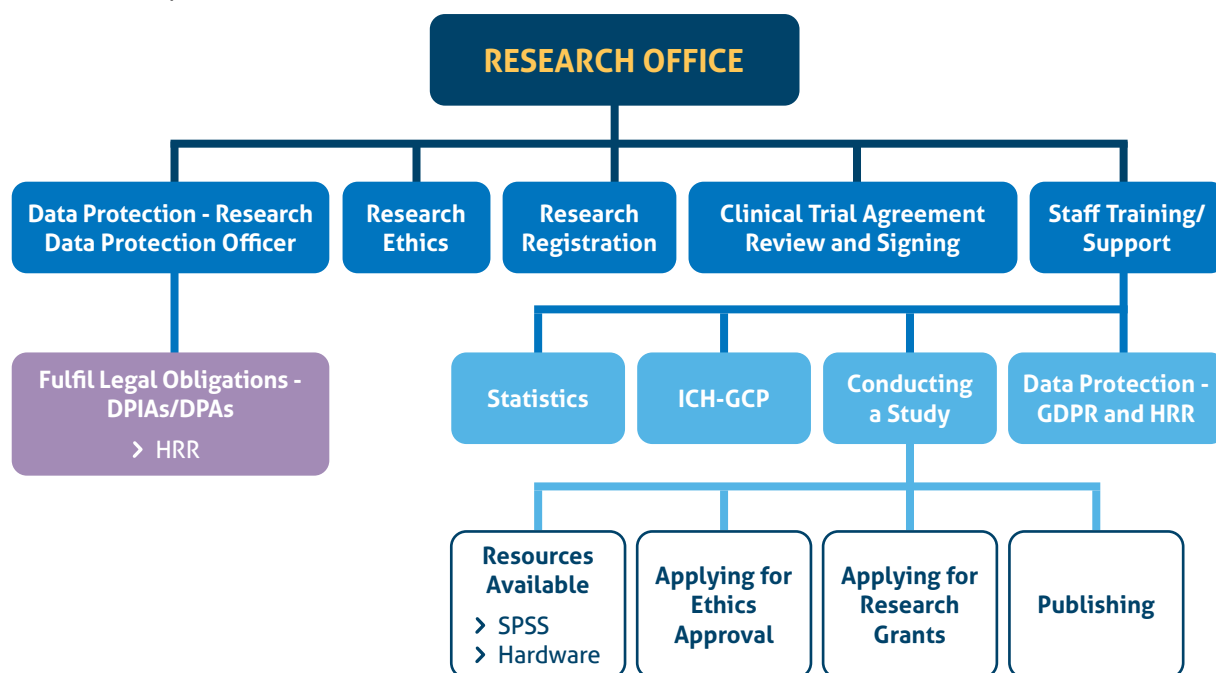
The Tallaght University Hospital Research Strategy 2020-2024 was launched in 2021 in response to the Hospital strategy, in which Research & Innovation were one of the six pillars. The mission of the strategy for research in TUH was to 'work in partnership to enable our staff to deliver innovative healthcare research that improves the lives of our patients and the community we serve.' The research strategy highlighted five strategic priority areas for research in TUH following consultation with the relevant stakeholders from across the hospital campus.



The focus of 2022 for research was the implementation and developments of the five strategic priority areas and also other areas of research were identified following changes to the national research landscape. Specifically,

Research Leadership and Governance

The aim of this strategic priority area was to 'implement a leadership and organisation structure that ensures research direction, sustainability and growth.' As part of the research strategy the research organisation structure was published.



Organogram of the functions of the Research Office at TUH

2022 culminated in the implementation of the structure and the development of the research office following its launch in 2021. All research related activities as described in the organogram above are 'housed' under the Research Office. TUH is in a unique position in the Irish research setting, as the only organisation with a structure as set out above.

This structure is facilitating research within TUH to progress but also facilitating researchers within TUH to participate in research.

The Research Data Protection Officer (DPO) was appointed in June 2022, the role of the Research DPO is to review and progress all research related data protection including Data Protection Impact Assessments and data protection agreements. During 2022 staff training and support was developed and implemented. This included a collaboration of the research office with the library. A laptop with SPSS installed is now available for all TUH researchers to borrow from the library. This will facilitate both onsite analysis and also out-of-hours analysis of research data. The research also offers International Conference on Harmonisation-Good

Clinical Practice (ICH-GCP) and this is free of charge for all TUH staff and external researchers conducting research in TUH.

There are further training programmes scheduled for release in 2023, including research specific data protection and applying for research ethics approval. The research office also facilitates external researcher to access TUH for research via collaboration with HR, Security and ICT.

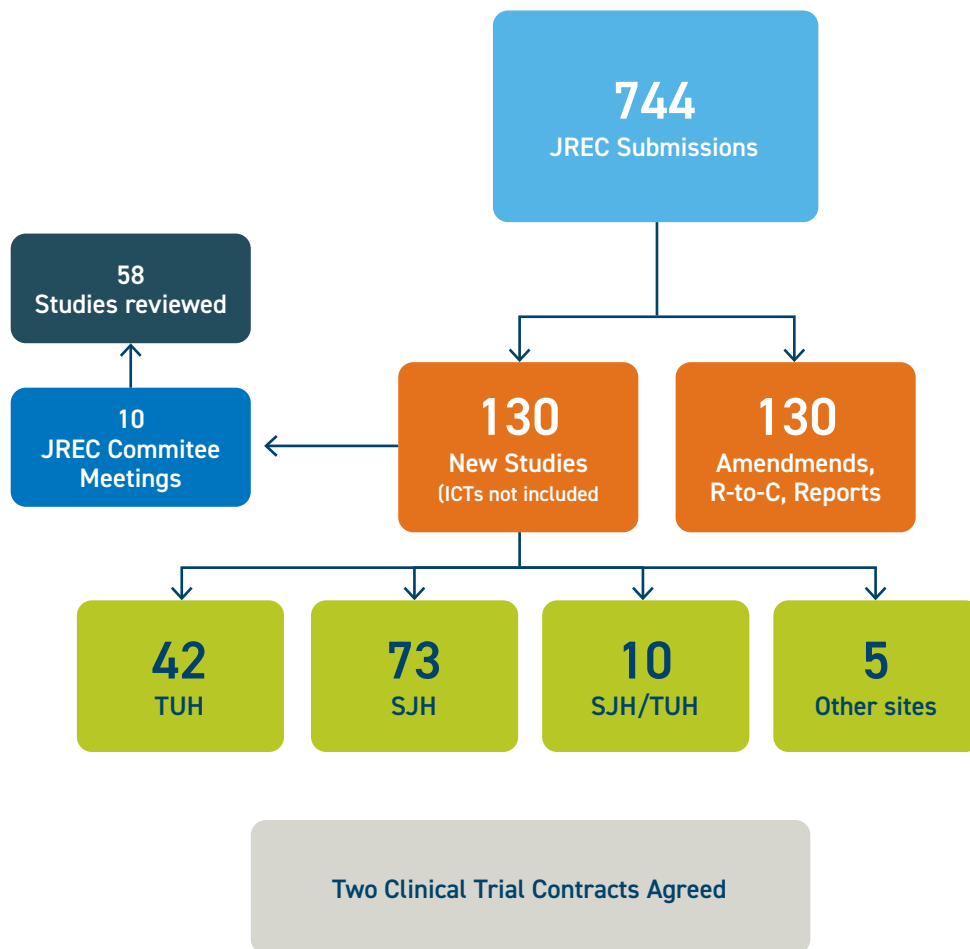
Finally, the Research portal was launched in 2021 but further developments were made in 2022. The portal has a number of function for research and also other departments within TUH. Specifically, for research the portal allows for research registration, research ethics committee application submission and review, data protection impact assessment review and finally clinical trial and studies agreement submission and review.

Other departments using the portal include QSRM for Clinical Audit, Quality Improvement and Service Evaluation submission and review and Innovation for submission and review of new projects.

St. James's Hospital/Tallaght University Hospital Joint Research Ethics Committee

The SJH/TUH Joint Research Ethics Committee (JREC) has implemented numerous changes over the course of 2022 in order to improve timelines for researchers submitting to the Ethics Committee. Up until mid-2021 the JREC reviewed clinical trials of investigational medicinal products (CT-IMP), Clinical Trials of Medical Devices (CT-MD), Observational Studies, Translational Studies and Retrospective chart reviews. In 2021 the National Research Ethics Committee (NREC) was established in response to the European Clinical Trials Regulation (CTR).

All regulated clinical trials including CT-IMPs and some CT-MD transitioned to the NREC thus increasing the capacity of the JREC to review all other types of studies and to review the data protection aspects of a study. The JREC reviewed the below number of studies in 2022 and TUH signed contracts for two CT-IMPs and CT-MD.



Clinical Research Facility

The Clinical Research facility (CRF) at TUH is one of the priority areas for research. In 2021 the Camac building was established as the TUH-CRF, which also houses the Research Office. The development and infrastructure of the TUH-CRF continued throughout 2022. The TUH-CRF administration assistant qualified as a Clinical Research Assistant and is now available to assist on TUH-CRF research studies. It is envisioned that the first study will begin the TUH-CRF in 2023.

Oncology/Haematology Clinical Trials TUH

In 2022 the Oncology/Haematology Clinical Trials Unit considered 126 patients for potential trials in many cancer types. These included Renal, Prostate, Lung, Haematology, Bladder, Gastric and Colorectal Cancers, a total of 66 patients consented to these studies.

Number of studies TUH selected as a site	48
Number of feasibility studies completed	7
Number of new Clinical Trials opened	9
Number of patients enrolled to therapeutic and registries studies	48

The Oncology/Haematology Clinical Trials unit also implemented a number of Quality Improvement initiatives in 2022, these included

1. Clinical Trials Clinics are now captured on Hospital iPatient Manager System
2. Testicular Survival Clinic set up by Dr. Khan, Research Registrar
3. Clinical Trials Profile added to ICE
4. Collaboration with TUH Research Office regarding contracts, Data protection and Clinical Trial monitoring
5. Improved process for managing data locks/ interim analysis
6. Oncology/Haematology Newsletter circulated monthly. Sent internally and to external Consultants to increase referrals
7. Regular posts on the new TUH Cancer Trials Twitter Account
8. Improved process for safety report distribution

Triton-3 Prostate Cancer Clinical Trial

The Triton-3, a prostate cancer clinical Trial, sponsored by Clovis Oncology, Inc, USA, which opened in TUH in 2017 launched its results which were practice changing for Prostate Cancer Patients in 2022.

The purpose of this study was to determine how patients with metastatic castration-resistant prostate cancer, and evidence of a homologous recombination gene deficiency, respond to treatment with Rucaparib versus treatment with physician's choice of Abiraterone Acetate, Enzalutamide, or Docetaxel.

Over a five year period TUH screened 120 men for this study. Once consent was given, a blood sample was shipped to Foundation Medicine in the USA. Here, the blood was tested for a panel of genes. If the patient sample was positive for certain genes they were contacted and asked if they would like to participate in the trial. They were then randomised to receive the study drug Rucaparib or Physicians choice of other standard treatment. Professor Ray McDermott and the TUH Oncology/Haematology Cancer Clinical Trials Unit were the 2nd highest recruiter globally.

In the study, 17 patients (13 of these in TUH) had the required genes and met all other eligibility criteria and proceeded to the main trial. Patients were reviewed regularly by the Oncology Clinical Trials team and all scans were reported by Consultant Radiologist Prof William Torreggiani. Patient care was supervised by Professor Ray Mc Dermott, who was the Principal Investigator for this study and medication supplied via the Pharmacy Department. This demonstrates the collaboration between departments to offer TUH patient access to the latest treatments available.

The trial found that patients that received the study drug, Rucaparib, had a longer duration of time before their disease progressed on scans (11.2 months vs. 6.4 months).



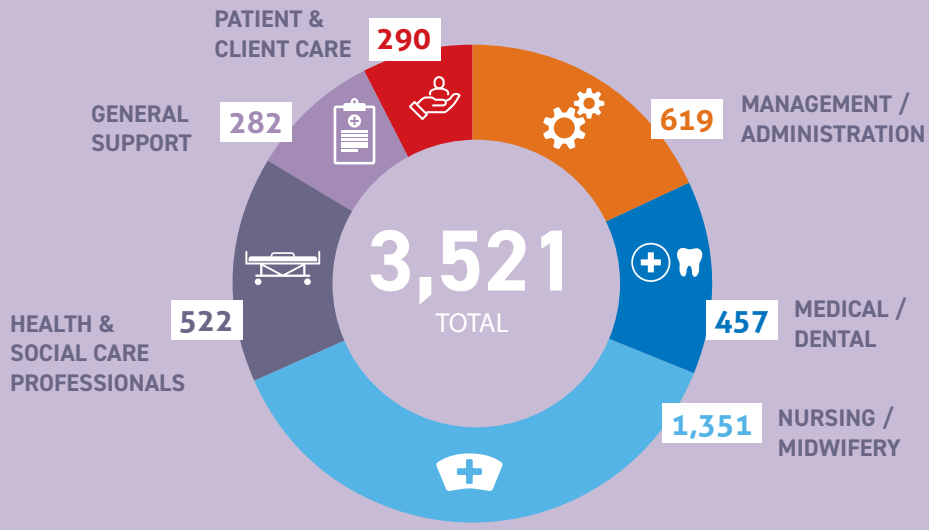
9

People

In 2022 the HR Directorate continued with the implementation of the HR Strategy 2020-24, supporting the three key principles of attracting, developing and retaining an engaged, efficient and patient centred workforce.

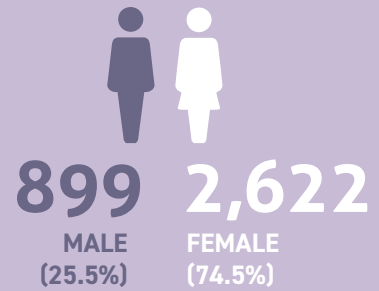
The following section provides highlights of achievements in 2022 from the HR Strategy.

Our Staff by Category





Gender Breakdown



Nationalities Represented in TUH (63)

Albanian	Filipino	Nigerian
American	Finnish	Nigerien
Australian	French	Pakistani
Bangladeshi	German	Panamanian
Belgian	Ghanaian	Polish
Brazilian	Greek	Portuguese
British	Hungarian	Romanian
British/Irish	Indian	Russian
Bruneian	Indonesian	Saudi Arabian
Bulgarian	Iraqi	Slovak
Cameroonian	Irish	Somali
Canadian	Italian	South African
Central African	Jordanian	Spanish
Chinese	Kenyan	Sudanese
Congolese	Latvian	Syrian
Costa Rican	Lebanese	Turkish
Croatian	Lithuanian	Venezuelan
Cuban	Malawian	Vietnamese
Czech	Malaysian	Zimbabwean
Danish	Mauritanian	
Dutch	Mauritian	
Egyptian	Nepalese	

HR Operations

Recruitment

Recruitment continues to be a key focus, recruitment of staff for new service development posts as well as managing staff turnover. In 2022 we increased our headcount by 244 staff. Compared to 2021 there was an increase of 34% in the number of competitions processed by the recruitment team. In order to address the challenges in filling all of our Non Consultant Hospital Doctor (NCHD) posts for our ED we partnered with a recruitment agency who recruit from South Africa and were successful in filling all of our posts with some of the NCHDs have committed to staying with us for a two year period.

Recruitment 2022

Nursing

230

Competitions
(363 new hires)

General

419

Competitions
(248 new hires)

Medical Staff

16 Permanent

26 Temporary Consultant

17 Locum Consultant

59 Total

Streamlining Processes

Digitalisation was a key focus for the HR Operations Team in 2022. DocuSign eSignature which is a document signing software for legally and securely collecting approvals and signatures online in minutes was introduced. It has replaced lengthy manual signing processes. Both the HR team and staff joining the Hospital have benefitted. The recruitment process is now far more efficient, as well as saving time it also saves a lot of paper!



Centre for Learning & Development

A number of new hospital based programmes were developed and delivered to support staff across all Directorates in their roles. The Centre for Learning & Development (CLD) also continued its work as a member of the Consortium of Centres of Nursing & Midwifery Education (CCNME). The CCNME represents 13 HSE Centres of Nursing & Midwifery Education and 10 Section 38 Voluntary Centres who have come together for the purpose of achieving Quality Assurance (QA) Agreement and subsequent QQI accreditation as a single approved provider of programmes of education at Level 5 to Level 8 on the National Framework of Qualifications.

The Hospital invested €655,000 in staff education and training across all Directorates. Over 800 applications for funding and/or study leave to undertake further education, training and continuing professional development were approved. Of these, 43 staff were supported to undertake Post Graduate Certificate, Diploma or Master's Degree programmes across a variety of specialties.

Education & Training Programmes

621

Non Clinical Face to Face attendances

2,977

Clinical Face to Face attendances

25,888

Podcasts & live, remote teaching

440

Attendees from region

719

Corporate Induction

TUH Leadership Academy

Four members of staff received Meath Foundation and TUH Fellowships – they were

Anne Byrne, Chief Operations Directorate, Milita Foster, ICT Directorate, Orla Crowley and Aoife Walker from the Nursing Service. The four started their Master's Degree programmes in the Institute of Leadership, Royal College of Surgeons.

The SOAR Coaching Programme continued to expand and requests for Coaching increased. Five new TUH Coaches completed their Coach Training Programme and started Coaching in the Hospital.

Innovation in Teaching & Learning

The CLD continued to innovate in relation to ways of teaching and learning. A new project started in May to expand the scope and provision of high quality multidisciplinary Simulation Based Education in TUH and the region. The approach is used to teach clinical and non-clinical skills, communication skills and emergency management skills such as team working, to maximise patient safety and improve quality of care.

A collaborative Steering Group was established with colleagues in Trinity College Dublin and a new Simulation Nurse Facilitator, Cathy Mullan, started in post to support the project. Simulation Based Education was incorporated into a number of existing education and training programmes and new programmes were developed. This approach has been very positively evaluated by all learners and momentum is growing. Two new manikins were also added to CLD resources to support the delivery of quality, clinical skills training on the management of pressure ulcers and venous leg ulcers.



Pictured from left to right Shauna Ennis, Head of Learning & Development and Helen Strapp, Advanced Nurse Practitioner in Tissue Viability with the new manikins from the CLD that are being used in training on the management of pressure ulcers and venous leg ulcers



The CLD continued to build on its expertise in providing high quality learning and development opportunities in the digital space with the addition of a new Technology Enhanced Learning (TEL) Manager post to the team. A new 'Learning Lounge' opened in the CLD Atrium. It's a bright, comfortable space for staff and students to complete their eLearning, attend live, virtual programmes or work on assignments on their own phone, tablet or laptop.

Library & Information Services

In 2022, the Library saw an increase of 22% in the number of staff and students coming in and seeking access to the study area, PCs, books, and Librarian assistance, with a total footfall for the year of 17,372.

In 2022, the Ruttle Tutorial & Reading Room on the third floor in the clinical area was renovated and equipped to become a Library-managed space in the evenings and at weekends. This effectively means that staff have a round-the-clock place available for reading and study. This is important for all who are studying and taking exams, especially those working nights, but has also been welcomed by staff with young families who need a quiet place to work away from home at weekends.

A major evaluation and update of the book collection began in 2022 and will be ongoing. The collection contains books on all areas of the health sciences, research, management, wellbeing, coaching and mentoring, popular non-fiction and the staff-donated fiction collection that started during the pandemic.

The fiction section proved so popular that it has been made a permanent part of the collection. The book recommendation service was promoted to staff in 2022 with a resulting increase in requests for specific titles to be added to the collection. This service is especially popular with doctors taking membership and fellowship exams and with any staff who have reading lists for college courses.

17,372

Visits to Library

91

Training Sessions: LitSearch/
EndNote/Library Introduction

1,048

Staff / Student Registrations

43,036

UpToDate diagnostic tool
number of times accessed

459

Requests for articles staff
unable to access

1,796

Book Borrowed

In early 2022, the Library upgraded its access to online resources and everything became available via a single **MyAthens** portal, from any device, anywhere. Staff have seamless access in the Hospital, and offsite, to all online resources. This aligns with the digital enablement strategy of TUH and was also partly a response to the cyber-attack as it means offsite access is independent of the Hospital network. There were 1,048 registrations for borrowing and access to the online resources in 2022.

Towards the end of 2022, Embase, one of the world's foremost biomedical databases was made available to staff as a trial collaboration with Health Library Ireland, the Library service of the HSE. Access to BMJ Best Practice will also be part of this new partnership.

Up-to-date was the most popular online resource and was accessed 43,036 times in 2022

A monthly CINAHL workshop was added to the training schedule to enhance support in this area. The Library staff and CLD colleagues developed a very successful Academic Writing Day which will, in future, be available several times a year to all staff engaged in academic pursuits.

The staffing in the Library increased to three full-time professionally qualified staff dedicated to supporting staff in the provision of direct patient care and ensuring that all at TUH have access to world-class resources, expert assistance and a welcoming place that lives up to the 2022 motto for Library Ireland Week – Libraries as Places of Sanctuary.



Up-to-date was the most popular online resource and was accessed 43,036 times in 2022

The top ten topics searched during 2022



- Treatment, prognosis, and follow-up of acute pulmonary embolism in adults
- Initial assesment and managemenet of acute stroke
- Intermediate ECG test
- Overview of the treatment of hyponatremia in adults
- Overview of acute pulmonary embolism in adults
- Management of acute pancreatitis
- Treatment of herpes zoster in immunocompetent host
- Diagnosis evaluation of adults with hyponatremia
- Bell's palsy: Treatment and prognosis in adults
- Superficial vein thrombosis and phlebitis of lower extremity veins

Occupational Health & Wellbeing

Influenza Vaccination campaign

All flu vaccines were recorded on Covax this year for the first time. There was in excess of 2,700 flu vaccines administered onsite up to the end of 2022. Staff attended the Seasonal Influenza Vaccination Awards 2022 virtually, where TUH were awarded a plaque in recognition of TUH staff having the 3rd Highest Vaccine uptake in an Acute Hospital setting in the country. In addition there were five vaccination clinics provided onsite by Citywest CVC during which 753 Covid boosters were administered.



Members of the Hospital wide vaccination team pictured with Lucy Nugent following the presentation of the Vaccination Award. Deepthi Chakkittakandy; Danielle Smyth; Lucy Nugent; Dr. Susanna Frost; Ann Roche; Bernadette Garvin; Margaurita O'Brien; Lilly Matthew; Patricia Morrison; Louise Power; Dr. Patrick Mitchell, Helen McCarthy; Áine Lynch, Sarah Creedon, Bernadette Corrigan, Paula Ryan and Alison Rothwell

World Hand Hygiene Day

The Occupational Health Clinical Nurse Specialists provided a skin assessment clinic at a stand in the Hospital for World Hand Hygiene Day. This was well received by staff and where necessary staff were given follow up appointments in the Department.



Members of the Infection Prevention Control Team during the Hand Hygiene Awareness Day

Other Occupational Health & Wellbeing highlights in 2022

- Updated Management Referral process to include triage and increased visibility for line managers and HR on each stage of the process.
- A poster on audit of staff physiotherapy service won first prize at TUH Clinical Audit & Quality Improvement Symposium
- There was a focus on awareness of Menopause with an information/promotional stand for two weeks on the 'Impact of Menopausal symptoms in work' which offered advice and practical tips on managing menopausal symptoms, information on women's heart health and managing symptoms in the workplace. In addition the Specialist Registrar in OWHB has commenced research into staff affected by Menopause which will be published next year.

Health & Wellbeing

The Health & Wellbeing Committee continue to work towards creating a culture of Health & Wellbeing for all TUH employees in line with the Healthy Ireland Implementation Plan 2021-2023 which emphasises the importance of focusing on place-based settings and creating a healthy workplace. The inaugural TUH Health & Wellbeing Strategy 2022 – 2026 was launched by the Minister for Health in August and was designed to support the health & wellbeing of all staff, providing an environment in which everyone has the opportunity to improve and maintain their personal wellbeing.



Picture from left to right at the launch of the Health & Wellbeing Strategy were Lucy Nugent, Chief Executive; Sharon Larkin, Director of HR; Minister for Health Stephen Donnelly TD and Victoria Jones, Health & Wellbeing Officer at TUH

The team of TUH Wellbeing Champions continued to grow throughout 2022 broadening the network around the Hospital to support the Health & Wellbeing strategy. Having champions within all areas of the organisation is invaluable in communicating the benefits of the wellbeing programme, gaining local knowledge of employee's interests and ideas for activities and events, collecting feedback on initiatives delivered and signposting colleagues to relevant resources and services. The investment and support from all involved in promoting the culture of health and wellbeing in the Hospital was rewarded for the second year in a row with a listing in IBEC's Top 100 companies leading in Wellbeing in 2022, an index which acknowledges workplaces that are leading the way and have improved their performance in supporting employee health & wellbeing.



Evaluation of staff health & wellbeing is one of the key pillars to measuring staff wellbeing. A number of different surveys were completed during the year including the measurement of active travel behaviours, the dietary habits of hospital staff with specific reference to shift work, the impact of menopause on work life as well as the annual staff survey.

Results from the annual Health & Wellbeing survey showed that there was an increase in staff that agree that TUH are supporting their health & wellbeing. Ensuring that staff have an area to take a break and to heat food and drinks is recognised as an important environmental factor in the wellbeing of employees. With this in mind, following an audit of break areas around the Hospital and in combination with feedback from staff in the Health & Wellbeing survey, supported by Hospital management a new microwave, kettle and sandwich grill was provided to all areas that provide a 24/7 service.



Pictured from left to right as they delivered the new equipment were Mairead Holland Flynn, Occupational Health & Safety Manager; Victoria Jones, Health & Wellbeing Officer; Áine Lynch, Director of Nursing & Integrated Care and Ciaran Faughnan, Director of Facilities & Clinical Engineering



A new outdoor courtyard for staff in ED was opened during the year. The new planting and seating area offers staff the opportunity to step outside to take a break in this green space in the midst of their busy schedules.



A number of campaigns that focused on mental health awareness were delivered throughout the year. The HELLO how are you? campaign was introduced, aimed at connecting people and engaging them in open conversations about mental health. The annual Green Ribbon Campaign continued to raise awareness of the importance of reducing the stigma around mental health and the HSE Minding your Wellbeing support programme was promoted regularly throughout the year for all staff.

A new part-time psychology post was also established with funding from The Meath Foundation with an emphasis on developing a proactive approach to supporting the psychological wellbeing of staff in the organisation.

Pictured from left to right on the stand were Victoria Jones, Health & Wellbeing Officer; Sharon Larkin, HR Director; Helen Mc Carthy, Occupational Health CNS and Joanne Coffey, Communications Manager



Throughout the year, a significant focus was placed on the Cleaner Air Campus and promoting smoking cessation. Strong links were developed with local community smoking cessation officers and shared awareness information stands were run at regular intervals with significant interest and engagement from staff. A bursary was secured from Tobacco Free Ireland to develop a series of new signs promoting the 'Not around us' campaign highlighting the negative impact of second hand smoke on others.

External funding was also secured from the National transport Authority for a new locked bike shelter which was constructed near the canteen giving greater access to secure bike parking for more employees.

A number of other campaigns and initiatives were run throughout the year including a winter ready package of self-defence classes for staff to promote their safety getting to/from work as well as a 'Light Up Your Life' campaign with distribution of hi-vis vests and lights for those walking and cycling in the darker mornings and evenings.

Communication of all health & wellbeing events and initiatives improved significantly with the development of the health & wellbeing section on the staff app. The ability for all employees to have independent access to information ensured that a greater volume of staff are aware of events and resources.



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2022 TUH Hero Awards

In September the Hospital announced the winners of its 5th annual Hero Awards. The awards recognise staff whose work has made an incredible difference to patients and their families, as well as their colleagues.

Announcing the awards, Chief Executive of TUH, Lucy Nugent said: *"Our hospital is nothing without the people who work here, which is why these awards are so important. I am very proud of our staff and their commitment and true heartfelt desire to make things better for our patients. These awards give patients, families and colleagues the chance to say thank you and to recognise the outstanding service demonstrated by the staff here at TUH."*

Commenting on the awards, the Director of HR at TUH, Sharon Larkin said: *"It was heartening to read all the nominations and hear of all the exceptional things our staff do to care for our patients. It was clear that despite a tough couple of years, staff continued to work tirelessly in often difficult circumstances. I want to take this opportunity to thank them for their dedicated service."*



Patient Experience Award

Nurse Vangie Heroso, Post Anaesthesia Care Unit

A family member of a patient nominated Vangie for her "Invaluable support at a very difficult time, she (Vangie) is a real earth angel who should be recognised for her hard work and kind heart for the love and dignity she showed me and especially my brother during his last days. There was no other family there just me and my brother, so she was a great comfort and will always be a part of the memories I have of my last moments with my beautiful big brother."



People Caring for People Award

Alison Baker Kerrigan, Arts Officer & Clara Monahan, Music Therapist in the Arts & Health Department

"Alison and Clara are the embodiment of what TUH is all about. The work they do is quietly undertaken but makes an invaluable difference to the experience of our patients and staff. They have been innovative and creative in how they have continued to provide an Arts and Health Service during the height of the pandemic."



Unsung Hero Award

Alison Loughnane, Health Care Assistant, William Stokes Unit

"Alison always tries her best to keep the values of the institution and go the extra mile for her patients. She always tries to find time to help others and brings a very positive attitude to the unit. She is hard working and a great team player helping and supporting clinical staff, patients and families."



Service Excellence Award

Professor Tara Coughlan, Consultant Geriatrician

"Professor Coughlan has worked tirelessly for the older person in TUH for most of her career. She is exemplary as a clinician and stands very strongly amongst her peers. She is an inspirational person and clinician, it is a great privilege to work alongside her. She never asks anyone to do a job that she cannot complete herself and inspires those around her to be the best that they can be. She respects colleagues from all disciplines and works in a truly multidisciplinary way."



Winner of the Mentoring Award

Dr. Ann Leonard, Quality Innovation Manager

"Ann is innovative, and inclusive and gets individuals involved with interesting projects. She enables these individuals to develop skills outside of their department by getting them engaged in side projects and is both empowering and motivating."



Winner of the Teamwork Award

Ann Dwyer, Clinical Nurse Manager, Franks Ward

"Ann is a great team player, she is selfless, sees the big picture, has initiative and finds solutions. She always has a positive attitude to her job and always has the patient's best interest at the centre of her management of Franks Ward. Her positivity in the face of challenges is inspiring and uplifting. She has a powerful can-do approach to every difficulty and never complains."

Winner of Team of the Year

Patient Food Services Team

"The Catering Team have gone over and beyond in caring for our patients and staff since we moved from the base hospitals to TUH. During COVID the catering Patient Food Services Teams strived to ensure that a professional and homely service was received by our patients, especially because they were unable to have visitors. They produced homemade treats, as a delight for patients in the afternoon during Covid. All members of the team are always on hand to help with important awareness drives such as hand hygiene and healthy lunch bags for health & wellbeing days. As a team, they always have a smile on their face and a hello, which makes patients and their families feel valued and at home."





CEO Awards

There were two further awards nominated by Chief Executive Lucy Nugent and the management team to recognise individuals who go above and beyond, often behind the scenes, which may not be evident to all staff.

The first recipient of this award was **Dr. Maria Donnelly, Consultant Intensivist.**

In her tribute, Ms. Nugent said, *“Dr. Donnelly is receiving this award in recognition of her many years of dedicated service and more recently the leadership she has demonstrated in being the clinical lead for the ICU expansion. I have no doubt that her attention to detail and tenacity has ensured the development of this new world-class unit for our patients and staff.”*



The second recipient was **Mr. Broc Delaney, Porter.**

In her commendation, the CEO Lucy Nugent said, *“Broc is receiving this award in recognition of the many years of dedicated service he has given to the Hospital in his role as Porter and also for his excellent leadership as Chair of the Trade Union Alliance. I have always appreciated his professionalism, solution-focused engagement with the hospital executive and commitment to enhancing the working lives of staff and also patient care.”*

NCHD Awards

The year also saw the introduction of our first Non Consultant Hospital Doctor (NCHD) Awards in July. The awards are a recognition of the exceptional contribution, dedication and enthusiasm of NCHDs and the contribution to make to our hospital. The awards which will now become an annual event were supported jointly by the Executive Management Team and Medical Board of the Hospital.

The recipients of the awards were deemed to embody the values of the Hospital with all of the submissions made on their behalf referencing their ‘ability to lift those around them, fit in with any team with a clear dedication to patient care and strong work ethic.’



Pictured from left to right at the NCHD Awards were Siobhan Larrigan, Head of the HR Medical Division; Dr. Haider Ali, Outstanding SHO, Professor Tara Coughlan, Chair of the Medical Board, Lucy Nugent, Chief Executive; Dr. Divyanshu Jain, Outstanding Registrar; Dr. Hannah O’Keefe, and Dr. Ian Harrington, Outstanding Intern.



Dr. Giao Le, Outstanding Registrar

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Awards

National Award

The Reeves Day Surgery Centre (RDSC) Project was awarded the Excellence in Supply Award at the annual HealthTech Innovation Awards held in November in the Mansion House. The annual HealthTech Innovation Awards, highlights the many valuable contributions HealthTech has brought to healthcare in Ireland.

These awards showcase the state-of-the-art medical health technologies to demonstrate the positive impact they have for patients and the healthcare system. The Excellence in Supply Award promotes and celebrates the relationships that have been built between the HSE, private healthcare and industry, which deliver high quality, effective and efficient patient care. The award recognised TUH as an organisation which has demonstrated tangible examples of this excellence in supply through the RDSC example, in particular the digital and innovation elements of the project. The RDSC embedded digital technology and innovation at its core. The Hospital worked closely with Oxygen Care and GE to achieve this vision.

The HealthTech Innovation awards identify the highest level of achievement across the healthcare sector.



Pictured from left to right at the awards were John Kelly, Deputy CEO; Angela Clayton-Lea, Chief Operations Officer and David Wall, Chief Information Officer

Emergency Medicine SimWars

In November our colleagues in the ED who won the inaugural national Emergency Medicine multidisciplinary SimWars competition. The competition took place in Cavan at the Irish Association for Emergency Medicine annual scientific conference.

The multidisciplinary team included nurses Sandra Hartigan & Yvonne Kerins, Clinical Facilitators in ED; NCHD's and trainees in Emergency Medicine Emma May Curran (Team leader), Saema Saed and Shona Keogh.

The TUH ED team battled teams from across Ireland in the qualifying rounds and faced Sligo University Hospital in the live final. The team faced a trauma scenario and demonstrated excellence in technical and non-technical skills including leadership, teamwork and communication.



Pictured from left to right following the competition are Sandra Hartigan, Saema Saed, Emma May Curran, Shona Keogh and Yvonne Kerins



Pictured from left to right with the national award are Professor Catherine Wall, Director of Quality, Safety & Risk Management; Ms. Edwina Morrissey, Medication Safety Pharmacist; Ms. Jennifer Hayde, Medication Safety Manager; Dr. Ciara O Rafferty, Consultant Haematologist and Chair of the VTE Prevention Committee; Ms. Elaine Brunton, CNM1 Adult OPD & SIMMs and Ms. Mary Caffery, Patient representative on the VTE prevention Committee

Thrombosis Award

In advance of World Thrombosis Day in October, the Hospital received two national awards at a national conference. The TUH VTE Prevention Team received the Thrombosis Ireland VTE Exemplar 'Quality Improvement Award', this award was presented for the Hospital's VTE prevention Programme.

The second award went to our colleague, Anticoagulation Clinical Nurse Specialist Katherine Quinn who received the VTE warrior award. This award is received following a nomination from a patient following excellent care she received from Catherine.

Retaining Gold Status

The Catering Department successfully recertified the Phoenix Restaurant as a Gold Medallist in the Irish Heart Foundation Healthy Eating Awards. As staff working in the Hospital become increasingly reliant on our workplace to provide at least one, if not two of our daily meals. Healthy eating can have a huge impact on how people feel during the day and their productivity.

Taking part in this programme our catering team and ensuring that they continue to focus on healthy eating and provide healthier food choices. The certification for the Award involves two tailored site visits – a catering assessment and monitoring visit – as well as implementing dietitian's advice and recommendations for how we can improve.



Members of the Catering Team following the announcement of the retention of Gold Certification status by the Irish Heart Foundation for Health Eating

Specialist ICU Nurse graduates top of her class

Our nursing colleague Sadhbh Farrell (ICU) achieved the highest overall marks in her Msc in Specialist Nursing from the TDC School of Nursing & Midwifery 2021-2022.



Sadhbh Farrell following presentation of her award at Trinity College Dublin

Susannah Byrne Perpetual Award



Shirley Ingram, Advanced Nurse Practitioner in Cardiology

Shirley Ingram, Advanced Nurse Practitioner in Cardiology was awarded the inaugural Susanna Byrne Perpetual Award. The inaugural 'Susanna Byrne Perpetual Award,' was for an individual or team submission which reflected the Nursing & Midwifery Planning & Development Unit Dublin South, Kildare & Wicklow annual conference theme 'Inspiring Improvement through Integration and Innovation'.

Shirley who works in the Integrated Community Chest Pain Clinic presented on 'A novel ANP pathway to manage non-acute chest pain in the community: ANP innovation enabled by integrated care' and was announced as the winner of the ward. The purpose of this award is to provide a mechanism for recognition of the contribution of nursing and midwifery within the healthcare setting.

Sam Machin Award

Lauren Payne, Medical Scientist was awarded the Sam Machin Award of £4,000 educational grant which was the 1st place prize at the Sysmex User Symposium. Lauren presented her research poster on her study of the use of Age adjusted D-dimers in patients >50 years which proved to increase specificity, reduce radiological imaging and have cost saving benefits. Additionally, D-dimers were statistically found to predict poor prognosis in COVID-19 patients, indicating that D-dimer could be an early effective marker in the management of COVID-19 patients.



Elizabeth O'Neill, received a highly commended citation in the Health Service Excellence Awards for her Integrated Leg Ulcer Clinic in the 'Right Care, Right Time, Right Place Category.

Irish Society of Gastroenterology

Sarah White, Dietetic Assistant with the Disorders of Gut Brain Interaction service won a prize for her Oral Poster Presentation at the Irish Society of Gastroenterology & Ulster Society of Gastroenterology Summer Meeting.

Sarah's abstract was entitled Clinical Outcomes Following Dietetic Led in Person Education or Virtual Education for the Management of Irritable Bowel Syndrome. The results of Sarah's abstract is reassuring for anyone concerned that virtual first line education is less impactful than in person education, a greater proportion of patients achieved satisfactory relief of their symptoms following virtual first line education than in person first line education (72.6% vs 55.7%).



Sarah White at the annual conference following the announcement of her award

Nightingale Challenge 2022

Ali Breen, Staff nurse on Ruttle Ward and Louise Hobbert, staff nurse on Burkitt Ward were both successful in the national competition to participate in the 2022 Nightingale Challenge Programme.

The Nightingale Challenge is an initiative by the Office for Nursing & Midwifery Services Directory, the National Chief Leadership Centre for Nursing & Midwifery and the Chief Nursing Office at the Dept of Health. The challenge offers participants the opportunity to enhance their understanding of nursing and midwifery in Ireland from a strategic and operation perspective.



Pictured from left to right Louise Hobbert, Staff Nurse; Áine Lynch, Director of Nursing & Integrated Care and Ali Breen, Staff Nurse



Pictured from left to right some of the staff from ICU including Sadhbh Farrell, Staff Nurse; Bernie Garvin, Clinical Facilitator; Lisa Dunne, Clinical Nurse Manager 3; Helen Santillian, Staff Nurse; Sinead Gill, Clinical Facilitator; Shauna Delaney, Clinical Facilitator and Mintu Mathew, Staff Nurse

In May, the Irish Healthcare Centre Awards announced the new [TUH Graduate Nurse in Critical Care Programme](#) as winner in the Healthcare Initiative Nursing project of the year.

The initiative was also a finalist in the Large Teaching Hospital category for the same programme.

Dr. Emma Ryder, Neurology Intern was awarded the Hugh Staunton Medal for best undergraduate presentation at the annual Irish Neurological Association Meeting.

The paper presented was on behalf of the Neurology and Neurophysiology Departments covering a case series of Cerebellar Ataxia, Neuropathy, and Vestibular Areflexia syndrome (CANVAS), a slowly progressive inherited syndrome.



Dr. Emma Ryder

Dean's Awards

In April we saw the return of in-person events at Trinity College Dublin with presentation of Dean's Awards, recognising colleagues for their outstanding contribution to teaching practice.



Anne-Maria Scanlon, Practice Tutor in Physiotherapy pictured with Professor Brian O'Connell, Dean of the Faculty of Health Sciences as she received the Dean's Award for Outstanding Contribution to Teaching in Professional Practice



Evelyn Deasy, Pharmacy Education & Research Manager with Professor Brian O'Connell, Dean of the Faculty of Health Sciences as she received the Dean's Award for Outstanding Contribution to Teaching in Professional Practice



Martha Hamilton, Staff Nurse on Webb Ward with Professor Brian O'Connell, Dean of the Faculty of Health Sciences as he presented her Dean's Award for Outstanding Contribution to Teaching in Professional Practice

Centre for Learning & Development wins Digital Award

In April, our colleague Averil Larke and her project team colleagues had won the Best Digital Learning Initiative Award at the annual Irish Institute of Training & Development (IITD) Awards. The IITD Awards recognise and promote excellence, best practice and innovation in training, learning & development. The Award was for the development and rollout of the new blended learning programme to support staff in the composition of PPPGs. The judges noted that the programme was based on "sound pedagogical underpinnings, well executed with long term implications and results". The e-learning module of the multi-faceted programme was kindly funded by the Meath Foundation.



*Pictured from left to right following the presentation of the award are Mary Hickey, Project Sponsor; Averil Larke, Project Lead and Clodagh McLoughlin, Project team member/ *Project team members missing from the photograph – Christina Lydon, Valerie Wallace & Patricia O'Neill*

11

Arts & Health



Exhibitions

- 'Outside In' (AIB)
- 'Call of the Sea' (Gina McKenna Burns)
- Christmas Cards Created By You & Grid Collective

+10,500

Staff Engagement with Arts

Heartbeats –TUH Choir (100+)

- Staff members (20)
- Vocal Workshop
- RUA RED Concert

Christmas Cards Created By You

- Staff Art Project (28)
- Chosen Designs (8)

+150 

Arts Programme Onsite 2022

- Art at the Bedside (2,830)
- Art4All Patient Packs (354)
- Activity Sheets distributed for Culture Night (655)
- The Sky's the Limit Documentary Launch (35)
- Menu of Poems (800)

Arts Programme Online (21,289)

- Reaches, impressions and hits on LinkedIn, FB and YouTube (21,289)
- The Sky's the Limit - An Artist's Expression by Lucia Barnes (361)

+26,280

In 2022 the Arts & Health Programme in TUH engaged both Onsite and Online with

+163k *

Presentations included:

- TCD Arts & Health Module First Year Medical Students (20x3)
- Music Health Ireland Graduates (15)
- Arts Programme presentations:
 - EMT & Hospital Board (30)
 - PACAC
 - DCU
 - University of Limerick

+200 

Music Programme Onsite 2022

Live Music Programme (750)
Soothing Sounds (580)

Music Therapy Service (865)

Online Content (34294)

- Reaches, impressions and hits on LinkedIn, FB & YouTube
- Our Voices TUH Community Choir

+36,489

Arts & Health at TUH Media Coverage

Artsinhealth.ie (449 views)

Soothing Sounds Live Music Programme Local/National Media/Online Coverage:

- RTE Drivetime interview
- HSE Website
- Irish Medical Times
- Tallaght Echo

Our Voices TUH Community Choir local radio interviews:

- Near FM
- Dublin South FM

+10,000 engagements
+80k online reach

***Local and National media coverage outlined below*

* +163k figure is based on Staff, Patients and Visitor direct/indirect engagements, footfall and social media reach.

** In addition to the above figure Arts & Health were delighted to have many of our Arts & Health Programme initiatives featured in national, online and local media including the HSE National Staff Magazine 'Health Matters', alongside articles in the Tallaght Echo, Irish Medical times, Tallaght Echo and radio interviews with Alison Baker Kerrigan on RTE Drivetime and Clara Monahan on Near FM with particular interest in the 'Soothing Sounds TUH Live Music Programme'.

Arts & Health at TUH exists to improve patient care and promote the benefits of the arts in health. The programme aims to improve the Hospital experience for patients, to explore the therapeutic potential of the arts, to build positive links with the local community and to make the arts accessible to patients who cannot access traditional arts venues. This report features highlights of the high quality arts and health programme in TUH.



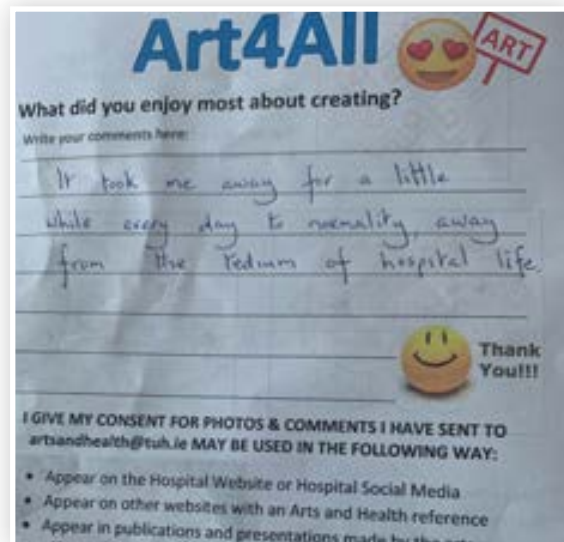
Integrated Care

Art at the Bedside

2022 saw the return of the much missed 'Art at the Bedside' for patients on hospital wards. Delivered by our artists in residence Olivia Hassett (TUH & Tymon North) and Lucia Barnes (Vartry Renal Unit), the service provides both individual and group art sessions to patients. Individual art sessions are provided at bedside for those who may be unable to join a group but have an interest in working with the artist on a specific art project. Group art workshops bring patients together, facilitate conversations and build relationships through fun activities. Our workshops focus on easy craft making projects offering patients new and varied ways to use their hands and reengage with arts & crafts. This programme is kindly supported by The Meath Foundation.



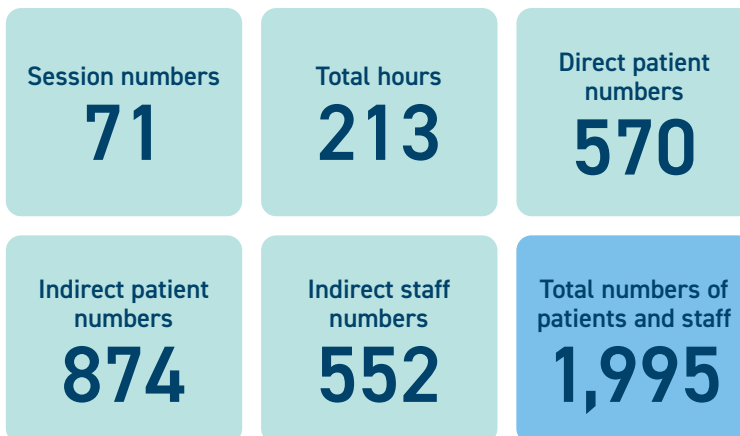
Art4All Patient piece



Art4All Patient Feedback

Art at the Bedside: Patient Numbers and Feedback

June to December 2022 - overview numbers for art at the bedside in TUH

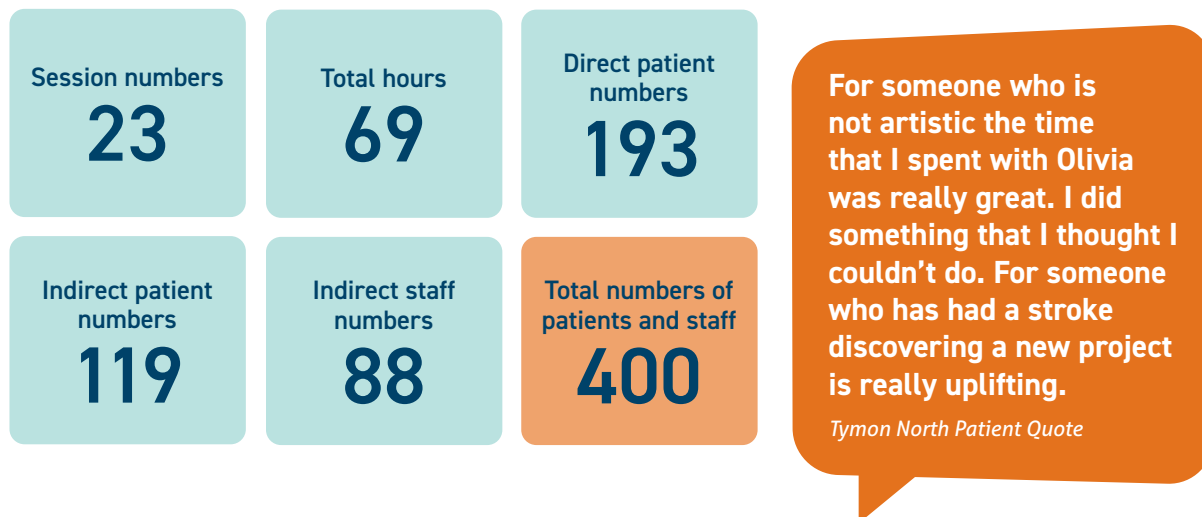


I enjoyed talking to the artist, it was great company. The art projects were very enjoyable to do, and everyone admired my creations (stuffed birds: Bertie, Barney, Alfie and Ken) when they came into my room.

TUH Patient quote

Tymon North Community Unit: Patient Numbers and Feedback

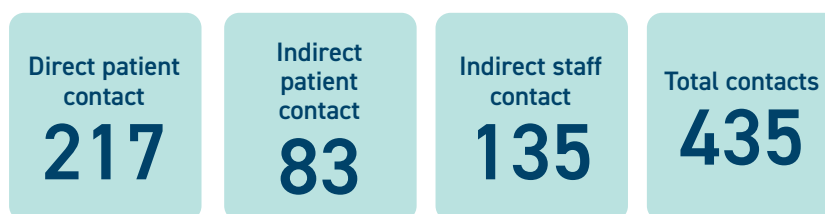
June to December 2022 - overview numbers for art at the bedside in Tymon North



Art in Renal Dialysis

Lucia Barnes, Artist in Residence delivers the art at the bedside programme to patients weekly in Vartry Renal Unit with thanks to PuncHESTOWN Kidney Research Fund for their support.

Service engagement numbers



Celebrating World Kidney Day 10th March

Arts, Dietetics and Dialysis Teams collaborated to facilitate four workshops which yielded **30 hand painted cups!** With amazing diversity of designs and statements from all patients who participated.

'Kidneys are for Life and Not For Dinner!'
A wonderful reminder of just how determined, resilient not to mention humorous our patients can be, despite all they are going through. Workshops engaged with **40 patients and 10-15 staff.**



“Having dialysis treatment can be quite isolating, it’s a novel idea, doing art and discussing art.”

Celebrating Culture at TUH

Culture Night

In September, TUH celebrated Culture Night with music and arts events. Artist in Residence, Lucia Barnes facilitated an arts and crafts stand in the atrium inviting patients, staff and visitors to engage in a 'Creative Moment'. Live music in the atrium and on the wards was provided by musical trio, Clara Monahan, Alison Baker Kerrigan and Aoileann Ní Chonchubair. Arts & Health at TUH collaborated with Catering Services so that each patient received a freshly baked Irish shortbread to enjoy as they puzzled over a fun 'Activity Sheet'. Culture Night events in TUH were funded by The Meath Foundation.



Culture Night Celebrations. Left to right Activity sheets and shortbread for patients; Musical trio Clara Monahan, Alison Baker Kerrigan and Aoileann Ní Chonchubair; Arts & Crafts with Lucia Barnes, Artist in Residence

“
**Arts & Health
at TUH exists to
improve patient
care and promote
the benefits of
the arts in health.**
”

Menu of Poems

In celebration of Poetry Day Ireland on April 28th, Arts & Health at TUH distributed **Menu of Poems** to our patients with the assistance of our Catering Services Department. A new feature of the Menu this year was a QR code, presenting a wonderful opportunity to tune in and listen to the poets reading their poems aloud. Recordings include: Rita Ann Higgins, Imelda May and Martina Evans.

Menu of Poems takes the form of a short anthology of poetry, beautifully presented on an A5 freestanding card. These Menus have been distributed throughout Irish hospital wards, waiting rooms and healthcare settings since 2008 for patients, visitors and staff to enjoy. The project is produced by Galway University Hospitals Arts Trust on behalf of Arts and Health Co-ordinators Ireland (which includes the Arts & Health Programme in TUH).



Menu of Poems Distributed by Arts & Health at TUH Team and Catering Services

Live Music in TUH Returns

April saw the welcome return of live music to the atrium with monthly performances by professional musicians Sophie Lee (piano), Jon Henderson (classical guitar) and Michael Fay (piano). Volunteer groups also returned to sing in TUH, the RAMs in Rhythm (local mens' singing group) and CORUS Choir. The live music programme is funded by The Meath Foundation.



RAMs in Rhythm Christmas Performance with Ali and Clara (Arts & Health at TUH team)



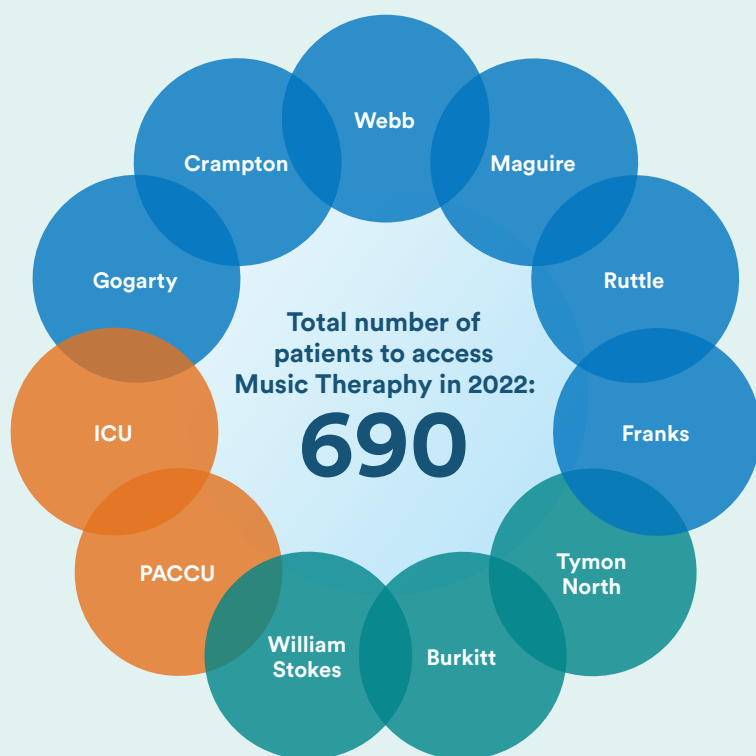
Dr. Sophie Lee plays piano on International Day of the Nurse 12-5-22. Pictured here with two nurses and Áine Lynch, Director of Nursing & Integrated Care

Music Therapy at TUH & Tymon North Community Unit

Patient Numbers

Type of session	Number of sessions
Group	38
Individual	87
Total	125

Music Therapy Number of Sessions



Music Therapy Patient Numbers

2022 MT Service Highlights

The two-day Music Therapy Service at TUH and Tymon North community unit is managed and delivered by Clara Monahan, Senior Music Therapist. Service highlights included:

- > Music therapy consult now available through Synergy (EPR) and individual and group sessions are now provided to patients on a referral basis only.
- > New instruments and trolley were purchased for the service, patients are now enjoying a full complement of tuned and un-tuned percussion to engage with shared music-making in their sessions. Kindly funded by The Meath Foundation.
- > Links for referrals developed with Intellectual Disabilities Liaison, ICU Psychology, Age Related Physiotherapists and SLT.

Clinical Placements & Research

- › Four clinical placements took place in Tymon North Community Unit, supervised by Clara Monahan. The students are from the MA Music Therapy Programme in University of Limerick.

Two of these placements were by second year students who undertook their master's research projects in TUH as part of their placements. Both studies will complete May 2023:

- › 'Music & Exercise' programme evaluation for patients in Tymon North. Collaboration between music therapy and physiotherapy
- › 'Our Voices TUH Community Choir' project evaluation

Our Voices TUH Community Choir – A Quality Improvement & Innovation Project



Our Voices TUH Community Choir with Director Clara Monahan

In September, the Arts & Health Department presented an exciting new initiative, 'Our Voices' a TUH Community Choir for outpatients, their families, friends and carers. Funded by The Meath Foundation Quality Improvement and Innovation Fund, the choir ethos was to promote wellbeing and a positive experience of the Hospital for all members. Its aim was to bring the community of TUH together in a clinically supported, social and creative context to work towards a shared goal. The purpose was not to produce a polished 'musical sound' but to provide a fun, uplifting experience for all members.

To recruit choir members, Arts & Health at TUH crossed over with clinicians, clinical departments, outpatient clinics, volunteer services and organisations such as RUA RED South Dublin Arts Centre, South Dublin County Council and HSE social prescriber for Tallaght. We also formed a connection with 'Sing Strong', a singing group for people with COPD directed by Linda Collins who joined us for the project.

Clara Monahan, TUH Music Therapist, directed the choir for ten weeks of rehearsals culminating in a celebratory concert in RUA RED South Dublin Arts Centre on November 29th. Heartbeats TUH Choir (directed by Michael Fay) were guest choir at the sold-out concert and a wonderful night was had by all who attended! Concert highlights are available on: [Our Voices TUH Community Choir Concert Highlights - YouTube](#). Both choirs featured in the HSE Virtual Christmas Concert: [Christmas Medley: Our Voices TUH Community Choir & Heartbeats TUH Choir - YouTube](#)

Soothing Sounds TUH Live Music Programme

Soothing Sounds is a live music programme for patients and staff at the Hospital developed by Arts & Health at TUH and delivered by musician in residence, Dr. Sophie Lee. Soothing Sounds aims to improve patient and staff mood, reduce stress, and enhance well-being. Funded by the HSE, Soothing Sounds ran successfully in Children's Hospital Ireland (CHI) at TUH from 2018 - 2021. Following the success of the Soothing Sounds pilot programme in Vartry Renal Unit, Amber Oncology Day Unit and William Stokes Unit (Age Related), in 2022 it became a co-funded programme between the HSE and The Meath Foundation both funding €2,000 each. This meant increased service provision in 2022 with two blocks of ten weeks. The music sessions took place on a Friday for three hours each week.

The programme received extensive national and local media coverage in 2022 as a result of an [article](#) and promotional [video](#) in HSE magazine, 'Health Matters'. There were additional articles in Irish Medical Times, Tallaght Echo and an interview with Alison Baker Kerrigan on Drivetime, RTE Radio 1.

"At Christmas I was playing piano on a ward and a patient who was a pianist came up to me and asked could he play piano for the patients and staff. A nurse came over, sanitised the piano and got him set up to play. He performed works by Chopin, Beethoven and Gershwin for everyone on the ward! In this moment, staff saw this patient in a whole new light and he got to feel a bit more like himself. If Soothing Sounds didn't exist he may never have had the chance to play piano while he was in hospital. On reflection, I was struck by the spontaneity, connection and joy that a live music programme can bring to a hospital ward."

Dr. Sophie Lee recalling a particular moment with a patient during a Soothing Sounds live music session on a ward



Opening Slide of 'The Sky's the Limit Documentary' - painting by Lucia Barnes of the Wicklow Mountains



The Sky's the Limit Launch. From left to right: Lucia Barnes, Lead Artist; Alison Baker Kerrigan, Arts Officer; Áine Lynch, previous Director of Nursing & Integrated Care; Mairéad Shields, The Meath Foundation and Lucy Nugent, CEO of TUH

"The Sky's the Limit: An Artists Expression"

A documentary film created by artist in residence Lucia Barnes, highlighting her creative process, dedicated documentation and reflection on 'The Sky's the Limit' project. This is a rare glimpse of how a large participative project evolves through the screening of video clips and photographs captured during many facilitated workshops, installation and interviews with key stakeholders. The premiere of The Sky's the Limit - An Artist's Expression, launched on the 31st August in The Civic, Tallaght followed by a panel discussion chaired by Maoliosa Boyle (Director of RUA RED South Dublin Arts Centre). Panel members included, Professor Catherine Wall (Consultant Nephrologist, Vartry Renal Dialysis Unit), Owen Kelleher, TUH Staff Representative and project participant Ali Baker Kerrigan, Arts Officer TUH. Both the documentary film and the spectacular installation of 35 colourful Hot Air Balloons in the Hospital Atrium have been kindly supported by the Meath Foundation. You can watch the entire documentary [here](#).

Enhanced Infrastructure

Across 2022 there were three high quality art exhibitions displayed on Hospital Street for patients, staff and visitors to enjoy. Curated by Alison Baker Kerrigan (Arts Officer) each body of work is specifically chosen with a healthcare context in mind and to reflect contemporary art practice in Ireland. Our thanks goes to TUH Technical Services for maintaining the artboards, Irish Art Services for installing two of the exhibitions and special thanks to the Meath Foundation for their continued support with the exhibition programme in TUH.

Outside In – A selection of artworks from the AIB Art Collection

'Outside In' featured artworks from the AIB Art Collection and offered a cultural access point 'inside' a healthcare setting highlighting the creative talents of Donald Teskey, Jane O'Malley, Amelia Stein, Debbie Godsell and William Crozier amongst many others. The selection included a wide range of mediums from paintings to graphic printing, sculptures to photography and so much more to enjoy. A special thanks to the AIB Lending Programme and to Margaret Ruxton, AIB Art Archivist for her assistance with the exhibition selection.



Launch of 'Outside In' AIB Exhibition. Left to Right: Lucy Nugent, CEO of TUH; Margaret Ruxton, AIB Arts Archivist and Alison Baker Kerrigan, Arts Officer

The Call of the Sea – Gina McKenna Burns

This solo exhibition by Dublin artist Gina McKenna Burns, aptly titled, 'The Call of the Sea,' explored the relationship between artist and her love of the sea featuring the Dublin and Wicklow coastline.



'Sailing by Sandycove' - Digital Painting artworks featured in the exhibition by Gina McKenna Burns



'Pebble Beach' by Gina McKenna Burns

'Take a moment to immerse yourself in this beautiful exhibition – one can almost hear the sound of waves and feel the seabreeze in the air.'

Geometric Progression Grid Collective & Christmas Cards Created By You

This joint exhibition included winning images by our TUH colleagues from the 'Christmas Cards Created By You' project and an intriguing selection of artworks by GRID Collective which featured both individual and collaborative pieces by this trio of local artists, Helen Blair, Mary Catherine Nolan, and Fifi Smith. The GRID Collective manifesto is beautifully simple, **Collaboration–Disruption–Creativity**, openly inviting the viewer into a visual conversation as the artists explore the push and pull between formality and randomness.



'Conversation 1' from A Geometric Progression by GRID Collective artists Mary Nolan, Helen Blair and Fifi Smith



Christmas Cards Created By You

People



Christmas Cards Created By You - eight Winning Images (Top row left to right: 'Snow at Poolbeg' by Ray Mullan, 'Christmas Bell at Áras an Uachtaráin' by Laly Sheeja, 'Joy' by Breda Burke, 'Christmas Robin' by Jérôme Fennell. Bottom Row left to right: 'Candle of Hope' by Edwin Manalo, 'Nativity Scene' by Frances Blake, 'Swan Sparkle' by Mark McDermott, 'Advent Wreath' by Dax Baldestamon)

Based on the success of the 'Cards Created By You' staff arts & health project (2021) –Staff voiced a need for TUH to have their own pack of Christmas Cards for 2022. A call-out to staff to submit their Christmas painting, drawing, illustration or photograph to the competition. A pack of eight Christmas Cards celebrating the creative talents by our TUH colleagues was produced and sold with each staff member receiving a One4All Gift Card. The cards were sold by the Hospital shop, RUA RED and the Civic Theatre Box Office and just over €800 was raised with all proceeds going to the Arts & Health Programme in TUH.

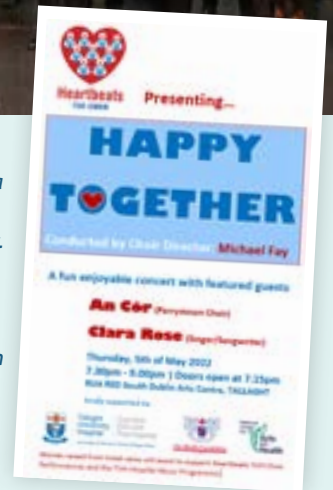
For the month of December, the eight winning designs featured as part of the Hospital Street exhibition as A3 Print size. The images were also exhibited on the RUA RED Café Wall in December. These two projects show us just how creative our colleagues are and gives a platform to staff who wish to explore and display their creative talents. Both projects were kindly funded by The Meath Foundation.

Heartbeats TUH Choir

The staff choir, Heartbeats experienced a welcome return to in-person rehearsals and live performances throughout 2022, re-connecting through fun, dynamic, in-person rehearsals under the amazing direction of Michael Fay. In the early part of the year, we got to know our voices again, heard some new voices and really built our confidence back up as we prepared for our first concert in two years! The return to the stage was to a full house for our, 'Happy Together' concert on Thursday May 5th in RUA RED South Dublin Arts Centre. The choir were joined by singer songwriter Clara Rose and community choir An Cór as special guests and accompanied by Kevin Walsh on piano. You can watch a concert highlights video [here](#).



Heartbeats TUH Choir (Front row left to right: Miriam Williams, Sally McBride, Teresa Buckley, Josefina Atienza, Aoileann Ni Chonchubair, Teresa Clohessy, Naomi Cleary. Back Row Left to right: Maeve Graham, Heather Baker, Nuala Bermingham, Ciara Ruane, Daniel Anderson, Tony Cassidy, Michael Fay (Director), Damian Tobin, Alison Baker Kerrigan, Lucia Barnes and Norah Jordan



Carols on the Wards

There was a jam packed choir term from September to December performing as guest choir at the 'Our Voices TUH Community Choir' concert in RUA RED, the TUH Nursing Graduation Ceremony and on the HSE Virtual Christmas Concert with 'Our Voices'. The Meath Foundation kindly funded a vocal workshop with Ross Scanlon in Brockagh House, Co. Wicklow where Heartbeats got to learn new vocal techniques, improve the blend of our voices and have fun together. Our Christmas performance in the atrium had a few 'extra members' when the cast of the Civic Pantomime, 'Sleeping Beauty' joined us for a few numbers! A return to 'Carols on the Wards' was enjoyed by Heartbeats as it was always a highlight of the choir year to bring the music to our patients and staff. Staff and retired staff are always welcome to join Heartbeats TUH Choir, for further information about joining please email heartbeatschoir@tuh.ie



Heartbeats TUH Choir joined by the cast of 'Sleeping Beauty' Civic Pantomime

Announcement of Meath Foundation Artist in Residence Olivia Hassett

At the launch of 'The Sky's the Limit' documentary in August, Mairead Shields from The Meath Foundation announced Olivia Hassett as the inaugural Meath Foundation Artist in Residence, 2022 - 2024. The Foundation strongly recognises the importance of Arts & Health and for an artist to develop their practice in this field by supporting the integration of the artist into a Healthcare setting. Together with financial support from the Meath Foundation and practical/logistical support of Arts & Health at TUH, these links will assist the artist in exploring and developing new connections across the wider Hospital. The Meath Foundation, in establishing this residency, hopes to facilitate a residency where the artist will be encouraged and inspired to create new and contemporary work culminating in an installation within the Hospital. The project is called, 'Curiosity' and Olivia is currently engaging in conversations with TUH staff from medical, clinical and/or surgical disciplines to inspire new artworks about the internal body.



Announcement of The Meath Foundation Artist in Residence by Mairead Shields, The Meath Foundation and Olivia Hassett, Artist in Residence

Arts & Health Module for First Year Medical Students – Trinity College Dublin (TCD)

In association with TCD, Arts & Health at TUH facilitate a self-selected module for First Year Medical Students led by Professor Desmond O' Neill and Alison Baker Kerrigan (Arts Officer, TUH). The students are introduced to the Arts & Health Programme at TUH through a series of lectures and workshops which provide an overview of art and aesthetics in the human condition and healthcare settings. The students also engage in music therapy and creative art sessions to understand their own relationship to art and the role of arts and health in healthcare settings. The goal of the module is to nurture a sense of how they might foster their own creativity and further arts and health within their healthcare career.

Evaluation of Creative Arts Workshop – Comments from 1st Year Medical Students:

What did you enjoy most about the art session?

The relaxed atmosphere, the time we had to just be creative

Quote from TCD 1st Year Medical Student

How do you think a patient might benefit from making art in hospital?

It would give a person an escape. Being creative is uplifting. Lift their spirits and break monotony

Quote from TCD 1st Year Medical Student

It gives them something else other than their illness to focus on. It brings them happiness.

Quote from TCD 1st Year medical Student

Arts & Health Committee

Sandra McCarthy (Chair)

Interim Director of Nursing & Integrated Care

Alison Baker Kerrigan

Arts Officer

Clara Monahan

Senior Music Therapist/Arts Administration

Teresa Quinn

Meath Foundation

Donal Shiels

Artistic Director, Civic Theatre

Maoliosa Boyle

RUA RED South Dublin Arts Centre

Fiona Smith

Child Health Ireland

Victoria Jones

Health & Wellbeing Officer

Professor Brendan Kelly

Trinity College Dublin

Maeve Murphy

HSPC – Health & Social Care Professions

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Financial Management Performance

HSE allocation in year

€€300.2m



NET outturn

€301.1m



Deficit

€0.9m



PAY

€255m

70% of gross costs



NON-PAY

€108.4m

30% of gross costs

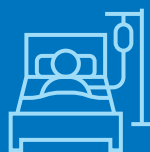
Income

€62m



Patient income

€31m



€21.9m

Medical and surgical supplies



€26m

Medication





€6.3m

Equipment replacement



€4m Infrastructure developments

Includes:

- generator replacement
- lift replacement

HIFE charts reviewed and coded

71,000

SCAN4SAFETY

17,071

Patient episodes captured

160,056

Products allocated

Value



€7.7m

COVID-19 COSTS

€7.7m

PPE

Surgical masks used



2021
2,076k

2022
1,901k

-8%
DECREASE

Surgical gowns used



2021
418.6k

2022
199k

-52%
DECREASE

Value of PPE used



2021
2,655k

2022
€2,082k

-22%
DECREASE

Financial Review 2022

The below table summarises the financial outturn for 2022.

Total	2022 Total €'000	2021 Total €'000	Movement €'000	%
HSE Allocation notified	300,264	276,233	24,031	8.7%
Income deferred from 2020	-	3,437		
HSE Allocation excluding once-off income for PPE not yet utilised	<u>300,264</u>	<u>279,670</u>	20,594	7.4%
Net expenditure in year	301,163	280,336	20,827	7.4%
Current year PPE costs funded in previous year	-	(1,923)		
	<u>301,163</u>	<u>278,413</u>		
HSE Allocation excluding once-off allocations	(300,264)	(279,670)		
Net (surplus)/deficit before PPE funding	900	(1,257)		
Current year PPE costs funded in previous year	-	1,923		
Net deficit/(surplus) in year	<u>900</u>	<u>666</u>		
Cumulative deficit	<u>17,060</u>	<u>16,160</u>		

The financial performance of the Hospital in 2022 showed a deficit of €0.9m against the comparable HSE allocation, leading to an accumulated deficit of €17m at 31 December 2022.

In 2022, the Hospital received an allocation of €300.2m which was an increase of €24m (8.7%) on the final allocation for 2021 (€276.2m).

In 2022 the Hospital saw the net expenditure increase by €20.8m (7%) when compared with 2021.

Expenditure

	2022 €'000	2021 €'000	Movement €'000	%
Pay	255,016	228,265	26,751	11.7%
Non-pay	108,469	107,139	1,330	1.2%
Gross expenditure	<u>363,485</u>	<u>335,404</u>	28,081	8.4%
Income	(62,322)	(55,068)	(7,254)	13.2%
Net expenditure	<u>301,163</u>	<u>280,336</u>	20,827	7.4%

Total pay costs in 2022 increased by €26.7m (11.7%) compared to 2021. An increase in whole time equivalents of 233 staff contributed to €8m of the increase. A total of €3.5m related to Covid allowances. €2.8m relates to an increase in lump sum payments paid in 2022. Increased pay scales amounted to €11.4m of the variance. The balance of €1m relates to in year overtime and increments.

Non-pay expenditure increased by €1.3m (1.2%) in 2022. This increase can be primarily attributed to drugs spend increasing by €3.2m, a reduction in costs of (€3.55m) due to a reduction the purchase of required PPE for staff such as gloves and FFP2 masks, and increase in Laboratory supplies of €1.1m due to increased activity, and lastly an increase of €0.55m in Renal transport due to the expansion of the Renal capacity.

Income year on year has increased by €7.2m in 2022 primarily due to an increase in private patient billing charges. Income in 2020 & 2021 were heavily affected by Covid, however in 2022 we can see income returning to annual figures comparable with 2018 & 2019.

Income

	2022 €'000	2021 €'000	Movement €'000	%
Patient income	30,509	25,007	5,502	22.0%
Superannuation and Pension Levy	10,482	10,188	294	2.9%
Income from external agencies	9,692	9,989	(297)	-3.0%
Miscellaneous Income	11,638	9,884	1,754	17.8%
	<u>62,322</u>	<u>55,068</u>	<u>7,254</u>	13.2%

Private Income in 2022 increased by €5.5m due to more private beds available and reduced isolation requirements. We also received an increase of €1.9m in income from PCRS (Drug Reimbursement Scheme) which increases income in year. Other non-material matters of (€0.1m) make up the balance of the year on year increase.

Capital projects in 2022 reflect campus developments including the completion of the new ICU extension. We also expanded the Endoscopy Suite that is due to open in May 2023. During the year the Hospital continued to acquire significant additional equipment through medical equipment replacement.

Throughout 2022, the Hospital continued the extension of our 'Scan4Safety' project. At the end of the year we had complete traceability of items used during surgical procedures in an additional four Orthopaedic (trauma & elective) Theatres. In December 2022, scan for safety was fully implemented in 10 of the 12 onsite Theatres. Scan for safety is a quality and safety led project with the added focus of value improvement in the areas of supply chain which has improved patient safety and operational efficiency and reduced costs.

The Hospital continues to work with St. James's Hospital in relation to the shared development and enhancement of the SAP financial management system.

Financial Statements

Income and Expenditure Account

For the reporting period January 1st to December 31st 2022

	2022 €'000	2021 €'000
Pay Expenditure	255,016	228,265
Non Pay Expenditure	108,469	107,138
Gross Expenditure	<u>363,485</u>	<u>335,403</u>
Income	(62,322)	(55,067)
Net Expenditure for the year	301,163	280,336
Allocation in year before once-off allocation	<u>(300,264)</u>	<u>(279,670)</u>
(Surplus)/deficit in year before once-off allocation	900	666
Retrospective once-off allocation		
Surplus in year after once-off allocation	<u>900</u>	<u>666</u>
Cumulative deficit brought forward from previous year	16,160	15,494
Cumulative deficit carried forward to following year	<u>17,060</u>	<u>16,160</u>

Balance Sheet

as at 31st December

	2022 €'000	2021 €'000
Fixed Assets		
Tangible Assets	97,396	84,627
Current Assets		
Debtors	59,435	53,325
Stocks	5,802	7,121
Bank and Cash balances	<u>12,132</u>	<u>13,326</u>
	77,369	73,772
Creditors – less than one year		
Creditors	(81,108)	(77,253)
Bank Overdraft	(5,373)	(4,928)
Obligations under finance leases	<u>(2,388)</u>	<u>(2,389)</u>
	(88,869)	(84,570)
Net Current Liabilities	(11,500)	(10,798)
Total Assets less current liabilities	85,896	73,829
Creditors – more than one year		
Obligations under finance leases	<u>(7,755)</u>	<u>(10,144)</u>
	78,141	63,685
Capital and Reserves		
Non Capital Income & Expenditure Account Deficit	(17,049)	(16,160)
Capital Income & Expenditure Account	(2,207)	(4,781)
Capitalisation Account	<u>97,396</u>	<u>84,626</u>
	78,141	63,685



The Meath Foundation



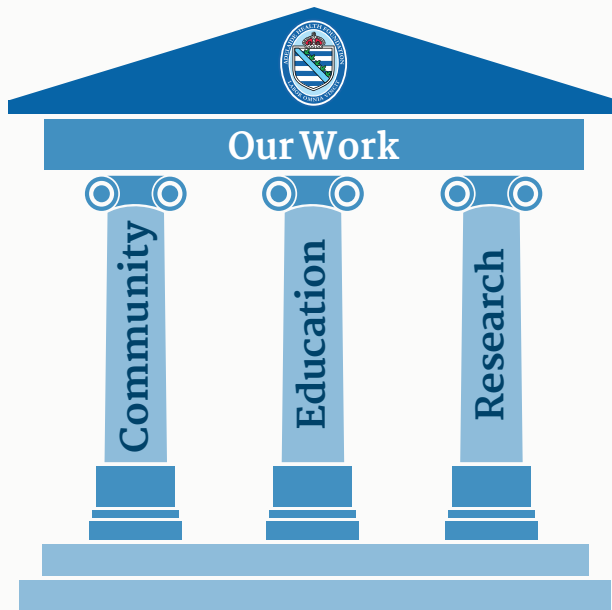
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Foundations

Adelaide Health Foundation (AHF)

During 2022, we finalised our new three year Strategy, which included a refresh of our mission:

“Through support of education and research, to advance and promote equitable access to healthcare services in Ireland, with a particular focus on Tallaght University Hospital and the community it serves.”



Improving healthcare in the local community

- > Supporting innovative solutions for the supply of healthcare services in the Tallaght area
- > Funding integrated care in projects between Tallaght community primary care & hospital

The **Community Health Grants** scheme was created to ensure that healthcare is available to all based upon health needs and not on financial means. Local community organisations apply for funding for projects which specifically provide service or supports within the healthcare field.

A wide variety of organisations applied for funding in 2022, and some really worthy projects were funded including:

- > **An Cosán** - Project to empower women and children left furthest behind through learning, leadership and enterprise.



- > **Barnardos** (Special Needs Service) – To build and Equip a Sensory Room.



- > **Saoirse Domestic Violence Service** – To extend the service to run family fun nights, external garden project and a summer project - for families trying to rebuild relationship.



- > **New Hope** - 12 week Health promotion course for 16 male residents



- > **Kingswood/ Kilnamanagh Active Age Club** - Funding for aerobics sessions



We were delighted to partner with TUH Innovate Health for the 2022 **New Initiatives** Scheme. There is huge work going on in innovation in TUH and the team provide invaluable support and direction to those staff with ideas to improve patient care.

A total of €61,000 was granted across ten TUH projects, with amounts ranging from €1,700 to €10,000.

- > **Neuromuscular Electrical Stimulation in Dysphagia**
Karen Malherbe & Eanna Horan, Speech & Language Therapy
- > **Phenotyping COPD patients with exacerbation**
Dr. Waqas Arshad Khan & Prof Patrick Mitchell, Respiratory Service
- > **Orienting families to the ICU: A first step in demystifying the process**
Dr. Melanie Ryberg, Intensive Care Unit

- > **Developing Lung Ultrasound clinical skills for Physiotherapists**

Nina Holden & Maria Bailey Scanlan, Physiotherapy Service

- > **Respiratory Muscle Training in Critical Care**

Nina Holden & Eimear McCormack, Physiotherapy Service

- > **Virtual Reality for Emergency Medicine Education & Training**

Dr. Andrew Ngaditono & Dr. Victoria Meighan, Emergency Department

- > **Virtual Skylights for Patients to aid day/night differentiation**

Jonas Monsees & Sabina Mason, PACCU

- > **Finding Meaning while Living with Long Covid: What Acceptance & Commitment Therapy can Add. A Self-Help Resource for Patients**

Dr. Melanie Ryberg & Joanne Coffey, Intensive Care Unit / Communications

- > **Development of an Acute Respiratory Hub in the Emergency Department**

Dr. Alison Hay & Dr. Aileen McCabe, Emergency Department

- > **Optimal Antiplatelet Therapy in TIA and Ischaemic Stroke-International (OATS-I) study**

Professor Dominic McCabe & Dr. Deirdre Smith, Neurology Service



Pictured from left to right following the announcement of the successful applicants for the new Initiatives Scheme were Prof Dominic McCabe, Consultant Neurologist; Dr. Deirdre Smith, Vascular Neurology Researcher; Dr. Hannah O'Keeffe, Clinical Innovation Fellow; Nina Holden, Clinical Specialist Physiotherapist; Dr. Alison Hay, ED SpR; Dr. Andrew Ngaditono, ED SpR; Jonas Monsees, PACCU Nurse; Sabina Mason, CNM 2; Niamh Gavin, Chief Executive of the Adelaide Health Foundation; Dr. Vicky Meighan, Consultant in Emergency Medicine and Dr. Natalie Cole, Head of Innovation

Pastoral Care – Identical Hearts initiative

We shared news last year of the permanent memorial installed in the garden beside the Hospital chapel, a sculpture based on the identical hearts initiative introduced by Pastoral Care during the pandemic.

The initiative involves TUH healthcare chaplains incorporating into their end of life care the practice of placing a handcrafted heart in the hand of a dying or deceased patient - with an identical heart being given to next of kin/family member. It has been greatly appreciated by the bereaved, many of whom have described the comfort this brings them in the early stages of grief and the closeness they feel to their deceased relative. We were delighted to support Pastoral Care to continue with this much appreciated initiative.

Let's Talk About



We partnered again with TUH for their 'Let's Talk About' podcast series, which looks at the brain and ways to mind it and keep it healthy.

Each episode in the series is approximately 15 minutes long and targeted at anyone who wants to learn more about their brain. Since it is mission control for how we move, our senses, thought and reasoning, emotions, memory and really vital functions such as heart rate and breathing, we should all pay it some attention!

The six 15 minutes long episodes cover topics such as the importance of movement, reducing the risk of stroke, living well with dementia and the importance of a healthy heart.

Voluntary Assistance

The AHF provide funding to support the Social Work Department, a large portion of which was used to buy clothes for homeless patients presenting to the ED or admitted to TUH. Unfortunately the housing crisis led to an increase in these patients in 2022.

Supporting access to education for healthcare students & staff

Our main objectives under the education pillar are to:

- Support student nurse attraction and retention
- Facilitate access to educational opportunities for all healthcare students

TUH along with all other hospitals are putting huge effort into addressing the nationwide nursing shortage. In our support of this effort, we introduced a range of new supports in 2022.

Whilst the majority of student nurses come directly from Leaving Certificate, there are also many non-school leavers interested in pursuing a nursing career. They may have studied another course or embarked on a different career. The number of places available to mature students is low, many will be juggling work, life and family and the decision to study nursing often means sacrificing an income.

AHF supports introduced in 2022 for mature nursing students:

- Introduction of a new bursary stream for mature applicants
- Addition of five extra mature student places for TR093/ Adelaide School of Nursing
- Award of non-reckonable income status for AHF Mature nursing bursary under the 2023 Student Grant Scheme – in relation to SUSI

The total number of nursing bursaries awarded since the scheme commenced is 811 with total expenditure of €1.7m.

Delivering actionable healthcare research

The Foundation supports high-quality research which:

- Aligns with AHF mission and values;
- Is patient focussed and
- Fulfils a pressing health service demand.

Main activity in 2022 was on the project "*Genetic Counselling and Testing in the Irish Republic: Scoping current practice, international comparisons and recommendations for national practice*". Professor Sally Anne Lynch and her team have made significant progress on the project's objectives with the report due to be published late 2023. Separately but connected, a national Genetics and Genomics Strategy was published in December 2022.

The Meath Foundation

The Meath Foundation is a charity that was founded in 1998 following the move of the Meath Hospital on the opening of Tallaght University Hospital (TUH). Its mission is to provide and develop a lasting legacy of the Meath Hospital by honouring the traditions of the past through the continuous support of research, education, quality improvement, innovation and arts at TUH.

The Meath Foundation values its role in supporting the work of TUH, its staff, patients and the wider community through its strategic themes.

The Meath Foundation is governed by a voluntary board of directors and has a staff team that supports its work.

A number of its focus areas will be outlined below to demonstrate the impact of the Meath Foundation's work and funding.

Arts & Health

The Arts & Health program in TUH is unique, innovative and diverse. The TUH Arts & Health Team, led by the Arts Officer, provides creative programs for patients and their families, staff and the wider community. The Meath Foundation's Arts & Health Board Sub Committee oversees the funding provided by the Meath Foundation to promote Arts & Health and inputs in the wider hospital Arts Health Committee. Throughout 2022 the majority of the programs, which were suspended during the pandemic, started up again. Some of the initiatives were:

- **ART AT THE BEDSIDE** – Between June and December 2022 the number of people impacted by Art at the Bedside was 1,995 in TUH and 400 in Tymon North.
- **MEATH FOUNDATION ARTIST IN RESIDENCE 2022-2024** – The Meath Foundation were delighted to announce in 2022 its support of Ms. Olivia Hassett as the TUH Artist in Residence for the period from 2022-2024.
- **THE SKY'S THE LIMIT** – The Meath Foundation proudly supported The Sky's the Limit project that took place during 2022. The Artist, Lucia Barnes, worked with patients, staff and the wider community to create wonderfully colourful and impactful art installations in the form of hot air balloons that are located in the Atrium of TUH. Lucia Barnes' documentary of the project was launched in the Civic Theatre in Tallaght on August 31st 2022 and is available to view on [Tallaght University Hospital's YouTube Channel](#).
- **LIVE MUSIC IN TUH** – The Meath Foundation were delighted to see the return of live music within TUH following the lifting of Covid-19 restrictions.
- **OUR VOICES TUH COMMUNITY CHOIR** – The Meath Foundation were very proud of its support to the Our Voices Choir during 2022. In particular the Choir performed 'Magic Moments' at its concert in November 2022 which was warmly received and of which there is a [video](#) available on the TUH YouTube Channel. The 25 Choir members came from diverse backgrounds and included members from the COPD support group, outpatients, volunteers, family and friends of patients and staff.
- **SOOTHING SOUNDS** – During 2022 The Meath Foundation were very pleased to continue the co-funding of the Soothing Sounds program which is a live music program that seeks to improve patient wellbeing.
- **ARTS4ALL** – The Meath Foundation sponsored the Arts4All during 2022 which includes a series of art packs for patients to encourage creativity and self-expression.
- **WORKSHOPS AND PROJECTS FOR STAFF** – The TUH Arts Team, with the support of the Meath Foundation, continued to provide workshops and projects for staff. The Meath Foundation recognises the power of creativity in promoting overall wellbeing.
- **MUSIC THERAPY RESEARCH** – The TUH Arts Team have begun gathering data to undertake research projects to evaluate the benefit of music therapy. The Meath Foundation promotes research in all areas of healthcare.

- **ART CURATION IN THE HOSPITAL** - This included installation and de-installation of art exhibitions, frames, printing of narratives and mending of damage to frames.
- **CHRISTMAS CARDS CREATED BY YOU** - Following the success of 'Cards Created by You' and 'Art Created by You' in 2021 it was agreed to launch a further competition 'Christmas Cards Created by You' which led to the creation of a pack of eight Christmas cards created by staff that were available to purchase and will be available into the future.



'Christmas Robin' by Professor Jérôme Fennell, Consultant Microbiologist

Research

The Meath Foundation continued its commitment to support healthcare research in 2022 by awarding five Research Grants. The 2022 grant recipients and the titles of their research were:

Name	Title of Research	Amount
Professor Seán Kennelly	NH-IMMUNE: Understanding Immune Response Variability in Nursing Home Residents	€74,766
Dr. Fergal Kelleher – (John Barragry Award)	Correlation of restoration of Natural Killer (NK) cell function with response to Pembrolizumab in metastatic melanoma and assessing the effect on NK cells of supplementing Pembrolizumab with the anti-TIGIT antibody Vibostolimab in adjuvant melanoma treatment.	€75,000
Professor Catherine Wall	Systems-based exploration of patient's and carer's self-management of medication at care transitions in Ireland.	€49,534
Professor Kevin Conlon	A patient-centred integrated care pathway for the management of chronic pancreatitis	€49,931
Dr. Deirdre Fitzgerald	Feasibility of a Specialist Ambulatory Pleural Service (SAPS) using Tele-ultrasound and Digital Supports	€49,975

The total number of research grants awarded since 2002 is 126 to the value of €5.537m.

In 2022 The Foundation also awarded a Research Fellowship to Dr. Shane Lyons, Movement Disorders Research Fellow. This Fellowship, valued up to €75,000, is to allow for protected time to carry out research on The Prevalence of Primary Tauopathies in Ireland; a Clinically-Defined Population Study in the Province of Leinster.

The Foundation continues to support the Meath Foundation Clinical Research Laboratory (MFCRL). There are a vibrant group of researchers working in the MFCRL with the number increasing year on year.

Meath Foundation Research Symposium

The Annual Meath Foundation Research Symposium was held on November 25th 2022. This year the Symposium was delivered through a blended model.

Professor Anne-Marie Brady, Professor of Nursing & Chronic Illness at the School of Nursing & Midwifery in TCD opened the Symposium. Professor Brady spoke on 'Translation of knowledge into practice: a critical imperative'.

Professor Seamas Donnelly, Professor of Medicine, Trinity College Dublin based at TUH was the Keynote Speaker. The title of his presentation was 'Long COVID Syndrome – the Epidemic after the Pandemic'

The Scientific Programme included presentations from former Research Grant recipients; Research Fellow and MSc (RCSI) Graduates from Meath Foundation Fellowship Programme.

Quality Improvement & Innovation (QII)

The Meath Foundation has demonstrated its commitment to the area of Quality Improvement and Innovation since the establishment of a specific fund since 2014. In 2022 funding for QII was awarded for the following projects:

Name	Position	Project Title	Sponsor	Funding
Aine Connolly	Senior Clinical Neuropsychologist	Funded Senior Clinical Psychologist to establish Psychological service for Staff Well Being	Sharon Larkin Director of HR	€50,000
Julio Chevarria	Renal Consultant TUH & Midland Regional Hospital Tullamore	QuickCheck: A rapid point-of-care leukocyte counting method for use in peritoneal dialysis infection diagnosis	Professor Peter Lavin Clinical Director, Medical Directorate	€2,000
Dawn Davin	Senior Clinical Renal Pharmacist	Proposal for the establishment of a collaborative team based, pharmacist-led, medication management model of care in the renal outpatient setting at TUH, using the Kotter change model and quality improvement methodology.	Professor Peter Lavin Clinical Director, Medical Directorate	€25,000
Mary Horan	Senior Renal Dietitian	Subsidised Kidney-Friendly Meals for Patients receiving Kidney Replacement Therapy	Professor Catherine Wall Director of Quality, Safety & Risk Management	€5,070
Tara Quinn & Avril Kilkelly	Senior Physiotherapist in Cardio-Respiratory Medicine / Senior Physiotherapist in Medical Respiratory	0.5WTE Senior Physiotherapist to establish a Physiotherapy service for Oncology	Shane Russell Chief Operations Officer	€16,499

Clinical Audit & Quality Improvement Symposium

The Foundation continues to sponsor the annual **Clinical Audit & Quality Improvement Symposium**. The 2022 Symposium was held on June 24th 2022 and was delivered through a blended model. The themes for the 2022 Symposium were 'Psychological Well-being in a Pandemic' and 'Consent and Capacity'. TUH's annual symposium has a central role in facilitating on-going education, training and professional development within the hospital.

The guest speakers for the event were Ms. Aine Flynn, Director of the Decision Support Service, Professor Brendan Kelly and Carmel Geoghegan, Founder of Dementia Ireland.

The event was attended by over 180 staff and had a number of poster and oral presentations of recent quality improvement and innovation initiatives. Prizes were awarded to a number of the presenters from a range of disciplines. The Meath Foundation introduced the Gerry Fitzpatrick award for Non Consultant Hospital Doctors and it was awarded to Dr. Rosie Kelly.

The Meath Foundation continues to be a proud sponsor of the symposium and was impressed by all those who presented and displayed posters.



Pictured from left to right at the Clinical Audit & Quality Improvement Symposium were Eimear Mc Cormack, Physiotherapist; Dr. Rosie Kelly (NCHD), Mairéad Shields, Chair of the Meath Foundation, Sabina Mason, Research Nurse; Dr. Anna Horgan, ICU and Professor Catherine Wall, Director of QSRM

Innovation

During 2022 the Meath Foundation continued to fund, in agreement with TUH, the Head of Innovation post. This post has led to significant progression of innovation and the establishment of 'Innovate Health at TUH'.

Education

The Meath Foundation provides funding to the TUH Centre for Learning & Development to assist staff development and education. The Meath Foundation has supported the following in 2022:

Expansion of Leadership Academy

The following programs have assisted in expanding the Leadership Academy:

- > Coaching Program
- > Mentoring Education Program
- > Meath Foundation MSc Fellowships

eLearning Programs

The Meath Foundation continued to support the development of eLearning Programs. The following were developed:

- > 'Medication Adherence'
- > 'Venous Thromboembolism (VTE) Prevention'
- > 'Patient Nutrition'

Meath Foundation MSc Fellowships were awarded to the following TUH staff in 2022:

- > Anne Byrne, Patient Flow Manager, Office of the Chief Operations Officer
- > Aoife Walker, Clinical Nurse Manager, Nursing Service
- > Orla Crowley, Clinical Nurse Manager, Nursing Service
- > Milita Foster, Applications Support Manager, ICT Directorate

Employee Wellbeing sessions were supported by the Meath Foundation and recorded by TUH where possible and made available to staff to view afterwards on www.hseland.ie

The sessions on Employee Wellbeing included:

- > Supercharge your rest and recovery
- > Virtual Mortgage Talk
- > Pensions and Finance
- > Mental Health – Stigma Reduction
- > The High Performance Workplace
- > Trans Awareness in a Healthcare Setting

In addition to the above The Meath Foundation have agreed with TUH and Trinity College Dublin to support the establishment of the position of Meath Foundation Associate Professor Neurology.

Tallaght University Hospital Foundation

Tallaght University Hospital Foundation (TUHF) was established by TUH as an independent registered charity in 2018 to support and facilitate the Hospital's mission and strategic objectives across innovation, integrated care, research & hospital expansion. Our mission is to establish TUH as the partner of choice in terms of new innovations and large-scale health care investments.

To date, our Foundation has raised and invested over €4.5m to significantly advance better outcomes and better patient experiences in TUH. Thanks to community fundraising, grants received from trusts and foundations, our lotto and a focus on securing investments via the Immigrant Investor Programme, we funded new equipment to help in operating theatres and clinics, delivered new ways of examining and monitoring medical conditions, upgraded and renovated rooms and wards within the Hospital and supported miscellaneous staff projects to enhance patient services.

We are privileged to play such a role. We would like to offer a particular word of thanks to our Easter chicks who continue year on year to play such a vital role for age related healthcare. In 2022 they raised €18,888. We would also like to extend our thanks to all the Med Day students who raised almost €16,000 helping to support our Speech & Language Therapists to purchase a near patient testing machine and our Hemochromatosis clinic. We are grateful for their support every year.

There are radical changes happening in the field of medicine. TUHF is committed to being on the forefront of that change. Our philanthropic approach leans into seeking out high-impact projects aligned with the Foundation's mission and looking for partners willing to invest in them. By adopting this approach, TUHF is in a stronger position to make a more significant, lasting impact in the Hospital.

TUHF's prioritisation in 2022 led to the partnership with [Innovate Health](#), Tallaght University Hospital. The need for innovative methodologies and technologies is critical, especially in meeting the growing demand for services, due to an aging population and increasing rates of chronic diseases. TUHF hosted a private event in the last quarter and presented its vision to deliver a state of the art healthcare innovation facility for Innovate Health, TUH. We presented to Taoiseach Leo Varadkar TD and other key healthcare and innovation stakeholders. Our facility will enable the Innovate Health team expand further and collaborate with healthcare professionals, designers, medical device manufacturers, engineers through the entire process of development, from idea generation to deployment.

By investing in projects for the long term, we are meeting our intended outcomes in innovation and the future of healthcare. Furthermore, our model enables us to reach beyond and partner with other stakeholders in pursuit of shared goals. By investing in projects alongside other investors, we can leverage their collective resources to achieve greater impact. This collaborative approach has led to more extensive networks and greater opportunities.

TUHF's additions of two new Board members, Lillian Mc Govern and Malcolm Hughes and Emma Poynton, office administration support will further strengthen our efforts in achieving our mission.

TUHF is grateful for the incredible support it receives from the Hospital, its board, and the community. This support enables us to respond to the needs of the Hospital, its staff, patients and their families.



Pictured from left to right at the celebration of Innovate Health's first year were Douglas Collins, Chief Executive of Tallaght University Hospital Foundation ; Minister for Enterprise, Trade & Employment, An Taoiseach Leo Varadkar; Lucy Nugent, Chief Executive of TUH and Professor Seán Kennelly, Consultant Physician in Geriatric & Stroke Medicine and Director of the TUH Institute of Memory & Cognition

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- Better access through patient flow improvement



Integrated Care

High quality care in the right place, delivered by the right people at the right time

- Re-orient models of care towards a patient perspective



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- Digital information sharing & Mobile Enabled solutions
- Patient Portal



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- Competency-based workforce planning framework
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