



Tallaght
University
Hospital

Ospidéal
Ollscoile
Thamhlachta

An Academic Partner of Trinity College Dublin



20
19

Annual Report and Accounts 2019

*People Caring for People
to Live Better Lives*

TALLAGHT UNIVERSITY HOSPITAL 2019 at a glance



43,994

OF DAY CASE ADMISSIONS
(INCLUDING DIALYSIS)



251,455

OUTPATIENT VISITS

+ 52,398

ED ATTENDANCES



2,996

Staff



8,225

THEATRE PROCEDURES

Patient's
average
age on
admission

56
MALE

59
FEMALE



1,857

ELECTIVE INPATIENT
PROCEDURES



280,000

MEDICATIONS DISPENSED

26.7 million

TESTS CARRIED OUT IN THE
HOSPITAL LABORATORY



INPATIENT
WAITING
LISTS
DOWN

11%

SURGICAL
DAY CASE
WAITING
LISTS
DOWN

10%

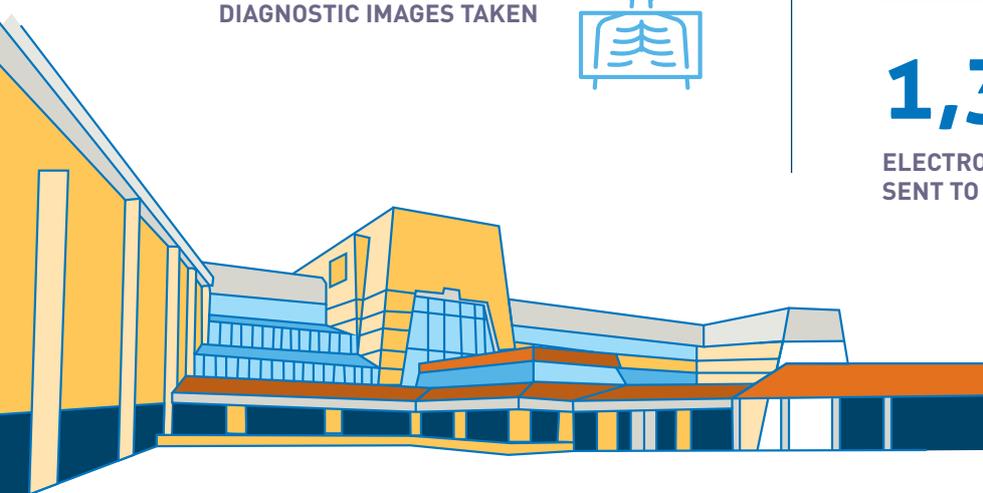
162,500

DIAGNOSTIC IMAGES TAKEN



1,371,000

ELECTRONIC MESSAGES
SENT TO HEALTHLINK



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Message from the Chairman



Liam Dowdall
Chairman

On behalf of the Board of Directors and staff of Tallaght University (TUH) I would like to welcome you to the 2019 annual report which showcases some of the wonderful work undertaken everyday by the exceptional staff of TUH.

The annual report is structured around the Hospital's strategic plan and its six priority areas- Access, Research & Innovation, Digital Enabled Care, Infrastructure, Integrated Care and People. The Hospital is committed to delivering this plan whilst recognising the dynamic environment of health. As I write this foreword we, as a country, are facing the unknown impact of the COVID-19 pandemic which will no doubt affect us all but particularly our frontline essential workers – to them my heartfelt thanks and appreciation. I have every confidence that the professionalism, clinical expertise and team spirit of the Hospital will shine through in the challenging times ahead.

It was a milestone year in the Hospital's history with the enactment of the Children's Act on January 1st which saw the demerger and transfer of paediatric services to Children's Health Ireland. Whilst tinged with sadness it also marked a key milestone towards delivering the new children's hospital which is long overdue and much needed for children's healthcare. The Hospital continues to work in partnership with the CHI at Tallaght team who I would like to congratulate and acknowledge on developing our ongoing new relationship over the course of the year, particularly Dr. Ciara Martin, Paediatric Executive lead and CHI CEO, Eilish Hardiman. I wish CHI every success in the ongoing development of paediatric care both here in Tallaght and across the city.

The arrival of cranes on the campus has been a welcome sight as construction of the Paediatric Satellite Outpatient and Urgent Care commenced, along with the new adult Renal unit which will be commissioned in Q3 2020. This welcomed development will see the Hospital's haemodialysis capacity double and further enable patient self-care. I would like to thank staff for their forbearance on what can at times be disruptive, noisy building sites. The Hospital also looks forward to commencing its HSE approved ICU expansion which will see the construction of an additional 12 critical care beds. This is a key project to address the deficit of critical care beds. In addition, and in an attempt to address the well documented bed capacity deficits, the Hospital is working with the HSE to conclude a cost benefit analysis to develop a six storey extension to the rear of the Hospital.

The Hospital continues its outward facing perspective as a "Hospital without walls" and welcomed the approval of several Sláintecare projects with the emphasis on integrated care which further builds on our partnerships externally and with community colleagues.

As Chairman I am fortunate to be supported by a dynamic and engaged Board of Directors, Executive Management Team and Foundations who collectively drive forward the Hospital and its endeavours – to them all I would like to express my sincere thanks and appreciation.

Liam Dowdall
Chairman

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Hospital Board

In accordance with bye-laws made in November 2014 under the 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 recoup 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 senior 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 that the senior 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 management team but, should a vote be required, voting is confined to Board Members.

The enactment of the Children's Act on January 1st 2019 saw the demerger of paediatric services from the Hospital and transfer to Children's Health Ireland. The Board of TUH and the Executive Management Team extends its very good wishes to the paediatric services on its new journey.

Board Members (11)



Mr. Liam Dowdall
(Chairman)



Mr. David Seaman



Mrs. Mairéad Shields



Professor Patricia Barker



Ms. Anna Lee
(resigned December 2019)



Dr. Jim Kiely
(resigned January 2019)



Archdeacon David Pierpoint



Professor Kathy Monks



Mr. Edward Fleming



Mr. Mark Varian



Professor Anne-Marie Brady



Dr. Darach O' Ciardha

Executive Management (10)

1. Ms. Lucy Nugent, Chief Executive Officer
 2. Mr. John Kelly, Deputy Chief Executive Officer
 3. Professor John Quinlan, Chair Medical Board
 4. Professor Catherine Wall, Director of Quality, Safety & Risk Management (QSRM)
 5. Professor Paul Ridgway, Clinical Director, Perioperative Directorate
 6. Dr. Peter Lavin, Clinical Director, Medical Directorate
 7. Mr. Shane Russell, Chief Operations Officer
 8. Ms. Sharon Larkin, Director of HR
 9. Ms. Áine Lynch, Director of Nursing
 10. Mr. Dermot Carter, Director of Finance
- Ms. Madeline O'Neill, Board Secretary

Board Committees

The Committees established by the Board to date are the Audit Committee; Finance Committee; Staff & Organisation Development Committee; QSRM Committee; and Governance and Nominating Committee. Each committee has specific functions in assisting the Hospital Board to fulfil its oversight responsibilities. Membership of the Board committees are as follows:

Audit Committee

- > Professor Patricia Barker (Chair)
- > Ms. Anna Lee (Board member resigned December 2019)
- > Archdeacon David Pierpoint (Board member - from March 2020)
- > Mr. Seán Quigley (External Member)
- > Mr. Peter Dennehy (External Member)

Staff & Organisation Development Committee

- > Professor Kathy Monks (Chair - from October 2019)
- > Mr. David Seaman (Chair – resigned November 2019)
- > Mrs. Mairéad Shields (Board member - from March 2020)
- > Mr. Brendan Mulligan (External Member)
- > Mr. Martin Leavy (External Member - from September 2019)

QSRM Committee

- > Mrs. Mairéad Shields (Chair)
- > Professor Ann-Marie Brady (Board member)
- > Dr. Darach Ó Ciardha (Board Member – from November 2019)
- > Dr. Gerard O'Connor (External Member)
- > Mr. Declan Daly (External Member - from September 2019)

Governance and Nominating Committee

- > Mr. Liam Dowdall (Chair)
- > Mr. David Seaman (Vice Chair – from October 2019)
- > Mr. John Hennessy (Board member – from March 2020)
- > Mr. Sean McGlynn (External member – from November 2019)
- > Ms. Gabrielle Ryan (External member – from May 2020)

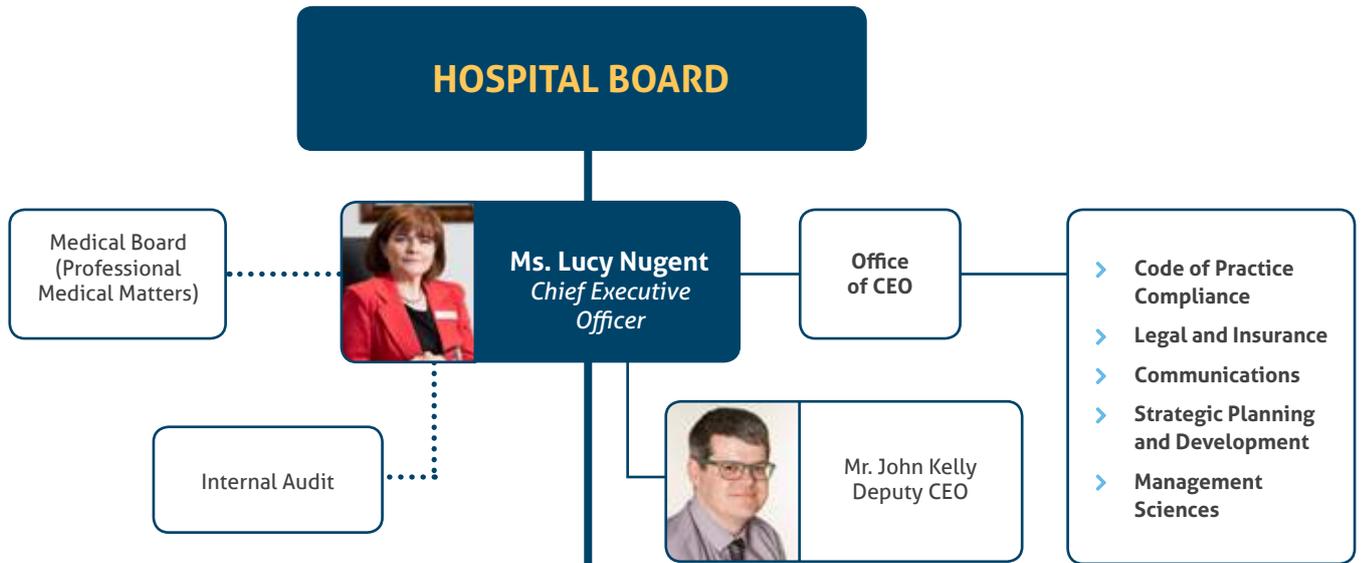
Finance Committee

- > Mr. Edward Fleming (Chair)
- > Mr. Mark Varian (Board member)
- > Mr. Declan Lyons (External Member)
- > Mr. Ray Ryder (External Member – from March 2020)

Hospital Board Meetings Attended in 2019

Name	Expected no. of meetings to attend 2019	No. of meetings attended 2019
Mr. Liam Dowdall, Chairman	8	7
Mr. David Seaman	8	7
Mrs. Mairéad Shields	8	8
Archdeacon David Pierpoint	8	5
Professor Patricia Barker	8	6
Ms. Anna Lee	8	6
Professor Kathy Monks	8	7
Mr. Mark Varian	8	7
Professor Ann-Marie Brady	8	6
Mr. Edward Fleming	8	8
Dr. Darach Ó Ciardha	3	3
Dr. Jim Kiely	1	1

Executive Organisational Structure (November 2019)



Executive Management Team



Mr. Dermot Carter
Director of Finance



Ms. Sharon Larkin
Director of Human Resources



Dr. Peter Lavin
Clinical Director
Medical Directorate



Professor Paul Ridgway
Clinical Director
Perioperative Directorate,
Lead Clinical Director



Dr. Orla Buckley
Clinical Director
Radiology Directorate



Dr. Johnny McHugh
Clinical Director
Laboratory Directorate



Mr. David Wall
Director of ICT



Mr. Ciaran Faughnan
Director of Estates &
Facilities Management



Professor Catherine Wall
Director of Quality Safety
& Risk Management



Ms. Áine Lynch
Director of Nursing



Mr. Shane Russell
Chief Operations
Officer



Absent from this EMT picture is Professor Catherine Wall

Executive Management Team

MR. DERMOT CARTER

Director of Finance

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

MS. SHARON LARKIN

*Director of Human
Resources*

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

DR. PETER LAVIN

Clinical Director Medical Directorate

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

PROFESSOR PAUL RIDGWAY

*Clinical Director Perioperative
Directorate, Lead Clinical Director*

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

DR. ORLA BUCKLEY

*Clinical Director Radiology
Directorate*

DR. JOHNNY MCHUGH

*Clinical Director Laboratory
Directorate*

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

MR. DAVID WALL

Director of ICT

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

MR. CIARAN FAUGHNAN

*Director of Estates &
Facilities Management*

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 and Regulation | QSRM KPIs | Compliance and Assurance | Clinical Audit | Health
Promotion | Safety and Health at Work | Ethics Programme

MS. ÁINE LYNCH

Director of Nursing

Nursing Standards | Nursing Practice/Professional Development | Nursing and Allied
Education Development | Clinical Information Centre | Patient Advice and Liaison Service |
Pastoral Care | Arts | End of Life Services | Volunteer Services

MR. SHANE RUSSELL

Chief Operations Officer

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

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Message from the Chief Executive

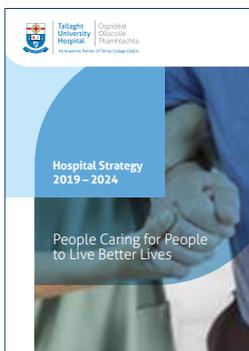


Lucy Nugent
CEO

One of my first tasks on taking up the role of CEO at the beginning of 2019 was to develop a five year strategic plan for the Hospital. I was fortunate to be afforded the opportunity to set out the roadmap for the Hospital along with a subgroup of the Board of Directors, my executive colleagues and a cross section of staff who participated in focus groups during the process.

With the support of staff we took the opportunity to revisit our Vision, Mission and Values through a number of workshops.

The TUH 2019-24 strategic plan can be accessed at <https://www.tuh.ie/About-us/Reports-Publications.html>



Vision

Our vision is "People Caring for People to Live Better Lives" through

- > Excellent health outcomes supported by evidenced based practice
- > Positive patient and staff experience in an empowering and caring environment
- > A culture of innovation and quality improvement in everything we do

Mission

Our mission is to enhance the wellbeing of our community through care and innovation. We strive to

- > Deliver high quality care to our patients
- > Educate, train, challenge and empower our staff
- > Foster a culture of research and innovation

Values

Our CARE values – for patients, their families, our community and staff are:

- C Collaborate** – together and with our academic and care partners
- A Achieve** – our goals, positive outcomes and wellbeing
- R Respect** – for patients, each other and our environment
- E Equity** – for patients and staff

This Hospital is no stranger to challenging times but as we have demonstrated in the past, we are open to and ready for change. This can be attributed to the calibre and commitment of the management and staff who work together to improve and provide the best possible care to the patients we care for. This has been tested in recent times with the COVID-19 pandemic and whilst we are still coping and adjusting to the implications of this pandemic I can only say how proud and humbled I am of the amazing and professional response of all of the staff of TUH along with a sincere thank you. I also have to acknowledge the amazing response we have received from our local businesses and community from cards and drawings from children, community fundraising events along with donations of supports for patients and staff.

As a model 4 hospital we are cognisant of our role as a provider of national and tertiary services but also of our role in the local community. The Hospital has worked hard to develop strong working relationships with community partners and across the wider health system which this annual report demonstrates. Once again the COVID-19 pandemic has afforded those positive relationships to rapidly deliver on new ways of working to support our vision of people caring for people to live better lives and is aligned to our strategy.

Our overarching objective is to improve access to our services. The strategy includes a combination of care pathway redesign, digital enablement and capacity investment actions to significantly improve wait times. Given our unique position within a vibrant community and the growing Tallaght health quarter we will strive to fulfil the potential to truly be a hospital without walls.

As an academic teaching hospital of Trinity College Dublin, we value the important role we play in educating and training future healthcare leaders. We want to foster a culture of innovation and research as a means of ensuring that we provide the best care options possible in an environment that is fit for purpose and uses enablers such as developments in digital health technology.

We are cognisant of the need to demonstrate value for money and a continuous quality improvement focus in everything we plan and do. With the collective effort of staff and our HSE colleagues this focus resulted in the Hospital breaking even at the end of 2019 whilst still enhancing services. However, the successful implementation of our strategic plan is somewhat reliant on the external environment, particularly in relation to the funding the Hospital hopes to receive which we acknowledge will be a challenge in these uncertain and unprecedented times. Whilst the Hospital continues to experience financial challenges we will continue to advocate for a "right sized" budget for the Hospital as the major health provider in our region and to ensure we deliver on this strategy for our patients.

Finally I would like to acknowledge the support of Liam Dowdall, Chair of the Board of Directors along with the members of the Board who give selflessly of their time to support, advise and engage with myself and the Executive Management team along with the wider hospital through their subcommittees and presence at key hospital events.



Lucy Nugent
CEO





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Access

The greatest challenge the Hospital faces each year is improving access for patients in the face of increasing demands for our services. Improving access across both scheduled and unscheduled care requires a rigorous programme of quality improvement. In unscheduled care, there was a renewed focus on process within the Emergency Department (ED), on the time it takes a patient to be assigned a bed and an intensive focus on our discharge pathways.



251,455
Outpatient visits



52,398
ED attendances

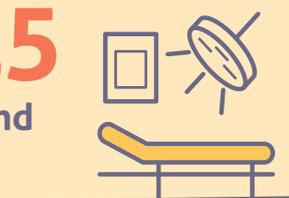


31,000
Daycase procedures



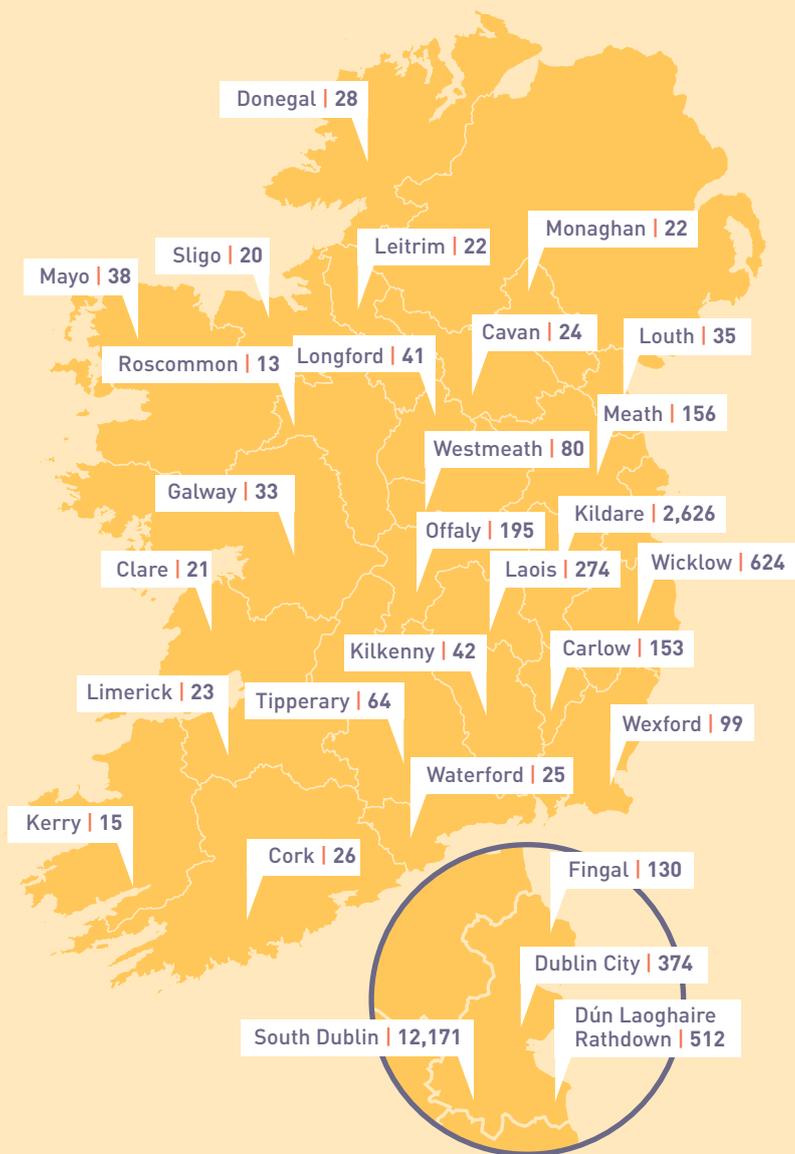
17,886
Inpatient admissions

8,225
Surgeries and
procedures



1,002
Patients
TREATED EVERY
24 HOURS

Inpatient Admission by Area/County



Most Common Diagnosis Requiring an Inpatient Stay

- Respiratory Infection
- Chronic Obstructive Pulmonary Disorder (COPD)
- Kidney & Urinary Tract Infections
- Stroke
- Neurological Disorders
- General Collapse
- Dementia
- Hip Replacement
- Hip & Femur Procedures
- Headache

162,500
Diagnostic images taken

280,000
Medication dispensed

Age Profile of Patients

The average age on admission

	56	MALE
	59	FEMALE

Samples Processed in the Lab

Total test number
26.7 million

2019

Continued

52,398 **↑3%**
ED ATTENDANCES

No of patients
75+ years of age **+3%**

↓1,600 LESS PATIENTS
ON TROLLIES

PET Times +95min

MEDICAL AVERAGE LOS
↓2.4 days

Waiting lists

INPATIENT **↓ 3%**
DAYCASE **↓ 14%**
OUTPATIENT'S **↑ 3,199**
ENDOSCOPY LIST **3,151**
ROUTINE PATIENTS **↑ 1,072**
ENDOSCOPY
ROUTINE PATIENTS **↓ 49%**

251,455
OPD ATTENDANCES

66,060
NEW OPD ATTENDANCES

↓4,700
RETURN APPOINTMENTS

In 2019 the number of Adult ED attendances increased year on year by 3%. This is a continuing trend for the last number of years and the expectation is that this will continue into the future. There were 17,886 inpatient admissions. Patients were admitted from every county in Ireland. The admissions from outside the local area were mainly related to tertiary referrals. The number of patients over 75 years also increased by 3%. The age profile of the Hospital's patients has transitioned from a younger population to a gradual progression to an older age profile. This demographic trend presents both challenges and opportunities for the Hospital. As we transition into 2020 and beyond, the focus of the Hospital remains on the refinement of existing pathways within the ED and the development of new ones.

Hospital 8am trolley numbers decreased with over 1,600 less patients on trollies at 8am in the ED compared to 2018. Over the last 18 months there has been an intensive focus to ensure that our patients reach their bed in a timely manner. This reduction in trolley numbers is a result of this work which will continue to improve patient transfer times. Challenges around bed capacity and the availability of single rooms resulted in a growth in our patient experience times (PET) by an average of 95 minutes for admitted patients. Growth in PET times are affected by the challenges in capacity.

Delayed transfer of care remains an ongoing issue for the Hospital, challenges in funding for long-term care beds during 2019 contributed to the bed pressures within the organisation. Under the Winter Action Team 7 access to Home Care Packages and nursing home funding improved as the focused winter measures in the community started.

As previously stated there were a number of quality improvement project initiatives in Q3 and Q4 2019, with a focus on patient flow. The benefits of these initiatives can be seen with the improvements in Medical Length of Stay (LOS) and in the earlier identification of available beds for the ED. The Medical Specialty Allocation Meeting which started in June 2019 has resulted in a reduction in the medical average LOS.

With the year on year increasing activity within the ED, striking a balance between scheduled and unscheduled care is a perennial challenge. However during 2019 there was focused efforts to expand the number of surgical procedures. Year on year the inpatient and daycase waiting lists are down 3% and 14% respectively. The reduction in these lists is a combination of targeted in-sourcing waiting list work and outsourcing patients with the assistance of the National Treatment Purchase Fund (NTPF). The waiting lists grew in the final months of 2019 due to ED admission which limited the Hospital's ability to list routine elective patients for treatment. Ring-fencing of beds remained in place until the final two months of the year.

The outpatient waiting list grew by 3,199 patients in 2019. OPD attendances for 2019 was 251,455. Predominantly the growth in the waiting lists was in the first six months of the year and the waiting lists stabilised in the second half of the year, due to the waiting list initiatives funded by the NTPF. New attendances grew by 526 patients to 66,060 with return appointments falling by over 4,700 patients. The Hospital continues to maximise outpatient access and continues to work with the NTPF to process the reduction of waiting lists.

Endoscopy lists grew from 2,051 in January 2019 to 3,151 in December 2019. Growth in the waiting list is in the routine category which grew by 1,072 patients in 2019. Capacity remains the biggest single factor in relation to the growth of the waiting list. The outsourcing of routine patients is the main source of routine waiting list clearance and this body of work will be increased in 2020. Surveillance waiting list validation has resulted in the removal of 49% of patients from the list with an estimated saving of €207,000.



The Rynd Suite

Over 120,000 people attend the Phlebotomy Department in the Hospital each year to have their bloods taken – as the Hospital becomes increasingly busy, this number will continue to grow. After some planning and refurbishment of the space previously occupied by the Diabetes Service a new specially designed Phlebotomy Department opened.

The Rynd Unit* is made up of four bright spacious phlebotomy rooms, capable of facilitating up to eight patients at a time, there is also an infusion lounge. The new environment provides greater comfort for patients improving their overall experience. The introduction of appointments via the Swift Queue System has also proved very popular with patients as they can now choose a time that suits them best to have their test.

The expanded space also offers an improved working environment for the Phlebotomy team with improved process and workflow, the introduction of new technology supports improved patient identification and sample labelling.



** Named after Mr. Francis Rynd, a surgeon and native of Dublin he worked as a surgeon in the Meath Hospital and is credited with inventing the hypodermic injection in 1884.*

Cardiology Day Ward

As the Hospital balances capacity challenges and the demands for its services a new innovative service has opened up in the X-Ray Department. The Cardiac Catheterisation Laboratory opened a Cardiology Day Ward. The Day Ward is in close proximity to the Cath Lab and will ensure that Cath Lab Day service will not be impacted by escalation of inpatients to the Day Ward. The new Day Ward opened in January and cares for Patients undergoing Cardiac procedures, Coronary Angiograms, Pacemaker and Implantable Defibrillators.

This innovative use of space that became available reduces the risk of cancellation due to lack of day beds, reversing the trend of growing waiting lists. It allows for quicker access to appropriate care for our patients while enabling service development and growth for our Cardiology Service.



Pictured from left to right in the new Day Ward were Mr. Eoin Power, Operations Manager; Katrina Crotty, Staff Nurse Cardiac Cath Lab; Frances O Neill, Staff Nurse Cardiac Cath Lab; Elma Kirwan, Business Manager Cardiology; Carmel O Callaghan CNM2, Cardiac Cath Lab. Dr. David Mulcahy, Consultant Cardiologist; Jodi Richardson, Cath Lab Team Leader and Ellyn Morgan, Staff Nurse Cardiac Cath Lab



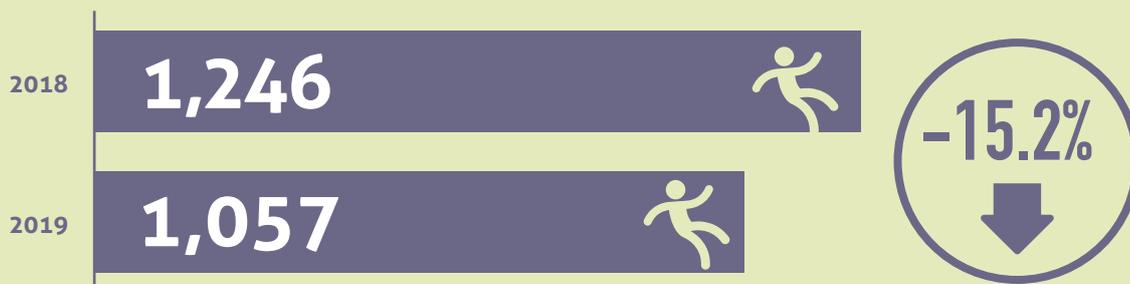
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Integrated Care

Integrated care places the patient front and centre of the patient journey. It is a key component of the Hospital strategy and ensures that patients are provided with a simple and seamless healthcare journey. With this approach, the Hospital is embracing the Sláintecare ethos of right care, right place, and most importantly at the 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.



Patient Falls Reported During a Hospital Stay



Public Health Talks

INCREASE IN THE NUMBER OF
COMMUNITY HEALTH TALK EVENTS

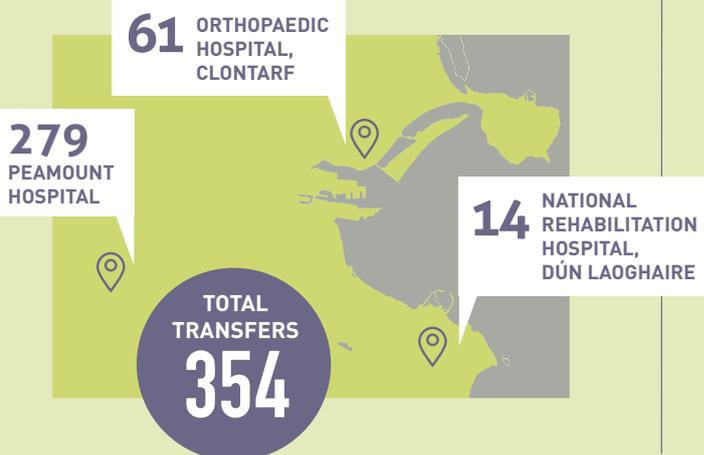


COPD Outreach

986 
Patients reviewed

357 
Attended Pulmonary
Rehabilitation Group

2019 Hospital Transfers for Further Rehabilitation



Sláintecare –
DEPARTMENT OF
HEALTH APPROVES
FOUR TUH PROJECTS



GEDI Team Assesses

2,400
patients



WITH **800** DISCHARGED FROM THE ED

ExWell Classes

9,671

PATIENT ATTENDANCES
(JAN - DEC 2019)



NTPF funded Health &
Social Care
Professions waiting
list initiatives

530 
Patients assessed

361 
removed from
Consultant
waiting List



At a national level TUH is guided by the principles of the HSE Integrated Care Programmes. Locally TUH 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 running of the Hospital and the health of our community.

The most significant event during 2019 for integrated care was the announcement of funding by the Minister for Health for Sláintecare projects. Over 477 applications for projects were submitted nationally with 122 projects successful in securing funding. Four of these announced projects were for TUH, and one additional project linked to the national Neurology programme.

The Hospital is focussed on developing services and patient pathways that cater for the aging and growing population around TUH. Older people are higher consumers of health services and whilst specialists need to provide this care it does not always have to be provided in the Hospital. Plans for the rollout of the projects will start in early 2020.

Heart Failure Service Integrated Care Project

The Heart Failure Service in TUH was established in 2003. This physician-led, nurse-managed service has successfully reduced readmission rates, reduced length of stay and improved both the quality of life and life expectancy for patients with heart failure.

The new Sláintecare project will establish integrated partnerships to join together the full range of heart failure services in the CHO 7 area, including GPs, community health, an Advanced Nurse Practitioner and a Clinical Nurse Specialist along with other multidisciplinary team members. This has the potential to make a positive contribution to the delivery of care closer to home rather than in hospital. Integrated Care Programmes (ICPs) such as this one will prevent hospital admission by identifying patients at high risk and permitting implementation of strategies to manage their health needs without the need for inpatient hospital stay.

ICPs impact positively by improving key aspects of the way services are provided to frail older people and those in end-stage heart failure pathways, permitting early involvement, as appropriate, of palliative care services. This project will ensure a quality accessible service to the patients living with heart failure.

Integrated Community Chest Pain Clinic (ICCP)

The Hospital has a high-level of ED use by residents in the area with 40% of household's surveyed indicating use of the adult ED in the previous 12 months and approximately 26% of those who attend are subsequently admitted. This is a key driver of sustained emergency access pressures.

There are no similar clinics in Ireland. Approximately 1,400 patients a year are referred to the TUH ED by their GP with chest pain. Another circa 900 self-refer. The vast majority are very low risk and therefore are subjected to lengthy waiting times in the ED.

This service is led by an Advanced Nurse Practitioner (ANP) and provides a consult service to the ED and Acute Medical Assessment Unit. The Registered ANP has the autonomy to discharge the appropriate patients without consulting a medical practitioner. Discharged patients are referred for further evaluation in the nurse led chest pain clinic within 72 hours.

This project will provide an alternative avenue for low risk chest pain assessment by using a nurse led chest pain clinic in the community setting thus avoiding attendance at the ED. The service can be accessed by all GPs in the TUH catchment, and is not linked to a particular GP practice. This project builds on the eight year expertise of the TUH chest pain service in assessment and diagnosis of this patient group and expands this novel service model to the community, in a truly integrated fashion.



Integrated Care for Patients Presenting with Leg Ulcers

The Hospital has 800 new patients on the vascular outpatient waiting list, with over 400 return patients. There were almost 8,000 outpatient department vascular attendances in 2019. Approximately 25% of attendances are related to leg ulcers. The vascular team have estimated that by developing this integrated care initiative. The Hospital could reduce this OPD attendance rate by 50%. Once implemented this initiative has the potential to give the Hospital a net gain of over 900 OPD appointments each year, significantly reducing the waiting times for patients.

Moving to an integrated service where patients are primarily managed in the community by appropriately trained nurses (with co-ordinated access to Consultant expertise/advice as required), represents a new approach to the care of leg ulcers in CHO 7. This new approach will provide trained Clinical Nurse Specialists and Public Health Nurses in the community, providing an efficient, effective, timely referral pathway, enabling GP clinics to refer patients to an appropriate referral centre within an acceptable geographic radius of the GPs clinic.

This represents a more appropriate way of delivering care for this group of patients.

Advanced Nurse Practitioner for the Development of Male Lower Urinary Tract Symptoms & Benign Urology

Urology waiting lists have increased by 80% in recent years and unfortunately TUH currently has one of the longest urology waiting lists nationally. The development of a new integrated referral Pathway for Male Lower Urinary Tract Symptoms (LUTS) and a secondary care nurse-led urology clinic for benign urological symptoms will provide an increasing volume of urological care in the primary care setting. This will contribute to a reduction in Outpatient Waiting times. This project will result in the development of a shared care model with GPs, a reduction in the number of outpatient visits per patient. Improved access to services for non-urgent patients and greater cost efficiencies for the Hospital. The rollout of this project is planned for 2020.



Liz O'Neill, Clinical Nurse Specialist that works as part of the Integrated Care Service for patients presenting with leg ulcers

“**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.**”

Focus on Safer Mobility

Falls are the most commonly reported incident within the HSE with 28,714 falls being reported in 2016. Over 11,000 of these take place in the acute care settings and can cause serious injury such as hip fracture, traumatic brain injury and death. Falls can also cause non-physical harm to the patient such as the fear of falling, for old patients with multiple co-morbidities even a 'minor' fall can have a detrimental effect in terms of rehabilitation progress and increased length of stay in hospital.

In support of the Falls Prevention Service which has been operational in the Hospital since 2007 and the increasing frailty of our patients the HSE Nurse Practice Development Unit provided funding to introduce a Safer Mobility Coordinator post for one year. This post was taken up by Audrey Cronin, CNM2 in Age Related Healthcare. Audrey worked with a multidisciplinary Falls Team to reduce organisational falls.



Pictured from left to right Jodie Keating, CNSp in Falls Prevention Service, Dr. Paul McElwaine, Consultant Geriatrician and Audrey Cronin, the new Safer Mobility Coordinator



**15.2%
REDUCTION
IN FALLS** ↓

Four Legged Visitors

The Charlie O'Toole Day Hospital started a new initiative in 2019 that proved very popular with both patients and staff. Baxter, a Collie / Retriever cross is visiting each Monday morning with his owner Orlaith Kenny.

Pet therapy can improve patients' wellbeing and break barriers down between patients and helps to initiate conversations between patients. The initiative is being made possible by Peata, a voluntary association that are experts in smile therapy!

The visits have started conversations between patients about the pets they own or had when they were younger. Pet therapy has also been shown to decrease anxiety levels, improve mood and also reduce blood pressure among patients. The patients enjoy seeing Baxter and interacting with him, which is evident by the smiles from all the patients (and staff) when he arrives. Baxter and his owner Orlaith have become part of the team in the Day Hospital, everyone looks forward to seeing him.



Pet therapy can improve patients' wellbeing and break barriers down between patients and help to initiate conversations between patients. ”



↑ *Baxter hanging out with Thomas Landy and Thomas Doherty in the Charlie O'Toole Day Hospital*

← *Pictured from left to right are Georgina Hughes, Student Nurse; Geraldine Balestamon Staff Nurse; Orla McWilliams, Staff Nurse; Angela Smith, Health Care Assistant; Rachel Pierpoint CNM 2; Orlaith Kenny, Peata Volunteer; Baxter; Jane Hally CNM 3 and Fiona Tobin, Occupational Therapist*

PANTS for Continence

An audit of patients at TUH in a single day in 2018 highlighted that almost a third (31%) have urinary incontinence, while just 1.6% had a care plan in place. There was an equal number of women and men showing incontinence. The audit also found that more than three-quarters (77%) were on medications that could exacerbate urinary incontinence.

With the correct treatment, massive improvements can be made with Physiotherapy, bladder retraining and advice. To coincide with World Continence Awareness Week a multidisciplinary team ran an awareness and education campaign with the theme of 'PANTS for Continence' - be Proactive, ensure greater Awareness, there is Nothing to be ashamed of, Talk to your doctor or nurse and together we can Solve the problem.

The unique TUH campaign focussed on the three C's of Compassion, Communication and Commitment. Members of the Age Related Department, students and the committee hosted a stand in the canteen and the atrium for staff and the public over two consecutive days. Education was also provided around the Hospital and posters were placed in each sluice room to enable all staff to think before they act in getting a pad or commode.

Working with the Communications Department, the campaign was brought out to the wider community through a short video by Professor Rónán Collins, Consultant Geriatrician and Ms. Lisa Smyth, Consultant Urologist which was widely shared on social media. Some of the team also attended the TUH stand at Tallafest the annual community festival held in Tallaght Village. With an estimated attendance of over 10,000 attending the event, it was a great opportunity to get the continence message out and it was very well received by those visiting the stand.

The aim of the campaign was to highlight any issues and encourage people to ask for help through their nursing and Medical Professional, GP or Physiotherapist. Using the tag of #Pants2Continence on the campaign it demonstrated an audience reach of over 1.2m using multiple social media platforms.

A Continence Care Card is now handed to each patient on admission and further education is being rolled out by the different disciplines across the Hospital. The card will prompt each patient and/or their family to raise any issues with nursing and medical staff.

PANTS

- ✓ Proactive
- ✓ Awareness
- ✓ Nothing to be ashamed of
- ✓ Talk to your doctor or nurse
- ✓ Solve the problem



Members of the multidisciplinary team involved in the Continence Campaign. Pictured from left to right are Dr. Paul Mc Elwaine, Consultant Geriatrician; Fiona Tobin, Occupational Therapist; Professor Sean Kennelly, Consultant Geriatrician; Ruth Mc Collum; Senior Physiotherapist; Bernadette Corrigan, ADON; Christina Cernat, 1st year Nursing Student; Louise Kelly, CNMII on ED GEDI team; Sinead O Reilly, Secretary for Association of Continence Advice; Eileen Doyle, CNS in Urodynamics; Rachel O Byrne-O Reilly, CPC; Deborah Fitzhenry, CNMII in Gerontology and Professor Des O'Neill, Consultant Geriatrician

Respiratory Service

From September 2018 to September 2019 TUH participated in a Quality Improvement initiative in conjunction with the National COPD Collaborative. The initiative involved 19 hospitals across Ireland working together to improve patient care for patients with acute exacerbations of COPD (AECOPD).

A core multi-disciplinary Quality Improvement team of Dr. John Cullen Consultant in Respiratory & General Medicine; Maeve Murphy HSCP Manager; Sarah Cunneen Respiratory Physiotherapist; Judy Maxwell Respiratory Clinical Nurse Specialist; Ciara Scallan; Sherin Varghese, COPD Outreach CNM; Louise Cullen, COPD Outreach CNS was formed. Together this team worked very closely with colleagues in Emergency Medicine, ICT and Pharmacy.

Participants attended five learning sessions run by the Royal College of Physicians of Ireland which gave the attendees the opportunity to share knowledge with other teams from across the country and learn from each other's projects. A new AECOPD Care Bundle was developed which is being piloted in ED and AMAU and incorporates the DECAF prognostic score that aids Healthcare Professionals in decision making around patient discharge. The AECOPD Care Bundle also includes a Drug Kardex where systemic corticosteroids and bronchodilator therapy can be prescribed. It promotes the use of oral medications where possible.

Although the National COPD Collaborative has come to an end the TUH Respiratory Quality Improvement team continues to meet regularly and remains committed to improving care for patients admitted with AECOPD.



Pictured below (L-R); Maeve Murphy HSCP Manager, Dr. John Cullen AMU Consultant, Sherin Varghese COPD Outreach CNM, Louise Cullen COPD Outreach CNS and Sarah Cunneen Senior Respiratory Physiotherapist.

Total Turnaround Time for Pathology Results from the ED

A significant amount of medical decisions are based on results from the laboratory analysis of specimens. In 2019 a joint laboratory and ED continuous improvement working group established a project to improve and streamline the efficiency of taking and sending bloods from a busy ED to the laboratory for the benefit of staff and patients.

Following the creation of an audit template, areas were identified that had the potential for significant improvements. To date the team has completed a number of initiatives to improve the transport time for samples from the ED to the Laboratory. The team has also completed a cycle of sample labelling training. The results of the repeat audit demonstrated an average reduction of 15 minutes in the total turnaround time for emergency bloods, a significant sustained improvement.



The results of the repeat audit demonstrated an average reduction of 15 minutes in the total turnaround time for emergency bloods, a significant sustained improvement.



Home Haemodialysis

In March, 2019 Clinical Nurse Specialists and Consultant Nephrologists within the renal service restarted the Home Haemodialysis training programme. Home Haemodialysis offers significant benefits over conventional dialysis treatments including:

- Freedom from attending the Hospital for treatment three to four times a week
- Need for less medicines to control blood pressure, anaemia and phosphate
- Less need for dietary restriction (when done frequently)
- Improvements in Neuropathy (nerve damage) and Restless Leg syndrome
- Better sleep and quality of life
- Need for less admissions to hospital
- Longer survival

Most importantly it empowers the patient to do their dialysis treatment in their own home, at a time that suits them and fits in with their lifestyle.

Women's Preventative Health

TUH provides a nurse led hysteroscopy service. Colleen Byrne one of the Advanced Nurse Practitioner Candidates (ANP c) completed a Post Graduate Diploma in Diagnostic Hysteroscopy & Therapeutic Management and in doing so has become the 3rd Nurse hysteroscopist practicing in Ireland and sole nurse hysteroscopist in the Dublin region.

This makes an enormous difference for suitable patients undergoing hysteroscopy in the outpatient setting and avoiding admission as a daycase procedure. Colleen also practices independently in the service of insertion / removal of Mirena intrauterine systems and is involved in training of other health care professionals and GPs in this role. In addition to this she has started a Nurse Led ring pessary clinic which provided access for women in a timely manner and results in freeing up of appointments spaces for more complex cases.

The nurse specialists, along with other members of the multidisciplinary team, in Women's Health have also participated in the Let's Talk Health Series of community talks. Feedback from this engagement has been extremely positive and it would be hoped that the service can continue to provide education and supports with more sessions in 2020.

Department of Endocrinology & Diabetes Medicine

All endocrinology and diabetes outpatient activity and clinical activity is now based in the Simms Building in Tallaght Cross. The service has gone from strength to strength since the move in 2018.

In August 2019 the Department of Endocrinology & Diabetes officially celebrated the opening of the Robert Graves Exhibition, supported by The Meath Foundation and TUH executive management. The Robert Graves Exhibition will be permanently displayed in the John Barragry Seminar Room for the benefit of patients and staff alike. In this modern, purpose built building in a community setting, the team provide clinics for a complex group of conditions including Type 1 Diabetes, young, high risk Type 2 Diabetes, thyroid, reproductive, pituitary and adrenal endocrinology.

They are also running as a number of other highly specialised clinics including bone and lipid metabolism. The next goal for the team is to provide a paper-light, high quality, patient oriented "one-stop-shop" with the addition of an onsite phlebotomist and laboratory for the outpatient clinics.

Another highlight for the service in 2019 was for Dr. Lucy-Ann Behan, Consultant Endocrinologist, to receive a grant from the Trinity MedDay fund to support the purchase of an ultrasound machine for the fertility and thyroid patient group. The department has continued to have a high research output in 2019.



Pictured from left to right at the official opening of the Robert Graves Exhibition were Prof. John Barragry; Mairéad Shields, Chair of the Meath Foundation; Lucy Nugent, Chief Executive of TUH and Professor James Gibney, Consultant Endocrinologist

Community Engagement

Working with the TUH Patient Community Advisory Council (PCAC), medical staff and Health and Social Care Professionals across the Hospital, community engagement has gone from strength to strength each year. 2019 was by far the busiest year with Community Health Talks an indicator of the growing demand for education and awareness on the health conditions our community and their loved ones are living with.

Feedback at the talks continues to be very positive with a four new community venues coming on board during the year to host events.



Pictured at the Tallaght Health Fair in Fettercairn Community Centre from left to right Áine Lynch; Director of Nursing TUH; Claire Noonan, Gerontology Registered Advanced Nurse Practitioner; Lucy Nugent, Chief Executive TUH; Suzanne Green, Stroke Clinical Nurse Specialist; Nicola Cogan Stroke Clinical Nurse Specialist and Joshi Dookhy Registered Advanced Nurse Practitioner in Memory Service



Excellent talk in layman's language

Great speaker and pitched at the right level

Great talk, could have listened to that man all evening

Thank you so much for taking the time - sometimes doctors are too busy to explain things

First class

Very clear and relaxed delivery

I care for my husband and mother and could really relate to what the speaker was saying

Informative and most importantly positive

– Quotes from those attending health talks

2019 Schedule of Talks

SPRING /SUMMER



	Date	Topic	Speaker	Location
MARCH	12 / 03	Kidney Health for Everyone Everywhere	Dr. Peter Lavin, <i>Consultant Nephrologist</i> ; Oonagh Smith, <i>Renal Dietitian</i>	Tallaght Library
	19 / 03	The Fundamentals of Healthy Eating	Dr. Conor Kerley, <i>Dietitian</i>	Exercise for Wellness Tallaght Leisure Centre
	20 / 03	Managing Long Term Illness & Minding Your Mental Health	Professor Brendan Kelly, <i>Consultant Psychiatrist</i>	Tallaght Library
	26 / 03	COPD - How to Manage this Chronic Lung Disease	Dr. John Cullen, <i>Consultant in General Internal & Respiratory Medicine</i>	Killinarden Community Centre
APRIL	2 / 04	Minding the Skin You Are In	Carmel Blake, <i>Clinical Nurse Specialist in Dermatology</i>	Old Bawn Community School
	10 / 04	Arthritis, What Is It & What You Can Do About It	Patricia O'Neill, <i>Clinical Nurse Manager</i> ; Stephanie Naramore, <i>Candidate Advanced Nurse Practitioner in Rheumatology</i>	Durkan Suite - An Cosán
	25 / 04	Stroke: Causes, Symptoms, Diagnosis & Treatment	Professor Rónán Collins, <i>Director of Stroke Services</i>	Kilnamanagh Family Recreation Centre
	15 / 04	Men's Health Looking under the bonnet'	Mr. Rob Flynn, <i>Consultant Urologist</i>	Firhouse Community & Leisure Centre
	16 / 04	How to look after your Liver	Dr. Anthony O'Connor, <i>Consultant Gastroenterologist</i>	Tallaght Library

AUTUMN /WINTER



	Date	Topic	Speaker	Location
SEPTEMBER	10 / 09	How to be happy in the real world	Professor Brendan Kelly, <i>Consultant Psychiatrist</i>	Tallaght Health Fair, Fettercairn Community Centre
	16 / 09	Brain Health	Professor Sean Kennelly, <i>Consultant Geriatrician</i> and Joshi Dookhy, <i>Advanced Nurse Practitioner candidate in Memory Assessment & Support</i>	Trustus Day Centre
	17 / 09	Managing Asthma	Professor Stephen Lane, <i>Consultant Respiratory Physician</i>	Tallaght Library
	18 / 09	Mental Health & caring for the carer	Professor Brendan Kelly, <i>Consultant Psychiatrist</i>	Tallaght Library
OCTOBER	01 / 10	Keeping active as we age and how to avoid slips, trips and falls	Dr. Paul McElwaine, <i>Consultant Geriatrician</i> ; Siobhan Quinn, <i>Physiotherapist</i> ; Fiona Tobin, <i>Occupational Therapist</i>	St. Kevins Resource Centre
	07 / 10	The Bowel - what you need to know and why?	Dr. Anthony O'Connor, <i>Consultant Gastroenterologist</i>	Killinarden Community Centre
NOVEMBER	06 / 11	Cancer – what is it and what can be done to treat it'	Liz O'Connell, <i>Haematology Advanced Nurse Practitioner & Sylvia Macken, Clinical Nurse Facilitator in Oncology</i>	Firhouse Community & Leisure Centre
	07 / 11	Diabetes, what is it, can it be prevented and how to live with it	Dr. Matt Widdowson, <i>Consultant Endocrinologist & General Physician</i>	The Front Room, Jobstown Community Centre

In addition to the 'Let's Talk Health' series being invited to the HSE Showcase at the start of 2019, the initiative was shortlisted for a community health and wellbeing award organised by South Dublin County Council at the end of the year. The Endeavour Awards recognise and reward community effort and achievement. Although the PCAC were not successful it was a great endorsement of the initiative and its attempt at improving health and wellbeing in the community.

A wide number of staff across different services in the Hospital covered a range of health topics at the TUH Information stand at TallaFest in June. The event was fortunate to have one of the warmest days of the year so people were more than happy to stand and engage on health topics ranging from dementia to continence and volunteer services.

As well as attending the Tallaght Health Fair, the Hospital was asked to support the event by participating in the organisation committee for the event. The Hospital's Communications Manager, Joanne Coffey joined the committee and worked alongside community organisations and CHO 7. The Hospital's contribution focussed on creating a social media calendar to help promote the event in advance, securing sponsorship and assisting with set up on the day.



Pictured from left to right at the Council Endeavour Awards were Joanne Coffey, Communications Manager TUH; Declan Daly, Patient Representative on the PCAC and Catherine Heaney, Chairperson of the PCAC and Fettercairn Community Health Project Co-Ordinator



6

Enhanced Infrastructure

656,832

Patient meals
DISPENSED ANNUALLY



1,000
Litres of paint

USED TO REFRESH
BUILDING WALLS



7,000



Regular maintenance
call-out projects
completed



16.9 GWh
Gas



12.1 GWh
Electricity
used annually

ENOUGH TO POWER
1,900 HOMES



1/4

million kms
walked by
porters annually



8,007

Medical devices



MANAGED & SUPPORTED
BY CLINICAL ENGINEERING

In 2019 over 500 TUH patients participated in the National Patient Experience Survey (NPES), a strong response rate of 43%. The majority of patients reported positive experiences in the Hospital with 86% of patients saying they had a good or very good overall experience compared with a national response of 84%.

The Hospital scored above the national average for questions on admissions and overall experience, whilst ratings of the other stages of care were about the same as the national average. There were three areas where patients gave significantly above average ratings. For example, many patients said that they were treated with dignity and respect in the ED and they were also given enough privacy whilst being examined and treated. Most patients also reported that all staff wore their Hello My Name is badges.

Whilst the overall majority of our patients were happy with the services the Hospital provide there were areas identified as needing improvement. The majority of patients gave positive ratings of cleanliness of wards and toilets or bathrooms but the Hospital scored below the national average for the two questions covering these areas. This will be a focus for the Hospital in the next year albeit this is in the context of limited funding for the Hospital to support the upgrading of facilities in an aging building. As the Hospital focuses on the longer term, the results of the NPES provides the Hospital with tangible evidence about what matters most to our patients and provides valuable insights into practical examples of where we can improve right now.

Improving the Hospital experience for patients is at the heart of everything we do both as individuals, and as a collective working in an acute hospital. The Hospital remains focused on developing its infrastructure with a priority on projects that will improve access for the most vulnerable patients and prepare for the increasing demands of caring for a growing and aging population.



NPES Survey Results:

86%

PATIENTS HAD A GOOD OR VERY GOOD OVERALL EXPERIENCE

NATIONAL AVERAGE – 84%

There were a number of exciting projects completed and started during the course of 2019 including:

CRY

Approximately two people under the age of 35 die every week in Ireland from Sudden Cardiac Death (SCD). Conditions that cause SCD cannot be cured, but if diagnosed, the risk of death can be significantly reduced. The Centre for Cardiovascular Risk in Younger Persons (CRY) provides comprehensive evaluation and treatment of those diagnosed with, or at risk from heart disease. Increasing demand trends for this service quickly outgrew the available capacity at its location at the back of the Hospital.

In October 2018, the Hospital announced the investment in a unique development opportunity which would enable CRY Ireland to move to a new purpose modern built outpatient facility that would be three times the size of the space they occupied on the TUH campus.

The new facility opened on time and on budget in November 2019 in Tallaght Cross West, across the road from the main entrance of the Hospital. An area that is becoming known as the Tallaght Health Quarter, the Centre is a unique public and private partnership with the Department of Health, CRY Ireland and the Hospital. The additional staff funded by the HSE will reduce the waiting lists significantly for this service – an innovative way of improving services by combining the ambitions of the Health Service, hospital board and philanthropy.



Pictured from left to right at the official opening of the new CRY Centre were Dr. Deirdre Ward, Director of the CRY Centre; Patrick O'Donovan, TD and Minister of State for Public Procurement, Open Government & eGovernment; Lucy Nugent, TUH Chief Executive; Minister for Health Simon Harris TD; Tommy Fegan, Chairman CRY Ireland and Lucia Ebbs, CEO CRY Ireland



“

The presence of a crèche onsite is of enormous benefit to staff working on the TUH campus.”

Accommodating Change

To accommodate the construction of the Paediatric Outpatient & Urgent Care Centre for Children’s Health Ireland (CHI) a purpose built Crèche opened in the spring. The onsite crèche, operated by Nurture Childcare, caters for babies, toddlers and pre-school children up to the age of five. The presence of a crèche onsite is of enormous benefit to staff working on the TUH campus.

The ICT and Finance departments also moved during the year to accommodate the new CHI development on campus. The Seskin Building is located towards the end of Hospital Street, as well as accommodating the ICT and Finance departments it also provides new modern changing facilities for all staff.



Ciaran Faughnan, Director of Facilities & Estates Management doing the rounds and checking out the new crèche facility with Leah O’Connor

Signage at TUH

Attending or visiting a hospital can be a stressful experience for people. When this is combined with the fact that one in six people in Ireland have literacy difficulties finding your way around can be very challenging. To ensure the Hospital provides the best service and experience for patients we need to be as literacy friendly as possible reducing stress levels for patients and visitors.

Following a request by the PCAC the Hospital supported a review of signage around the Hospital Campus by the National Adult Literacy Agency (NALA). The audit involved members of the NALA team visiting the Hospital and putting themselves in the position of a patient and walking their way around the campus to various clinic and department locations.

The NALA audit complimented the Hospital on many positives including the willingness and helpfulness of staff they witnessed throughout the audit stopping to help / guide patients and visitors to the destination they were looking for. The audit also made a number of recommendations which have been taken on board with some changes made immediately, for example the layout of directions on outpatient check in slips. Other recommendations will take time as the Hospital is upgraded.

Tranquillity Room

Since the opening of the Hospital, dedicated rooms / spaces on each ward to accommodate patients and their families were lacking. Family rooms on wards enhance communication and the care experience for patients and their relatives as stated in the Irish Hospice Foundation Quality Standards for End-of-Life Care in Hospitals.

The End-of-Life Coordinator for the Hospital, Ann Hickey, is leading on a major programme of refurbishment throughout the Hospital undertaking makeover projects on each ward as funds become available via Foundations and donations. In 2019 it was the turn of the Crampton Ward with the opening of the Tranquillity Room which was supported through the staff Summer 99 Charity Cycle. The opening of the room is a very important Patient & Relative quality improvement in End-of-Life Care. As a result inappropriate corridor consultation and care has now stopped. The room affords a quiet and comfortable environment where privacy is assured for discussions between patients, family and staff.



ICU

The HSE funded the replacement of 23 Patient Controlled Analgesia (PCA) pumps in 2019 at a cost of €53,000. TUH funded new pre-filled Morphine cassettes for use with the pumps. Pre-filled Oxycodone cassettes and pre-filled Fentanyl cassettes will be purchased and introduced from 2020.

The new PCA pumps give patients greater control over their pain relief. Built-in safety features ensure that the patient can self-administer within a safe limit of analgesia.

New Phlebotomy Department in the Rynd Suite

The Phlebotomy Department at TUH is an incredibly busy one with over 100,000 patients attending the service each year, our GPs in the community accounting for 13% of these attendances.

2019 saw a major milestone for Laboratory Medicine and the staff of the Phlebotomy Department and patients with the move to the refurbished area in the Rynd Suite. Planning for this work started in 2018 and saw input from the Laboratory Manager, Phlebotomy Manager and her Team, supported by colleagues from Estates and Facilities; ICT and Finance departments.

The completion of the move in July resulted in a facility giving comfort to both patient and phlebotomist. The new area provides four well-lit, spacious phlebotomy rooms, and can accommodate eight patients at a time enhancing their overall experience. The expanded space enables the Hospital to provide an improved process and workflow with all blood collection items close to hand and nearby Information Technology supporting patient identification and sample labelling. The waiting area accommodation provides comfortable seating, with designated drinking water fountains and toilets close by.



Enhanced Infrastructure

Hospital televisions offer a welcome distraction during a difficult time. While at home, people watch TV an average of six hours a day. In a hospital, TV viewing increases to almost 11 hours each day. Clinical experts agree that a patient's hospital room plays a role in the healing process and overall satisfaction.

During 2019 the Television screens throughout the ward areas have been connected to the Hospital Chapel. This infrastructure instalment meets the requests of patients and their families to access chapel services and to tune into this quiet reflective space from their beds.

Being able to tune into the Chapel helps to alleviate the pain, discomfort and anxiety hospital inpatients feel.

Rheumatology Department Equipment

The Rheumatology Department at TUH is a national leader in the delivery of diagnostic and therapeutic musculoskeletal ultrasound. The Department commissioned three new state of the art ultrasound machines in 2019 to improve the delivery of one-stop-shop appointments for patients in both the outpatient and inpatient setting. The use of ultrasound ensures that a patient can both be given their diagnosis and receive point-of-care treatment at a single appointment, further enhancing the patient experience.

Renal Unit

The Hospital is now the 2nd largest site for Haemodialysis in the country. It is also a training centre for Home Haemodialysis offering patients the freedom to administer their own dialysis at home at a time that suits them and their lifestyle.

With the projected number of patients needing dialysis it was clear the Hospital needed to plan accordingly. The construction of the new two storey 2,700 m² development renal unit is on target and scheduled to open in Q4 2020.

Tallaght Cross West

At the start of 2019 the Hospital Board formally signed a lease agreement for the development of an ambulatory day surgery unit directly across the road from the Hospital, beside the new CRY Unit.

Opening the day surgery will enable the Hospital to improve day surgery access for patients. The project represents a significant opportunity to take advantage of healthcare innovation and implement the "Hospital without walls" strategy. Upon completion, the Hospital will carry out approximately 80% of day surgery activity in this new setting.

As well as reducing the long wait times for routine surgery it will increase the number of day surgeries, as a teaching hospital this will be welcomed by students and their mentors. It will also support the continuing development of our pioneering daycase and short stay surgeries and provide capacity in a protected elective unit.

The TUH multidisciplinary project team for this project are up and running and are revelling in the opportunity to bring their wealth of knowledge and experience to this very exciting project, bringing the project to a conclusion in Q4 2020.



Artist impression of the new Day surgery unit



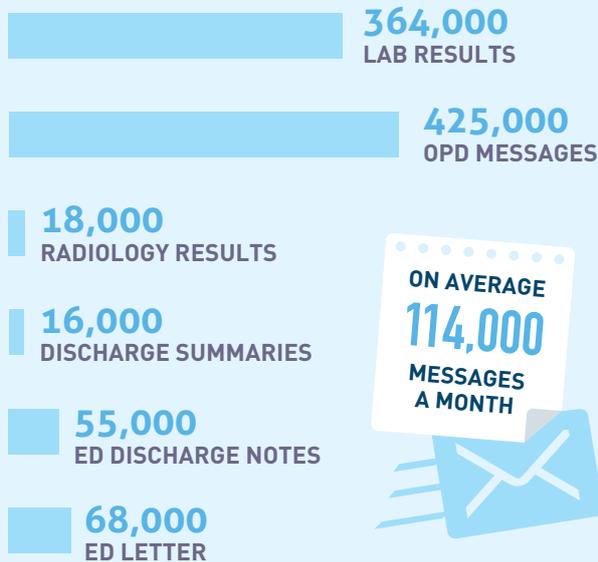
7

Digital Enabled Care

1,371,000

Electronic Messages sent to Healthlink

TO GPs AND PRIMARY CARE CENTRES INCLUDING



ON AVERAGE
114,000
MESSAGES
A MONTH

20,000

E-REFERRALS RECEIVED FROM HEALTHLINK VIA GPs FOR TUH SERVICES



LARGEST AMOUNT OF OUTPATIENT E-REFERRALS RECEIVED (JAN-20)

100%

OF SPECIALTIES SET UP FOR OPD E-REFERRAL IN TUH



200,000+

Text message reminders
SENT FOR OPD APPOINTMENTS



LARGEST NUMBER OF HEALTHLINK DIGITAL SERVICES SENT TO GPs AND PRIMARY CARE CENTRES



OF OPD PATIENTS
Checked in via Kiosks

As demand grows for hospital services the Hospital looks to technology and how it can help to improve access help us to deliver on integrated care. As technology develops it offers us new ways of solving problems and also provide us with financial savings by removing inefficient ways of doing things. In the Hospital strategy published in late 2019 the Hospital set out an ambitious programme of digital transformation which is mapped out in a five stage process.

Project Synergy

Project Synergy is one of the key enablers that will digitally transition the Hospital to an Electronic Patient Record (EPR) over the next five years. Synergy is powered by the Kainos Platform Evolve which will provide clinicians and healthcare professionals with a comprehensive, patient-centric view of the digitised patient record, designed for clinicians with the support of TUH staff.

The programme is now well underway and the EPR team are preparing for Release 1 of the Synergy Platform in October 2020. Release 1 will provide the Hospital with functionality to view and create customised patient lists, view patient appointments, admissions and ED attendances for the patient.

Phase 1 will enable the first key benefit with the replacement of the three legacy unsupported systems and reduce the risk associated with same.

The support, commitment and leadership in developing the EPR has been observed in many areas and this undoubtedly underpins the progress to date.



Atrium Development

As part of the Hospitals ongoing campus developments, a new outpatient check in area has opened on the site of the old reception area. The new outpatient check in area provides more space and privacy for patients to check-in for their outpatient appointment.

Over 120,000 patients use the kiosks each year to check-in for their appointments with the option to use seven different languages. The relocation of the machines provides more space at the reception desk particularly for wheelchair users.



Pictured at the new check in area from left to right, Donal Mac Giolla Phadraig, IT Service Desk Manager and Anne Creaven, Outpatient Manager. Missing from the picture is Simon Gaskell, Senior ICT Application Support Analyst

Single Sign On

We can all appreciate the challenge of remembering login and passwords and the time it can take to wait for systems to 'let you in'. In a bid to reduce the time medical staff spend logging on to old and slow technology, taking up valuable time and creating bottlenecks at nursing stations as clinicians wait to login before they can move on to the next ward area, The ICT team looked at rolling out new technology that would give clinician's a single sign-on, enabling them to access all the different systems required for a patient's care so patient data can be quickly accessed and updated.

Three areas with different needs were identified for the trial; the Acute Medical Assessment Unit (AMAU), Age Related Health and the Oncology Day Unit. Clinicians were frustrated at the slow login procedures to gain access to up to 17 different systems. These included applications such as various patient record systems, medical images, patient admin, ordering, discharge procedures, and email.

Initial results were impressive throughout the pilot project. For example, the AMAU team had initial time savings of 27 minutes. By improving workflows throughout the pilot, this increased to up to 58 minutes for each healthcare professional in every eight hour shift – valuable time that can now be spent with patients.

Healthcare professionals report positive experiences using the single sign-on technology. With a single user ID and password, initial access time to reach the PC desktop has been reduced from over 31 seconds to less than two.

This login then gives access to all the relevant clinical applications for which that user is authorised to access from the desktop without the need for further logins or multiple user IDs and passwords. Staff have described relief at not having to recall a plethora of usernames and passwords during shifts.

Building on initial time savings the project team introduced technology that meant staff could use "tap and go" technology with their staff identification badge delivering further benefits.

Improved governance and oversight is now possible. It is much easier for managers to see who did what task and which patient data was accessed by whom. The audit trail is much more complete should issues arise.

The streamlined single sign-on process made an immediate impact on productivity and was well received by staff. They are hugely positive that they can give a better service to patients.

The plan now is to continue the rollout of the solution to other areas of the Hospital. Clinical and operational return on investment is being measured as the project extends.



Cashless Catering

Working with Catering and Finance, the ICT Projects team introduced cashless payments to the Phoenix Restaurant & Recovery Doc. The rollout is part of the Hospital's ongoing staff and patient experience improvements. With the introduction of the new Manna till system, cashless payments can now be made via Tap Technology in the form of debit/credit cards/smartphones and smartwatches.

The rollout of the new system has brought speedier and safer payments for customers, offering a modern and wider range of payment options, and has enabled customers who would normally not carry cash, use the catering facilities on offer by the Hospital.



Michelle Crummy and Tina Conlon using the new technology in the restaurant

New Patient Drug Chart

After extensive work undertaken as a Quality Improvement project, since August 2018, a new Adult Drug Chart is now completed and ready for roll out across all relevant departments in the Hospital. The project team had a wide multidisciplinary representation which included representatives from Nursing, Pharmacy, Medical Staff, Medication Drug Safety, Dietitian, and clerical. Mentoring was provided by the Quality Improvement Lead.

The Drugs & Therapeutic Committee mandated that a new inpatient drug chart be developed in line with national standards. This would be the last revision of the patient chart prior to the introduction of the Electronic Patient Record. A core part of the project involved a three month consultation to collect the "voice of the customer" from all the stakeholders across the organisation. The project team reviewed all the submissions and developed the content. A designer was engaged who assisted with the layout and colour coding of the various sections to make it more user friendly.

A pilot of the new inpatient drug chart took place in two wards before Christmas. The feedback from the pilot was evaluated and subsequent changes made. The resultant chart is a major change for prescribers that embodies greater scope to impact positively on medication safety for patients. The chart is now divided into easy to use sections such as Antimicrobials and Thromboprophylaxis VTE prevention and encompasses previously separate documents such as Oxygen therapy and Fluid Prescription.

A big change for staff is the use of scanners to send orders from the wards to pharmacy. This will remove the need for duplicate documentation around the ordering process.

Other ICT Projects

2019 was a very busy year for ICT projects with new initiatives that have enhanced patient care and staff to deliver this care. Projects such as the **Scan 4 Safety** project now ensure that patients care is greatly enhanced.

A new system called **Brainomix** was introduced, this provides an image that makes interpretation of stroke easier for the treating clinician and radiologist. Other initiatives such as the **new Phlebotomy appointment booking system** now means that patients can book their appointment online for tests. With over 100,000 patients attending this service each year empowering them to select a time / date that suits them with a guarantee that they will be in and out within 20 minutes and enhances the overall patient experience as well as improving process and workflow in the Department.

Another part of ICT's role is to **upgrade existing systems to the latest versions** so that they can continue to support high levels of care and support to patients. In 2019 projects for upgrades were completed on iPMS, ICIP in ICU and AccuScience Temperature Control system and AQUIRE Point of Care Blood Gases in the Laboratory.



8

Research & Innovation

TUH research is internationally recognised and the Hospital has developed strong academic partners. The process of developing a research strategy started in late 2019 and it will be published in 2020. This strategy will encourage and foster hospital led creativity and innovation and support our research strategy. The Hospital has a long history of innovation, commencing with the work undertaken by the base hospitals, the Meath and Adelaide who were early adopters of new methods of care, opening a dedicated centrally located Innovation Hub in November 2019.

Medical innovation promises new ways to prevent, diagnose and monitor health problems, as well as develop new medications and devices to manage and cure diseases. Medical innovation will also assist in increasing knowledge and transforming existing processes to better serve changing needs and expectations of patients and staff. The context within which the Hospital delivers healthcare is increasingly complex and challenging. Technological innovations, the challenge of environmental changes, the changing demographic patterns we see within our local catchment and other external factors are all shaping the way healthcare will be delivered in the future.

TUH is well placed to respond to these challenges, we need to drive innovation and create new ways of delivering care.

Innovation will enable problem solving and provide creative insight which will empower TUH to look at things from a different perspective, regardless of whether we are changing a process, developing a new product, refreshing strategy or finding an original way to stay competitive. The vision is for TUH to become a magnet hospital for innovation, where public sector and private industry identify TUH as a leader in healthcare Innovation.



Medical innovation promises new ways to prevent, diagnose and monitor health problems, as well as develop new medications and devices to manage and cure diseases.



2019 Highlights

A team of researchers led by Professor Mark Little at TUH and Trinity College Dublin have coordinated a successful H2020 bid with a value of €4.05m for a collaborative project involving 23 partners across Europe, linking healthcare data in autoimmune disease. Irish funding support through Enterprise Ireland, Health Research Board, the Irish Nephrology Society and Meath Foundation provided the basis for this application, which was ranked joint first of over 1,700 research applications.

HEalth data Linkage for ClinicAL (HELICAL for short) is a MSCA innovative training network comprising 17 academic and nine non-academic/industry partners for early stage researchers in the field of Healthcare Data Linkage. HELICAL exploits recent advances in data science to link research datasets with longitudinal healthcare records, based on the robust ethical foundation required for linkage studies using near-patient data, to address key experimental questions.

Exploitation of these opportunities is currently limited by a shortage of researchers with the required informatics skills and knowledge of requisite data protection principles. HELICAL addresses this unmet need by developing a trans-sectoral and interdisciplinary programme with training in analysis of large datasets, using autoimmune vasculitis as a paradigm.

The HELICAL training programme focuses on three complementary areas: application of informatics to large datasets to gain new biological insights; translation of biological into practical clinical outputs and identification of the novel ethical constraints imposed on such studies and development of strategies to manage them.

In terms of patient care, HELICAL researchers will foster a precision medicine approach in vasculitis by developing tools that can identify and predict disease flare and inform the clinician about opportunities to increase or discontinue immunosuppressive medication. The approach will also identify therapeutic strategies that target relevant components of the immune system and blood vessel wall, leaving intact the ability to fight infection and malignancy. Additionally the researchers aim to develop technology that will deliver self-management tools via the patient's smartphone.



Emerging Investigators

Dr. Natalia Munoz-Wolf from the School of Medicine, Clinical Medicine, Trinity Centre for Health Sciences, TUH was announced as one of the recipients of the Health Research Board emerging investigator awards. The awards are designed to create a pipeline of researcher leaders who will improve health, influence clinical practice and inform health policy across a range of areas. The awards are extremely popular with just 11 awards and 45 eligible applications received, four out of the 11 awards were selected from Trinity.

Her research project entitled: Harnessing the power of the Gut-Lung Axis: How Dietary Short-Chain Fatty Acids Balance Inflammatory Outcomes in Chronic Obstructive Pulmonary Disease ('DiSBIO-COPD'). The project aims to develop new treatments for Chronic Obstructive Pulmonary Disease (COPD), a lung condition that is the third cause of death worldwide and affects over half a million people in Ireland. Respiratory infections are common in COPD patients and trigger COPD flare-ups that lead to serious trouble breathing and can be difficult to treat. Excitingly, we have uncovered an intriguing new connection between the microbes in our gut: the gut microbiome, and the way our lungs fight these infections. This project will investigate how this 'gut-lung connection' influences infections and flare-ups in COPD. Understanding how an imbalanced gut microbiome affects the lungs in COPD is important so we can develop nutritional approaches to correct this imbalance and ameliorate COPD symptoms. This project holds great potential for the rapid development of low-cost nutritional therapies for management of COPD that could benefit over 250m people worldwide.

Speaking about the importance of the HRB emerging investigator award for her research, Dr. Munoz-Wolf said "I've always been motivated by the thrill of new discoveries and a strong expectation that my work could make a difference in peoples' lives. This HRB Emerging Investigator Award will allow me to carry out my research at the forefront of respiratory immunology and microbiome to develop innovative therapies for COPD and other respiratory diseases."



“I’ve always been motivated by the thrill of new discoveries and a strong expectation that my work could make a difference in peoples’ lives.”

Dr. Natalia Munoz-Wolf, School of Medicine, Clinical Medicine, Trinity Centre for Health Sciences, TUH

Laboratory Medicine

The Laboratory Medicine Department continued with its ongoing commitment to improvement in the area of pre-analytics and extended this to the expanse of post-analytics. In 2019 another PALMSoc (Pre/Post Analytic and Laboratory Medicine Society established TUH in 2018) study day was held at TUH in conjunction with the Clinical Biochemistry Unit TCD.

The event was attended by over 150 medical scientists, doctors, nurses, phlebotomists and medical laboratory aides. Presentations were made from international guests Dr. Mads Nybo (Denmark) and Dr. Michael Cornes (UK) in addition to National experts in their field, Dr. Mary Keogan Clinical Lead National Pathology Program, Dr. Gerard Boran TUH Consultant Chemical Pathologist and Dr. Rama Srinivasan, TUH Consultant Chemical Pathologist.

The study day was an opportunity to present results from the national survey on the post analytical phase and the management of critical result notification completed via the PALMSoc. The survey had an 85% response rate and produced some very interesting results. In addition the study day allowed for the opportunity to present data on the current collaborative projects the Laboratory Medicine department is involved in: Review of total turn-around times for pathology results for a very busy ED and the review of sample labelling practices for critical samples in conjunction with the endoscopy department.

Innovation Hub Opening

The hub opened in November and was developed with the support of volunteers from Amazon Web Services (AWS). Its opening supports the Hospital's strategy to encourage and develop leading creativity and innovation in healthcare delivery.

The Innovation Hub is a centrally located permanent place in TUH where ideas can be developed, where mentoring and education can be provided, and where an inventory of ideas can be maintained and progressed. The space will also act as a health information hub for staff, patients and visitors.

Leadership in research and innovation are central to delivering better care, and this will build upon the Hospital's reputation to attract and retain talented people. The creation of the space demonstrates the potential of what the Hospital can do by working with our community.

AWS has provided the latest technology to the hub to support the development of innovative ideas, including Alexa driven voice recognition devices and Kindle devices, and AWS data centre employees assisted in the preparation and construction of the project.



“ Leadership in research and innovation are central to delivering better care ”



Pictured at the launch of the TUH Innovation Hub were from left to right Karen O'Neill, Programme Manager with AWS and one of the volunteers that worked on the Innovation Hub cutting the ribbon with Lucy Nugent Chief Executive of TUH



Pictured from left to right at the launch of the TUH Innovation Hub which many of our stakeholders attended including Thomas Stone, Principal of TU Dublin Tallaght Campus, Lucy Nugent, Chief Executive of TUH and Catherine Heaney, Chair of the TUH Patient Community Advisory Council and Fettercairn Community Health Project Co-ordinator



Patient Diaries

Over the last number of years there has been increased awareness around the long-term survival and quality of life of patients following critical illness with a significant amount of patients suffering from psychological and emotional distress.

In 2019 the nurse-led ICU Patient Diary was introduced in the Intensive Care Unit as a strategy to help patients in their emotional and psychological recovery following critical illness in reducing the incidence of Post-Traumatic Stress Disorder (PTSD). The nurse-led ICU patient diary involves a daily entry from nursing staff, members of the multidisciplinary team and family members to fill in the gaps in a patient's memory following critical illness. To date there has been significant positive reports from both patient' and families who have received their ICU Patient Diary.

Speech & Language Therapy Innovation

The Speech & Language Therapy (SLT) Department with the support from colleagues in MPCE, Gastroenterology and ICT, established the first Pharyngeal High-Resolution Manometry (PHRM) service in the country.

Existing instrumental examinations used in the Hospital to examine swallowing, includes videofluoroscopy and fiberoptic endoscopic evaluation of swallowing (FEES), but do not evaluate swallowing pressures within the pharynx and upper oesophageal sphincter. The addition of PHRM to the SLT Dysphagia clinic provides objective data on biometrics of swallowing, expanding the scope of dysphagia assessment and diagnostics in line with international practices. This yields a more comprehensive and objective evaluation and greater diagnostic accuracy which supports clinical decision making and evidence based intervention for patients with swallowing disorders.

Nursing & Midwifery Quality Care-Metrics in the Operating Theatres

The Operating Theatre Department were the first department in TUH to embrace the Nursing & Midwifery Quality Care Metrics. Training of theatre CNMs and implementation started in 2019 with the support of the Nurse Practice Development Department (NPD) and the Nursing and Midwifery Planning and Development Unit. This new initiative provided an effective tool to measure the quality of nursing clinical care against a National set of evidence based standards which is conducted on a monthly basis. This enabled the identification, in real time data, of key components of clinical practice that require improvement to ensure continuous quality improvement. Learning from the implementation in the operating theatre department was shared with NPD to ensure a smooth roll out of Nursing Metrics in other departments across the campus.

Meath Foundation Research Fellowship

This fellowship was awarded to Julie Keane, Senior Speech & Language Therapist in the Stroke Service in 2017. She completed her research fellowship on the topic of exploring multidisciplinary perspectives on risk and comfort feeding in the stroke and geriatric population between 2018 and 2019. To date this research has been presented in oral and poster format internationally and nationally at the Dysphagia Research Symposium in San Diego, the Irish Association of Speech and Language Therapists (IASLT) Biennial Conference and it is soon to be presented at the IHF Stroke Study Day 2020. Julie was awarded a poster prize at the IASLT Biennial Conference for this research and is currently preparing for publication.



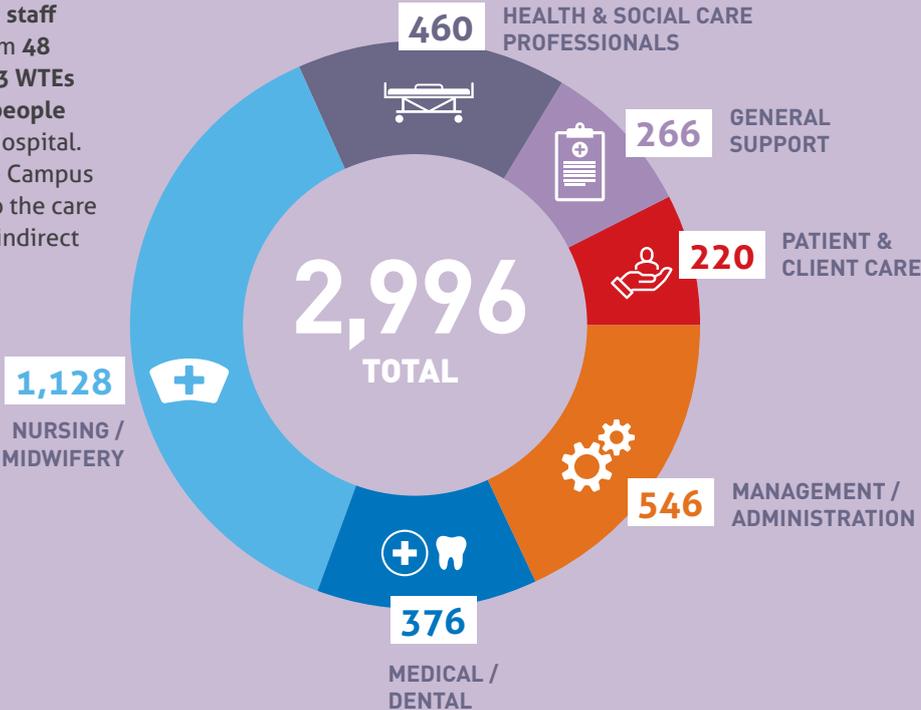
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People

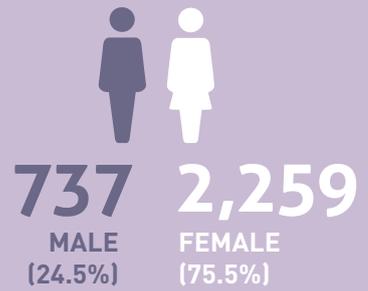
A skilled, satisfied and motivated workforce is a prerequisite to high quality care. One of the key tenets of the TUH Hospital Strategy is to focus on the Hospitals CARE values, and implementing the Values in Action (ViA) Programme.

Our Staff by Category

In 2019 TUH employed **2,683 staff** (Whole Time Equivalents) from **48 different countries**. The **2,683 WTEs** equates to **2,996 individual people** who provide services in our Hospital. Staff are employed across the Campus with everyone contributing to the care of our patients on a direct or indirect basis.



Gender Breakdown



Nationalities Represented in TUH

- | | | |
|---------------|--------------------|-------------------|
| Albanian | Finnish | Nigerian |
| American | German | Nigerien |
| Australian | US Guam | New Zealander |
| Austrian | Indian | Pakistani |
| Belgian | Iraqi | Polish |
| Brazilian | Irish | Portuguese |
| British | Italian | Romanian |
| British/Irish | Jordanian | Singaporean |
| Bulgarian | Kenyan | Slovakian |
| Canadian | Libyan | South African |
| Chinese | Lithuanian | Spanish |
| Croatian | Portuguese - Macau | Sudanese |
| Czech | Malawian | Swiss |
| Danish | Malaysian | Venezuelan |
| Egyptian | Maltese | US Virgin Islands |
| Filipino | Mauritian | Zimbabwean |

Classroom and Virtual Training Provided



FACE TO FACE TEACHING

3,574 hours



E-LEARNING

9,700 hours

Values in Action

ViA is a structured culture development programme that aims to make the health service a better place to be – for patients, service users and staff. The programme is part of the office of the Director General, and is a long-term behaviour based approach, using a social movement model, to creating a chosen culture in the health services

They were joined by keynote speaker Dr. Leandro Herrero, CEO of The Chalfont Project and members of the HSE Values in Action's core project team.

The objectives of Values in Action:

1. **Creating a values based health service;**
2. **Installing a platform that works as an operating system to support and enable change;**
3. **Building organisation capabilities for change by embedding new skills and approaches to work;**
4. **Engaging staff for a very specific purpose; to shape the culture in their workplaces by, amongst other things, practicing distributed leadership;**
5. **Staff activism and advocacy; and**
6. **Focused on improving patient experience.**

ViA brings the values of care, compassion, trust and learning to life in the health services through:



Front row from left to right Vera Kelly, HSE National HR Division; Sarah Crehan, HSE ViA National Team; Lucy Nugent, CEO, TUH; Sharon Larkin, Director of HR TUH and Amy Anslow, HSE ViA National Team. Back Row Áine Lynch, Director of Nursing TUH; Rachel Nolan, HR Business Partner TUH; JP Swaine, HSE ViA Team; Emma Finn, HSE ViA National Team; John Kelly, Deputy CEO, TUH and Dr. Leandro Herrero, Chalfont Project

Nine specific behaviours; practicing and spreading these will shape the culture of TUH



Celebrating a Centenary

2019 was an important milestone in the world of Medical Social Work as they celebrate 100 years of medical social work in Ireland. The first record of a medical social worker in Ireland was Miss Winifred Alcock, who happened to be part of a team who worked with Dr. Ella Webb in her dispensary in the Adelaide Hospital. The importance of the role of social work within the healthcare setting has always been acknowledged and appreciated throughout our hospital's history.

As part of the centenary celebrations the social work team had a stand in the main atrium to talk to members of the public and staff about the work that they do and how they can help patients and their families through their healthcare journey.

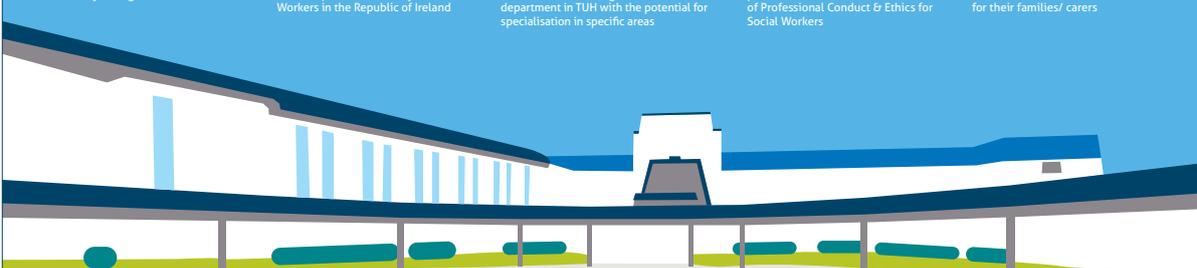


Tallaght University Hospital
An Academic Partner of Trinity College Dublin

Ospidéal
Ollscoile
Thamhlachta

100 Years of Medical Social Work in Ireland

<p>1910s The first Medical Social Worker (also known as almoner) in Ireland was Miss Winifred Alcock. Miss Alcock started as a voluntary almoner in Dr. Ella Webb's dispensary for children in the Adelaide Hospital in 1919</p>	<p>1920s The first fully trained salaried Almoner position commenced in the Adelaide Hospital. In 1922, the Almoner Department recorded 2,300 visits to 889 families and the 'provision of nourishment to 94 cases for genuine hunger'</p>	<p>1930s The introduction of Social Work training in Trinity College Dublin in 1934 and the foundation of the Institute of Hospital Almoners in 1937</p>	<p>1940s The establishment of the Hospitals Commission which introduced the Hospitals Sweepstake to provide funds for employing almoners in the main Hospitals</p>	<p>1950s The implementation of the Health Act 1953 was a turning point in defining the role of Medical Social Work in Ireland</p>
<p>1960s The first Irish postgraduate course in Social Work was established in University College Dublin in 1967</p>	<p>1970s The Irish Association of Social Workers was established in 1971, which is the national professional body for Social Workers in the Republic of Ireland</p>	<p>1990s The amalgamation of the Adelaide, Meath & the National Children's Hospitals in 1998 resulted in a larger Social Work department in TUH with the potential for specialisation in specific areas</p>	<p>2000s National Statutory Registration body CORU was established in 2010 to provide course accreditation and Code of Professional Conduct & Ethics for Social Workers</p>	<p>2019 Today we have 26 Medical Social Workers in TUH providing a service in our adult and children's services and for their families/ carers</p>



TUH WALKways

The TUH WALKways graduation ceremony took place on September 5th 2019 with the Minister for Health, Simon Harris TD, in attendance. Minister Harris spoke very positively of the initiative and also of the Hospital's involvement with it. A group of 10 trainees completed the 2019 programme moving to paid employment or further training to enhance their career prospects.

The Hospital is now in its third year of the programme. Implementing this initiative has had such a positive impact on the working environment of the Hospital with overwhelmingly positive feedback from staff. The interns have developed their employability skills and life-long friendships have been made.



Picture at the 2019 WALKways Graduation Ceremony were from left to right John Kelly, Deputy Chief Executive, TUH; Fiadhnaít Canning, Graduate; Minister of Health Simon Harris TD; Gavin Gilvarry, Graduate and Joe Mason, CEO of WALK

TUH Staff App

With the support of the Meath Foundation a new Staff Engagement App was developed. In such a large hospital there is a very steep learning curve for people joining the organisation as they embed themselves in our processes and organisational culture. Initially trialled with the NCHDs who HR support with a twice yearly intake. The App is a focussed response to meet the information access needs of staff, securely and in real-time both on and off campus. It dramatically reduces the volume of material that needs to be posted to new staff before they join the organisation reducing our carbon footprint further! Assessment following an initial pilot for the July 2019 intake of NCHDs showed a 90% uptake from that group.

The App was then officially launched in November 2019. This was a collaborative project between ICT, HR and medical staff.

“
Best and very useful staff app I have seen so far. Update and so concise, well done, keep up the good work.”



Valerie Duff – HR Recruitment Consultant Medical Division; Mairéad Shields, Chairman of The Meath Foundation; Dr. Gary Bass – NCHD Lead Perioperative & Radiology Directorates; David Wall, Director of ICT; Lorcan Power, ICT Project Manager and Siobhan Larrigan, Head of HR Medical Division

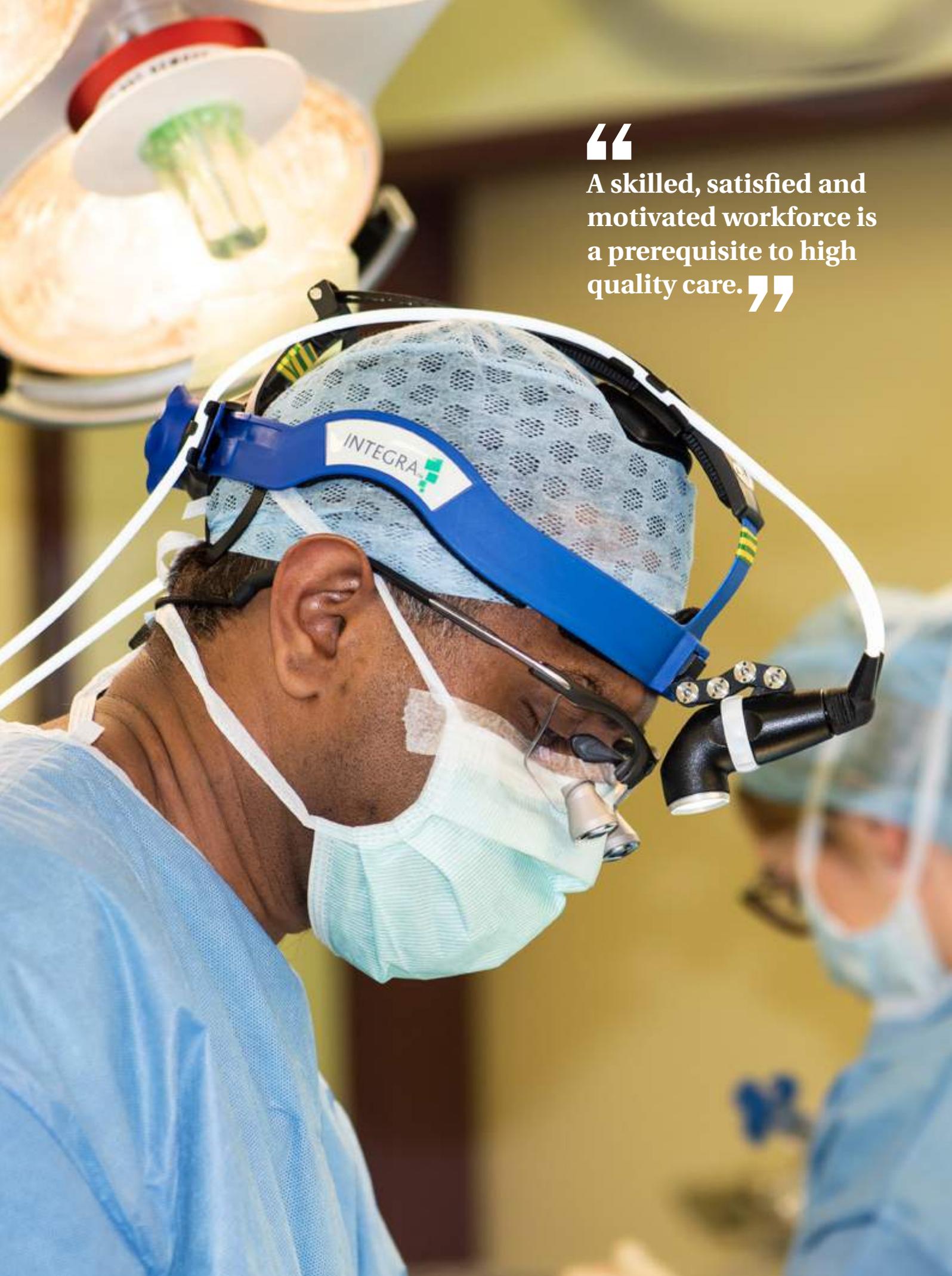
CLD – New eLearning Programmes launched:



Pictured from left to right Dr. Aine Connolly, Senior Clinical Neuro Psychologist, Stroke Services, TUH & Naas General Hospital; Adam Harris, Founder & Chief Executive of AsIAM; Geraldine Kyle, Nurse Tutor in the CLD and Shauna Ennis, Head of the CLD at TUH

Three new TUH eLearning programmes were launched in 2019 in line with the Learning & Development Strategy 2018-2021.

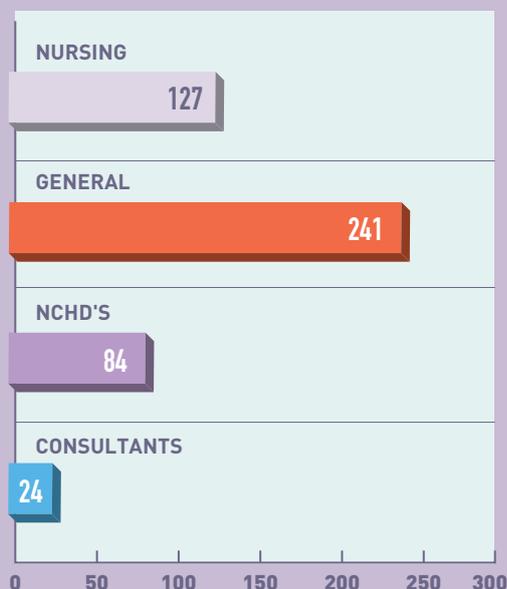
- The new **“Autism Awareness”** eLearning programme was developed with the support of the Nursing and Midwifery Planning and Development Unit (Dublin South, Kildare and Wicklow). The programme was developed in collaboration with Ireland’s leading Autism Charity *AsIAM* and other healthcare experts in Autism from TUH, CHI at Tallaght and Trinity College Dublin. The aim is to enhance the knowledge and skills of healthcare staff interacting with adults and children with Autism in the Hospital.
- The **“Release of Information”** eLearning programme, developed with the support of the Meath Foundation, enables staff to learn about the processes followed in the hospital in releasing information to patients, families, An Garda Síochána and others.
- The **“Clinical Handover”** eLearning programme for all Medical and Nursing staff and Healthcare Assistants aims to enhance the knowledge and skills of staff in undertaking a safe, quality clinical handover of patient care.



“

A skilled, satisfied and motivated workforce is a prerequisite to high quality care.”

Recruitment 2019



Adaptation & Assessment

The Hospital has continued to be successful in recruiting highly qualified, experienced, compassionate nurses from outside Ireland. In 2019, 72 nurses from overseas were successful in gaining registration with the Nursing & Midwifery Board Ireland (NMBI). These nurses are now working in both general and specialist clinical areas across the Hospital.

The knowledge, skill and experience of our existing frontline Staff Nurses and Clinical Nurse Managers who teach, mentor, support and assess is highly valued by the candidate nurses. So is the warm welcome they receive from staff and patients. The Nursing Adaptation Team works closely with HR and the centre for Learning & Development in order to ensure all statutory and professional standards are strictly adhered to. A further 31 candidates were supported by the Adaptation Team to achieve Registration with NMBI, enabling them to work in Nursing homes across the country. This is undertaken in collaboration with the Nursing & Midwifery Planning Development Unit of the HSE.



The Hospital has continued to be successful in recruiting highly qualified, experienced, compassionate nurses from outside Ireland.



Formation Programme for Future Healthcare Chaplains

In 2019 the TUH Pastoral Care Department was chosen to incorporate a new formation programme with a clinical placement for students in pursuing healthcare chaplaincy to meet the future needs of the Health service. With this selection it means the Hospital is leading the training of future chaplain leaders in healthcare. Plans are at an advanced stage to further develop this programme into a Master's Degree level to incorporate research in healthcare chaplaincy.

Students of the Higher Diploma in Pastoral Theology (Healthcare Chaplaincy) have their academic studies at Maynooth College and their clinical pastoral education in the Hospital. The programme of studies is focused specifically on the profession of chaplaincy in a highly complex healthcare system, and within a 21st century pluralist cultural/societal context. The five students have their weekly placement in TUH followed by an intensive 10 week placement at the end of their academic studies. They will be the first students in Ireland to be awarded a HDip in Healthcare Chaplaincy in Ireland.

Launch of the Learning & Development Strategy 2018 – 2021

The Centre for Learning and Development launched the TUH Learning & Development Strategy 2018 – 2021 on May 1st 2019. The Strategy identifies a roadmap for the design and delivery of learning and development opportunities to all TUH staff for the next three years.

The five Key Strategic Objectives are to:

- Provide education programmes that will support staff to progress in their careers.
- Develop new innovative ways to enable learning.
- Develop multi-disciplinary education programmes.
- Expand Information and Communications Technology (ICT) programmes.
- Develop the Leadership Academy to develop future leaders in the Hospital.



Pictured at the launch were (L-R) are: Clodagh McLoughlin, Deputy Head of Learning & Development; Sharon Larkin, Director of Human Resources; Lucy Nugent, Chief Executive and Shauna Ennis, Head of Learning & Development

Launch of the Learning & Development Prospectus

The Centre for Learning and Development launched the TUH Learning & Development Prospectus in October. The Prospectus details the learning and development opportunities available to all staff. Several new education programmes, classroom based and eLearning, were added as part of the TUH Learning & Development Strategy 2018-2021.



Pictured at the launch of the Prospectus were: Tom Martin, Educational Technologist, Cathy Mullen, Resuscitation Training Officer, Sandra Daly, Post-Graduate Administration, Shauna Ennis, Head of Learning and Development, Nuala Clarke, Resuscitation Training Officer (CHI at Tallaght/TUH), Sinead Fagan, CLD Administration, Sharon Larkin, Director of Human Resources, Joanne Coffey, Communications Manager and Clodagh McLoughlin, Deputy Head of Learning & Development.

Anti-bullying event

TUH launched a Dignity at Work Awareness Week which coincided with the HSE Anti-bullying Day held on February 28th. The aim was to increase employee awareness about the Hospital policy on Dignity at Work and to remind all staff of our key values which states "Respect for each other" and our branding "People Caring for People". We highlighted the importance with regard to respecting and valuing colleagues and patients. The programme included presentations to staff, a stand in the canteen, updates in the staff newsletter, TouchPoint and screensavers and training for managers on how to deal with an incident of reported bullying/harassment in the workplace.



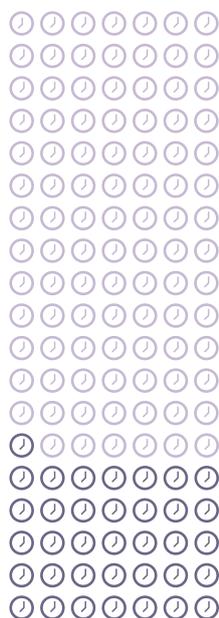
New Education Programmes

Four new classroom based education programmes were developed and launched in 2019 to further enhance the knowledge and skills of staff and to support quality patient care:

1. Change Management Education Programme
2. Mentoring Workshop
3. Managing the Disciplinary Process up to and including Conducting Disciplinary Investigations
4. Conducting "Trust in Care Investigations".

CLD Training Delivered

The total number of training hours delivered in 2019 amounted to 13,274 of which 3,574 was face to face teaching delivered by CLD staff both in the CLD itself and across the Hospital Campus and 9,700 which was through E-Learning.



9,700

HOURS OF
E-LEARNING
TRAINING

3,574

HOURS OF
FACE TO FACE
TEACHING

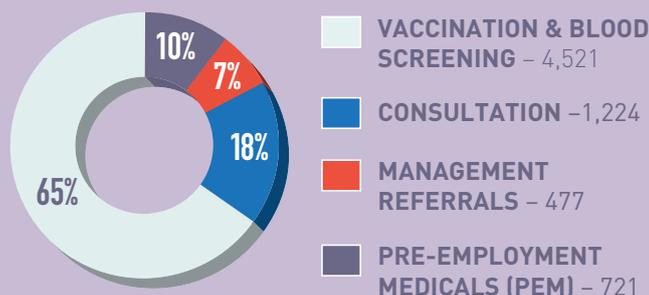
TOTAL **13,274**

Occupational Health & Wellbeing Department (OHWD)

The primary role of this Department is to protect the staff of the Hospital from possible adverse effects of work, by identifying hazards and controlling risks while also maintaining and promoting the health and wellbeing of staff.

The Department launched the staff smoking cessation programme and the Critical Incident Stress Management programme which offers debriefing and follow-up for staff following a critical or traumatic incident. The graph below outlines the overall activity level of the department during 2019.

Activity Levels 2019



The Health & Wellbeing Officer role is now incorporated into the OHWD taking overall responsibility for leading the work of the Healthy Ireland Steering group. In 2019 the group continued to focus on the key priority of staff health and wellbeing. There have been ongoing efforts to promote physical activity in TUH included events such as National Fitness Day, Steps to Health, bike for your breakfast, pilate classes, staff exercise classes and the Operation Transformation programme.

Maintaining the mental health and wellbeing of the staff is so important to ensure that they in turn can continue to care for our service users. A 'Going home checklist' based around caring, listening and improving work life was introduced to encourage reflection and mindfulness at the end of each working day. It highlights the importance of looking out for each other and making sure that time at home is to rest and recharge. A series of art classes and lunchtime talks also provided staff with resources to manage the stressful environment in which they are often working.

Employee Wellbeing Talks for 2019

<p>MARCH</p> <p>An Overview of Hospital Pensions</p>	<p>APRIL</p> <p>Self Care for the professionals</p>
<p>MAY</p> <p>Money Skills for Life</p>	<p>AUGUST</p> <p>The importance of good sleep</p>
<p>OCTOBER</p> <p>Alcohol and your health</p>	<p>DECEMBER</p> <p>Wellness at Work</p>

Other Health and Wellbeing Initiatives



Series of LUNCHTIME ART WORKSHOPS



Installation of THREE CHILLED WATER FOUNTAINS



LITTLE THINGS mental health campaign



STAFF CHOIR



STAFF SMOKING CESSATION SERVICE commenced in 2019 and is available through the OHWD



CRITICAL INCIDENT STRESS MANAGEMENT (CISM) Policy launched which outlines the process to follow and supports available for staff following a traumatic or critical incident



TUH Heroes

The second annual *TUH Hero Awards* took place on June 21st 2019 and was a wonderful celebration. A total of nine awards were presented, six of which were nominated by staff, one by patients and the final two were nominated by the Chief Executive.

This annual programme recognises and celebrates staff from across every discipline who contribute to the care of our patients and the smooth running of the Hospital.

Staff are nominated and/or selected by their peers and departments for work that supports the Hospital ethos of People Caring for People to Live Better Lives, making a positive impact and going above and beyond in their roles. In addition, in acknowledgment of the close relationship with our community, we have a separate category for patients to nominate members of staff. These staff members would be people they have encountered during their patient journey in the Hospital.



Chief Executive Lucy Nugent and Director of HR Sharon Larkin with the 2019 TUH Heroes following the awards ceremony held on June 21st, the 21st anniversary of the Hospital opening



PEOPLE CARING FOR PEOPLE

Angela Smith, Health Care Assistant, Charlie O'Toole Day Hospital

Submissions were made by a number of Angela's colleagues in the Charlie O'Toole Day Hospital who said "She is incredible, empathetic and caring, she has an unfailing reputation for fairness and unfailing appreciation of patient autonomy. She takes time to get to know the patients and is passionate about her work in the Hospital."



UNSUNG HERO

Gerry Claffey, Therapy Assistant, Burkitt Ward

Rationale from Gerry's submissions said 'Gerry quite simply brightens up patient's days, he places patients at ease, is kind and compassionate and motivates patients to fully participate in their rehabilitation. He is forever helpful and a very valued member of the team.'



SERVICE EXCELLENCE

Cora Healy, Medical Records Department

The Medical Records Department is not often thought about by people, but they perform an essential role in the healthcare journey of all patients. In her role in Medical Records, Cora deals with staff and families at what is a very emotional time. In the submission received reference was made to the "Extra mile Cora goes to in order to help junior staff and patients. In her role in the death notifications office she treats the bereaved with kindness, empathy and in particular with professionalism."



MENTORING AWARD

Professor William Torreggiani, Radiology

Professor Torreggiani received a number of nominations from colleagues throughout the Radiology Directorate. In summary *“Professor Torreggiani is an exemplary member of staff and a wonderful teacher to all Registrars. He commits two hours every week (before the working day) to teaching registrars throughout their four-year training scheme. No matter how busy he is, his patience never wavers nor his encouragement of our continued learning. Outside of teaching, he is never short of new ideas and advice on research which he actively encourages. His door is always open, he is an exemplary role model.”*



TEAM OF THE YEAR

Aseptic Pharmacy Team

The Aseptic Pharmacy Team is made up of pharmacists, pharmacy technicians and cleaners. They work under difficult conditions in clean rooms with no natural day light preparing cancer drugs for patients. *“This team prepare medication for some of our most vulnerable patients taking great care and vigilance in their work, preparing up to 1,000 doses of chemotherapy each month.”*



TEAMWORK AWARD

Mel Gallagher, Radiology

Submissions were made by a number of Mel’s colleagues for his *“Great leadership qualities and vision over the last 20 years at TUH. He is an advocate for staff and patients and for the core values of the Hospital, he makes a positive impact in all that he does and is valued team player.”*



PATIENT EXPERIENCE

Volunteer Coffee Shop collected by Marie Barnes a longstanding volunteer at TUH

There were a large number of nominations for the volunteers all of which referred to the *‘Friendly and caring welcome’* the entries were best summed up by this comment *‘These ladies give the gift of their time. They are courteous and polite providing service with a smile. They light up my day when I’m down.’*

CEO Awards



Sandra Daly is an administrator in the Robert Graves Post Graduate Centre at TUH. Commenting on this award, Lucy Nugent, Chief Executive of TUH said:

“ Sandra is receiving this award because she represents the ethos of all the values and ethics of Tallaght University Hospital. In your role in the Graduate Centre you take the greatest of care in supporting the doctors of the future as they embark on their medical careers. During your career here in the Hospital you have operated to the highest standards and your commitment to the Hospital is deeply appreciated.”



Jessie Burke is the Decontamination Lead in the Hospital. Commenting on the presentation of this Award Ms. Nugent said:

“ Jessie received this award as recognition not only for the calibre of service she provides but more specifically for going above and beyond in the service she provides. This was most recently illustrated as she came into the Hospital on her annual leave when we had an unannounced HIQA inspection demonstrating the excellent service she provides as a leader in her role as Decontamination Lead.”

Volunteers Lunch

There was a lunch for Volunteers on November 8th 2019. Volunteers from Pastoral Care, Meet & Greet, Arts, Coffee Shop and the Daffodil Centre. This is an annual event to acknowledge the Volunteer's valuable input in various areas of the hospital. Members of the Executive Management Team and the PALs hosted this lunch, serving and chatting with the Volunteers.

A Volunteer committee has been established and the first meeting will take place in March 2020. This committee will look at recruitment of new Volunteers and potential expansion of the volunteer function. This committee will also have input in funding requests from the Volunteer funds.

Change in Nursing Uniforms 2019



In line with our name change to Tallaght University Hospital in 2019 and as part of the 21 year anniversary of the Hospital opening, new uniforms for Registered Nurses and Health Care Assistants were commissioned.

A committee representing all nursing grades agreed a contemporary nursing uniform that reflects the professional values of the nursing service. The uniform consists of a tunic that is available in a lightweight or normal fabric. The TUH crest features on each tunic. A new style of trousers has been designed and is available to match the uniform. The undergraduate general student nurse uniform features a TUH logo along with a Trinity College Dublin logo. The Combined Children's and General Programme (CGIDP) undergraduate student nurse uniform includes a National Children's hospital logo along with a TUH and Trinity College Dublin logo.



Director of Nursing Áine Lynch pictured with staff in the new uniforms, from left to right

- | | |
|---|--|
| ① Rachel Ní Bhairead , Student Nurse - White with pale blue piping | ⑥ Sindhu Cherian , Clinical Nurse Manager 2 - Navy with jade piping |
| ② Fiona Hennessy , Clinical Placement Coordinator (CNM 2) - navy with white piping | ⑦ Teresa Clohessy , Health Care Assistant - Grey tunic with navy piping |
| ③ Sarah Fall , Clinical Nurse Specialist - Maroon with navy piping | ⑧ Jocelyn Barasona , Clinical Nurse Manager 1- Navy with Adriatic blue piping |
| ④ Lisa Dunne , Clinical Nurse Manager 3 - Navy with red piping | ⑨ Aisha Ali , Staff Nurse - Blue with navy piping |
| ⑤ Claire Noonan , Registered Advanced Nurse Practitioner - Green with navy piping | ⑩ Finola O'Brien , Clinical Facilitator (CNM 2) - Navy with yellow piping |

Christmas 2019

Ever conscious of the staff and patients that do not get to spend Christmas with their families, the level of Christmas festivities in the Hospital grows each year.

The music programme in the atrium managed by the Arts and Communications Departments was the busiest yet with performances in the Hospital in the Atrium or Phoenix Restaurant. The annual Christmas Tree Competition continues to grow in popularity with the creation of the annual video capturing the creativity with the backing track of the TUH Heartbeats Choir reaching an audience far and wide across the globe.

Additional support was provided this year by volunteers from AWS InCommunities who helped to prepare book bales for the Hospital volunteers which fund the purchase of a Christmas gift for each patient.

The TUH and AWS volunteers also wrapped each patient gift which was delivered to the wards in time for distribution on Christmas morning ensuring everyone received a gift on Christmas Day.





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Awards & Achievements

“ The achievements of an organisation are the results of the combined effort of each individual. ”

Vince Lombardi

This is a short summary of some of the achievements of our colleagues working individually and together as teams, all collectively working towards the shared goal of people caring for people to live better lives.



Pictured from left to right at the awards were Mr. Tim Collins, CEO of the Irish Heart Foundation; Mairead Holland-Flynn RANP OHWB; Victoria Jones, HI lead; Karl Henry, Health & Fitness Expert; Gemma Duignan, Food & Beverage Manager; Sarah McCormack, HI National Programme Lead and Ian O’Gorman Head of Catering & Patient Food Services

Double Gold for TUH

Established in 2016 the Staff Health & Wellbeing Committee continue to focus on promoting a more physically active workforce and encouraging healthier behaviours. For the third year in a row their work was recognised at the annual Irish Heart Foundation Workplace Awards where they received a Gold Award in the Active@Work category.

At the same awards the combined efforts of the Catering and Nutrition & Dietetics Departments were presented with a Gold Award in the Happy Heart Healthy Eating category. The award recognises the enormous work that has been undertaken by staff to create a healthier workplace environment through the promotion of healthy eating. TUH was one of two organisations nationally to attain gold accreditation in both of these categories.

HSE Excellence Awards

Each year the HSE invite staff working in the health system to showcase innovation and the efforts staff make to deliver better services with easier access and higher quality care for patients. Whilst TUH did not win this year, three projects that were submitted were invited recently to the Mansion House to a showcase event to talk about their projects, the differences they made for patients / staff and key learnings. The event was a marvellous opportunity to learn about other initiatives and highlight the work being undertaken at TUH. The quality and diversity of projects at the event is testament to the ongoing excellent work and innovation happening in the health service nationally.



Pictured from left to right at the HSE Excellence Showcase Event were Joanne Coffey, Communications Manager TUH; Ailish Claffey, Dancer in Residence TUH; Alison Baker Kerrigan, Arts Officer; Ciaran Young, Vice Chairman of the PCAC; Cathy McHale Clinical Nurse Specialist in Gerontological Nursing and Martina McGovern, Senior Social Work Practitioner in the Integrated Care Team for Older Persons

The three TUH submissions invited to the showcase were:



Insights into Dementia – Informing & Empowering Family Carers

There are over 2,000 people living in the Tallaght Area with Dementia and with a rapidly aging population this number is on the increase. The project team wanted to develop a pathway for those who support persons with a dementia in the Tallaght area as prior to their initiative there was no support group available for carers in the Tallaght area. This project is an example of integration between the Hospital, community and voluntary personnel. The team was trained by the Alzheimer's Society of Ireland to run the programme, with all the services working together to identify, refer and support families with dementia in the local area. With the involvement of the Hospital, families can receive timely post diagnostic support in a local group.

This project was led by Cathy McHale, Clinical Nurse Specialist, Dept of Age Related Healthcare and Martina McGovern, Senior Social Work practitioner, Integrated Care Team and Fergus Timmons, External Learning & Development Manager, The Alzheimer's Society.



The Dance Back Home

This project was all about improving the patients experience through a partnership between our National Centre for Arts & Health and our Dancer in Residence. The documentary that was produced demonstrated the participatory and inclusive nature of dance for all and its intrinsic value in terms of health and wellbeing. The dancer in residence worked with patients attending the day hospital, staff and carers of the Age Related Health Care Unit in addition to physiotherapists and stroke recovery patients at TUH. Collaboration between all parties was key in a project such as this. The film was commissioned by South Dublin County Council and first screened at Rua Red Arts Centre as part of the Sensing Movement symposium for Dance and Health in 2017.

The project was led by Ailish Claffey, Dancer in Residence Deirdre Glenfield, Artist in Residence and coordinated by Alison Baker Kerrigan, Arts Officer.



Supporting a Healthy Community

The context for this initiative was a request from our Patient Community Advisory Council (PCAC) to bring healthcare out into the community to inform / educate our community on the chronic health conditions that exist in our area. The series of community talks which started in 2017 with seven talks, there were 17 of these talks hosted in the community in 2019.

The talks continue to prove extremely popular in the community with enormous multidisciplinary support from staff across the Hospital. The PCAC is composed of groups representing the Community along with staff of the Hospital the current membership include community members: Catherine Heaney (Chair), Fettercairn Community Health Project; Ciaran Young (Vice Chair), Community Member special interest in the patient experience; Marie Price Bolger, Trustus; Fran Keyes, Tallaght Travellers, Primary Healthcare Programme; Jim Lawlor, South Dublin County Council Public Participation Network; Maureen Callan, Volunteer Representative and Declan Daly, Patient Representative. TUH Members: Carol Mullins (Patient Advocacy), Áine Lynch (Adult Service), Joanne Coffey (Communications), Amanda McCormack (Children's Service).

This project is led by Joanne Coffey on behalf of the PCAC.



Irish Healthcare Centre Awards

The Irish Healthcare Centre Awards held in Dublin provide an opportunity for healthcare centres across the country to showcase their work to a national audience and to be recognised for their achievements in patient care and staff excellence. In 2019 TUH had six entries shortlisted and came away with three national awards including:

1. Healthcare Initiative – Lifestyle Project – TUH WALKways

2. Healthcare Initiative - Outpatient Initiative of the Year - TUH Designing a Better Model of Care for Outpatients with Functional Gastrointestinal Disorders (FGID)



*The FGID team
Dr. Anthony O'Connor, Consultant Gastroenterologist;
Elaine Neary and Sarah Gill, Dietitians and Sinead Feehan, Nutrition & Dietetics Manager*

3. Healthcare Initiative - Patient Safety - TUH Review and Improvement of the Total Turnaround Time for Pathology Results from a Very Busy Adult ED



Back Row: Pictured from left to right Brendan Malone, Assistant Director of Nursing; Brian Murray, Senior Medical Scientist; Dr. Gerard Boran, Consultant Chemical Pathologist; Dr. Michael Jeffers, Consultant Histopathologist; Robert Cannon, Clinical Nurse manager Adult ED; Lorraine McMahon, Chief Medical Scientist; Michael Kelly, Chief Medical Scientist; Fionnuala O'Dwyer, Quality Manager Front row: Catriona Duffy, Senior Medical Scientist; April Walsh, Clinical Facilitator Adult ED; Sandra Hartigan, Clinical Facilitator Adult ED; Ann Leonard, Quality Manager and Kinjal Ghia, Medical Scientist

National HR Leadership & Management Awards

First time entrants to these national awards the HR Department submitted two entries and both were shortlisted finalists in the Best Public Sector HR Initiative category. They were the TUH Walkways Programme and TUH Heroes Awards. The Walkways Programmes not only won the Best Public Sector category and the overall Excellence in HR Award as the Best Public Service Initiative.



Sharon Larkin, Director of HR; Marie McCarthy, HR Business Partner and Vicki Hogan, WALK Programme Co-Ordinator



First time entrants to these national awards the HR Department submitted two entries and both were shortlisted finalists in the Best Public Sector HR Initiative category



Staff Awards & Achievements

Beverley Clancy, clinical facilitator in our Cardiac Care Unit was a joint winner of the research award at the Irish Nurses Cardiovascular Association scientific meeting which was held in St James's Hospital. She presented on "Exploring recipients experiences of living with an ICD". Jingli Li, a staff nurse in the Cardiac Care Unit also won a prize for her poster at the same event.

Clare Horgan, received an award at the 38th Annual International Nursing & Midwifery Research & Education Conference at the RCSI Faculty of Nursing and Midwifery for her poster, entitled 'Exploring the lived experiences of patients with multiple myeloma'.

Registered Advance Nurse Practitioner Shirley Ingram won the Clinical Excellence Award for the best clinical case presentation at Euroheartcare in Milan. Shirley presented at the international conference on 'Rheumatoid Arthritis, and the risk to the coronary tree of life'.



Pictured from left to right at the presentation were Tina Hansen, President of Association of Cardiovascular Nurses & Allied Professions, Shirley Ingram, RANP Cardiology at TUH and Jennifer Jones, Scientific Programme Chairperson

Young Pharmacist of the Year Award

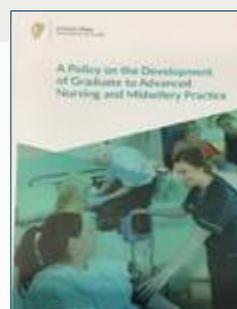
Marguerite Vaughan was awarded Young Hospital Pharmacist of the Year Award at the annual Hospital Professional Awards in June. The Hospital Professional Awards showcase the extraordinary talent and hard work which hospital professionals throughout Ireland undertake every day. The awards are a recognition of excellence and best practice throughout the secondary care sector and feature countless examples of how that excellence has led to improvements in patient care.



Marguerite Vaughan

TUH cANP presents at launch of National Graduate to Advanced Nursing Practice Policy

Philomena McAuley cANP in Acute Medicine presented on the development of her role at the launch of the National Graduate to Advanced Nursing Practice Policy in the Dept of Health on the July 11th 2019.



O'Morain Research Medal

The O'Moráin Research Medal sponsored by the Meath and Adelaide Health Foundations honours Professor O'Moráin for his commitment to research and is presented each year at the last Grand Rounds of the academic year.

The 2019 recipient was Dr. Éanna J Ryan for his research entitled '*Meta-Analysis of the Effect of Extending the Interval after Long Course Chemoradiotherapy before Surgery in Local Advanced Rectal Cancer*'



Dr. Éanna J Ryan with Professor O'Moráin at the presentation of the annual O'Moráin Research Medal

Global Brain Health Institute

Professor Sean Kennelly was presented with the inaugural Trinity College Dublin - Global Brain Health Institute Clinical Teacher Award in May. The award was in recognition of Professor Kennelly's outstanding contributions to the clinical learning experience of the Atlantic Fellows for Equity in Brain Health in the 2018-2019 Academic year.

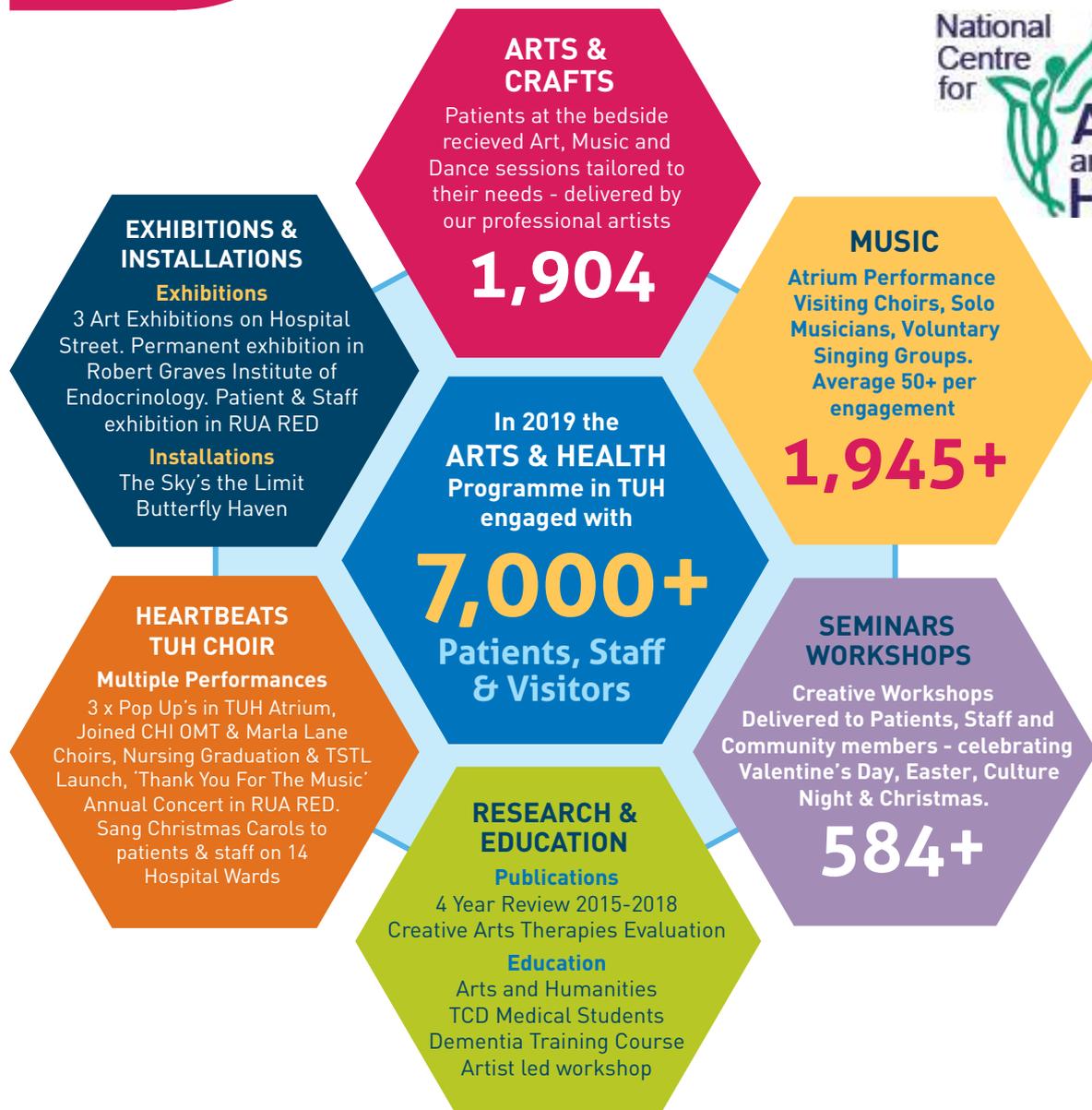


Professor Sean Kennelly



11

Arts & Health



Arts & Health Programme Highlights

The National Centre for Arts and Health (NCAH) exists to improve patient care and to promote the benefits of the arts in health. The centre, located in TUH aims to improve the Hospital experience for patients, explore the therapeutic potential of the arts, build positive links with the local community and make the arts accessible to patients who cannot access traditional arts venues. The Hospital arts programme strives to promote best practice in arts and health, through professional development, evaluation and research. The NCAH also offers consultation and advice to services establishing arts and health programmes and regularly gives presentations on its work, within both medical and arts settings.

Integrated Care

Art Exhibitions, Art at the Bedside including arts project TSTL, Music Programme



Art Exhibitions in TUH

'Approach'

A selection of artworks from the AIB Art Collection

📍 TUH Hospital Street

📅 Jan – May 2019

'APPROACH' exhibition captured the very essence of 'Arts and Health' by promoting wellbeing and cultural access through engagement with the arts in a healthcare setting. It presented a wonderfully diverse selection of stunning Irish artworks on loan to TUH through the AIB Lending Programme, inviting all who attend the Hospital to view creative talents such as Donald Teskey, Jenny Baird, Carmel Benson and many others. The selection included a wide range of mediums from Mixed Media, Etchings, Monoprints, Oil and Drawing on Paper to Lithographs.



Our special thanks to Maureen Porteous, AIB Art Curator for her assistance in making this exhibition possible.



Piia Rossi, *Eastern Truths*, Mixed Media



Donald Teskey, *Driveway with Cherry Tree*, Oil On Paper



Simon Knowles, *Cork Harbour #4*, Mixed Media



Anne Donnelly, *Apples*, Oil on Paper



Carol Graham, *Floodwater Dream*, Drawing on Paper



Jenny Baird, *Tulips and Spots*, Monoprint



Pauline Macey, *Yellow Field 37/50*, Etching

'Sense of Place'

Featuring Artists Fergus Smith and Maeve Doyle

📍 TUH Hospital Street

📅 June – Nov 2019

The second exhibition of 2019 focused on two Dublin artists Fergus Smith and Maeve Doyle (Deceased 2008). Their own unique styles highlighted the specific way each artist viewed their surroundings, life experiences and reflections. Thereby inviting the viewer to witness the artists personal 'Sense of Place' which included well known areas around South County Dublin. Our sincere thanks to Fergus Smith, Roland Doyle and Helen Farrell (custodians of Maeve Doyle's work) for not only sharing these artworks but for their generous donations to the TUH Art Collection.



Fergus Smith presenting his Time-Memory-Space paintings at the launch of Sense of Place exhibition



Bullock Harbour by Maeve Doyle



Adam Harris: CEO of AsIAm listens intently to Artist Sean Hillen describe his photographic montage process. Featured image is from 'The Great Eruption viewed from The Liffey, Dublin' IRELANTIS Series

'Art, Awareness and Autism'

Exhibition by Autistic Artists Ireland

📍 TUH Hospital Street

📅 December 2019 - March 2020

A collaboration between the Centre for Learning & Development and the Arts and Health Programme brought about the third exhibition of the year. The exhibition launched alongside the Autism Awareness eLearning Programme for Staff in December 2019.

'Art, Awareness and Autism' featured (nine) artists from a wider group known as Autistic Artists Ireland with artworks by: Elaine Chapman, Lelia Anglade, Frank Ludwig, Belinda Deutinger, Sean Hillen, Stuart Neilson, Daniela Monza, Paula Hynes and Deirdre Murphy. The artists' work is highly creative, diverse in theme, art medium and format. Many of the artists expressed their own experience of autism through their artworks that is unique to them. The exhibition not only highlights the creative skills of the artists' involved, was inclusive and encouraged a greater awareness and understanding of Autism. The artworks became the link for interesting conversations about autism for our Patients, Staff and visitors to TUH.

Take a moment to imagine...

An array of colourful hot air balloons. Floating... upwards...towards the sky.

A unique vision that creates a sense of peace, joy and calm while capturing the imagination.

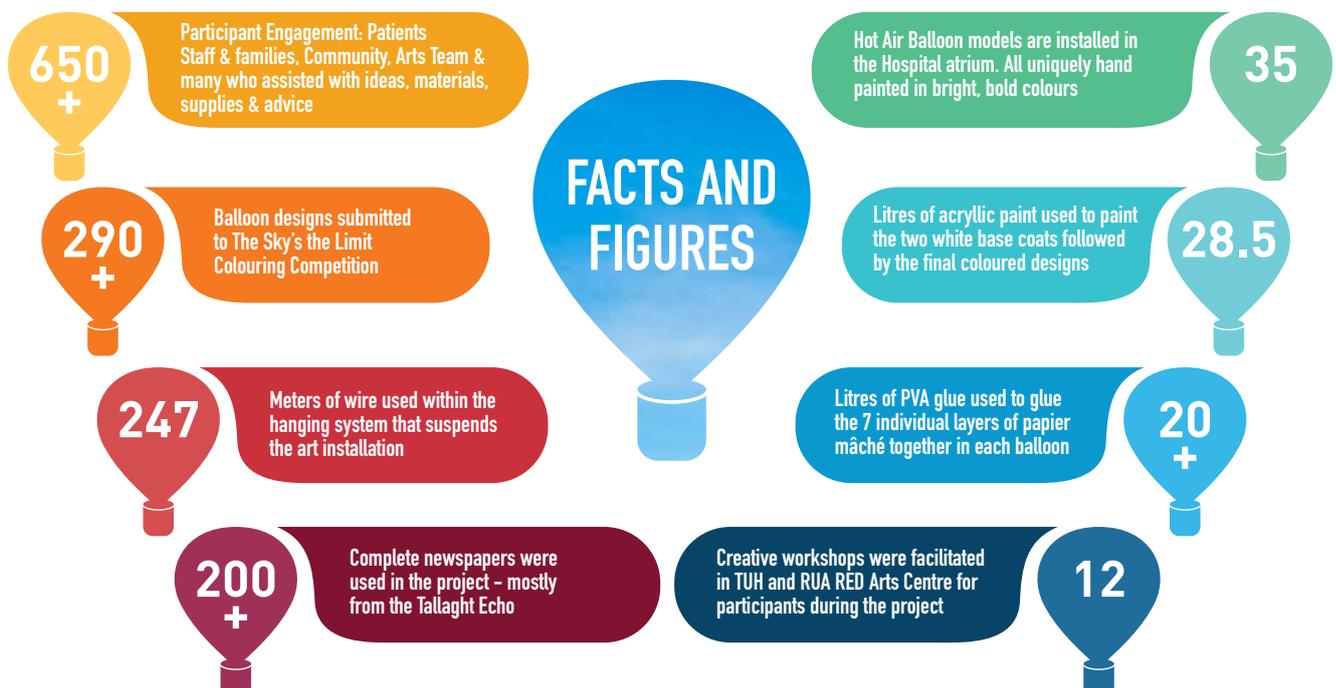


'The Sky's the Limit' (TSTL) Project

An Arts and Health project for patients, staff and the community.

TUH officially launched The Sky's the Limit installation and Participants Legend in November 2019. The installation was created as part of a collaborative arts and health project with TUH patients (through the Art at the Bedside programme), staff and members of the local community. With the backdrop of sky and natural daylight the Volunteer Coffee Shop provided the perfect space to install the project. Many people also go there to enjoy a friendly chat and cuppa and it now has a wonderful view of the balloons which completely changes the aesthetics of the space. It can also be viewed from different levels in hospital with each viewpoint offering a different perspective of the balloons.

The Sky's the Limit art project was made possible through funding by the Meath Foundation, supported by TUH and facilitated by lead artist Lucia Barnes and the Arts Team. The project was co-ordinated by Arts Officer, Alison Baker Kerrigan, through the National Centre for Arts and Health (NCAH) and partnered by local organisations including RUA RED Arts Centre





Music Programme Highlights

Music Therapy (MT) in TUH

Age Related

Clara Monahan provides a Music Therapy (MT) service for patients in Age Related Health Care on Tuesdays; which involves three group sessions:

- > Open session for patients in the William Stokes Unit
- > Group session for outpatients in the Charlie O Toole Day Hospital
- > Open session for patients of Burkitt Ward in the rehab room. This session is run collaboratively with the Physiotherapist in Burkitt ward.

In 2019 the MT Service also facilitated a student placement under a partnership developed with the University of Limerick Masters Music Therapy programme. The placement provides additional opportunities for more patients to engage in MT whilst providing the students the opportunity of experience in a healthcare setting. All sessions are supervised by the Senior MT Clara Monahan. Clara is also a professional Singer/ Songwriter and performed a Pop-Up-Sing-Along in the Hospital atrium highlighting the benefits of singing for brain health on Dementia Day in May 2019 for patients, staff and visitors to enjoy.

Music and Wellbeing in TUH

Throughout 2019 the atmosphere in the atrium was filled with the sound of music – often to the surprise and delight of patients, staff and visitors! The vibrant monthly programme included performances by professional classical guitarist Jon Henderson and 'The Rams' singing group. Pop up Sing-a-longs were led by Clara Monahan – Music Therapist/Musician on Valentine's Day, World Dementia Day and Culture Night. In addition to these regulars we had the pleasure of Heartbeats-TUH Choir and many visiting choirs including On the Move Together Choir from CHI Ireland, Maria Lane Singers (Cancer Support Group), CÔRus Choirs – (Tallaght and Ballyroan groups) and not forgetting the wonderful Milis Singers featuring well known numbers by the Andrew Sisters.



Publications & Research

2019 saw the publication of an in-depth review spanning four years of the Arts and Health Programme at TUH. With visual documentation throughout this 100-page review focuses on three key areas: Participative Arts, Receptive Arts and Creative Arts Therapies. Highlighting arts and music programmes, exhibitions, projects, workshops and commissions that connected with patients, staff and the wider community. The documentation clearly indicates the tremendous level of collaboration between Staff, Hospital Departments and the Arts Office for the benefit of patient health and wellbeing.





Heartbeats TUH Choir Thank You for the Music Concert 2019

Heartbeats – TUH Choir

Heartbeats – TUH Choir is made up of staff members (both current and retired) under the talented direction of Michael Fay. Needless to say, they love to sing! But Heartbeats also exude a genuine sense of warmth and friendship enjoying the fun and laughter that each rehearsal delivers.

2019 Highlights for the choir included:

- Heartbeats – TUH Choir welcomed the New Year with a new name and logo
- Thank You for the Music Annual Concert (Sold Out) May 2019
- Video Highlights from concert: Heartbeats TUH Choir Concert Highlights 2019
- Performance at the 2019 Nursing Graduation Ceremony Nov 2019
- Joint performance with OMT Choir in Leinster House Nov 2019
- Joint performance with Maria Lane Choir in the Atrium Dec 2019
- Carols on the Wards Dec 2019 (Singing to patients & staff in over 14 Hospital Wards)

Heartbeats TUH Choir participated in a unique Choir Workshop kindly supported by the Meath Foundation and facilitated by award winning Irish Tenor Ross Scanlon in April 2019. The day featured two singing sessions: the first developed members 'Breathing Techniques' whilst the second session focused on 'Blending Choir Voices' by actively hearing all harmonies being sung around you.



Ross Scanlon focusing on breathing techniques with Heartbeats – TUH Choir April 2019

Sing While You Can Singers

The Sing While You Can Singers were formed in November 2019 as a collaboration between NCAH and Pastoral Care. A casual singing group made up of a wide cross-section of TUH staff, under the musical direction of Clara Monahan. Their inaugural performance was at the Christmas Carol Service in Pastoral Care with over 50 singers from across the campus involved!

The model is simple and enables Staff members to enjoy a once off or as many performances as they choose to engage with. When an event is identified Pastoral Care put a call out to Staff while the NCAH select appropriate songs, advertise the practice dates and times so anyone interested can join the group. Two to three 40 minute lunchtime practices are facilitated leading up to the event followed by the performance. This more casual format is perfect for Staff who wish to experience group singing with their colleagues without having to commit to be involved in a Choir, although many staff do both – which highlights the benefits of singing in group.



12

Financial Management Performance

HSE ALLOCATION **€240.8m** 



HIPE CHARTS
REVIEWED & CODED

72,000


€25m
MEDICAL AND
SURGICAL SUPPLIES


€21m
MEDICATION

€10m 
INFRASTRUCTURE
DEVELOPMENTS
- NEW RENAL BUILD

€7m
MONTHLY
VENDOR
PAYMENTS

€2.8m 
EQUIPMENT
REPLACEMENT



Financial Outturn

The outturn for 2018 includes the paediatric activities which since January 1st 2019 have transferred to Children's Health Ireland (CHI). In 2019 TUH operated a Service Level Agreement with CHI for indirect pay, non-pay expenditure and non-exchequer income. In relation to the adult services we finished the year 2019 with a net cost of €240.8m.

The below table summarises the financial outturn for 2019.

Total	2019	2018	2018	2018	Movement	
	Total €'000	Total €'000	Adult €'000	Paeds €'000	€'000	%
Net expenditure	240,842	244,953	224,238	20,715	(4,111)	-1.7%
HSE Allocation before once-off allocation	(240,838)	(240,671)	(218,541)	(22,130)	(167)	0.1%
	4	4,282	5,697	(1,415)		
Retrospective once-off allocation	(5,637)	0	0	0		
(Surplus)/deficit in year	(5,633)	4,282	5,697	(1,415)		
Cumulative deficit	19,105	24,738	24,738	0		
Final HSE allocation	(246,475)	(240,671)	(218,541)	(22,130)	(5,804)	2.4%

In 2019 the allocation received from the HSE relates to adult activity only. The Hospital received a final allocation of €246.5m in 2019, an increase of €5.8m over the previous year which reflects a reduction of €22.1m re paediatric services and a total increase of €27.9m re adult services. This adult related increase comprises a €22.3m (10.2%) year on year increase plus a once-off retrospective allocation of €5.6m in respect of the 2018 deficit on adult activity carried forward.

The Hospital's outturn for 2019 was €240.8m representing a growth in cost of €16.6m (7.4%) over the adult services in 2018. The financial performance of the Hospital in 2019 demonstrated a breakeven position against the HSE allocation before retrospective allocation. The cumulative deficit reduced to €19.1m at 31 December 2019.

Expenditure

In 2019 the Hospital saw the net expenditure decrease by 1.7% (€4.1m) when compared with 2018.

	2019 €'000	2018 €'000	Movement €'000	%
Pay	201,611	206,777	(5,166)	-2.5%
Non-pay	97,930	94,853	3,077	3.2%
Gross expenditure	299,541	301,630	(2,089)	-0.7%
Income	(58,699)	(56,677)	(2,022)	3.6%
Net expenditure	240,842	244,953	(4,111)	-1.7%

Total pay in 2019 fell by €5.2m (2.5%) compared to 2018 mainly as a result of the transfer out from the Hospital of the direct pay costs in relation to paediatric services which moved to the CHI payroll in 2019.

Pay costs pertaining to adult activity increased in 2019 by €13.9m due to national wage agreements and payments to consultants in relation to back-pay on contracts settlement.

Non-pay expenditure increased by €3m (3.2%) in 2019 representing costs associated with increased activity levels. Significant increased computer costs reflects the Hospital investment in the development of digital enablement.

Income

Income year on year has increased by €2m, predominantly due to the reflection in income of the Service Level Agreement with CHI.

	2019 €'000	2018 €'000	Movement €'000	%
Patient income	31,730	34,228	(2,498)	-7.3%
Superannuation and Pension Levy	10,551	13,574	(3,023)	-22.3%
Income from external agencies	10,524	3,024	7,500	248.0%
Miscellaneous income	5,894	5,851	43	0.7%
	58,699	56,677	2,022	3.6%

Superannuation and pension levy income has decreased due to the loss of income associated with paediatric staff and the change in pension levy threshold levels.

Activity on capital projects in 2019 reflects the commencement of the building work on the new renal unit and significant medical equipment replacement including a replacement MRI for €2.3m.

In 2019 the Hospital completed its eighth annual Patient Level Costing study. The Hospital continues to build its expertise in this area. Patient Level Costing is one of the key building blocks for the roll out of 'Activity Based Funding' (ABF). The Hospital went live with its 'Scan4Safety' project within two theatres in 2019. This is a quality and safety led project involving input from staff across Nursing, ICT and Supply Chain. This project provides the Hospital with complete traceability of items used during surgery / procedures, improves our operational efficiency and most importantly the standard of care provided to patients.

In the first four months of this project rollout stockholding was reduced with savings of €30,000, 100% of all patients treated in the two theatres where it was first rolled out now have an electronic record which identifies what medical and surgical consumables were used in their procedure. This project will continue to rollout across all theatres and our Catherisation laboratory in 2020.

The Hospital is at the forefront in relation to income collection, with favourable debtor days when compared to equivalent hospitals. We are continuously looking at improvements and technology developments to enhance income collection.

Income and Expenditure Account

For the reporting period January 1st 2019 to December 31st 2019

	2019 €'000	2018 €'000
Pay Expenditure	201,611	206,777
Non Pay Expenditure	97,930	94,853
Gross Expenditure	299,541	301,630
Income	(58,699)	(56,677)
Net Expenditure for the year	240,842	244,953
Allocation in year before once-off allocation	(240,838)	(240,671)
Deficit in year before once-off allocation	4	4,282
Retrospective once-off allocation	(5,637)	0
(Surplus)/deficit in year after once-off allocation	(5,633)	4,282
Cumulative deficit brought forward from previous year	24,738	20,456
Cumulative deficit carried forward to following year	19,105	24,738

Balance Sheet

as at December 31st

	2019 €'000	2018 €'000
Fixed Assets		
Tangible Assets	46,906	36,703
Current Assets		
Debtors	44,692	47,427
Stocks	5,017	5,020
Bank and Cash balances	11,160	4,645
	60,869	57,092
Creditors – less than one year		
Creditors	(69,301)	(67,339)
Bank Overdraft	(5,796)	(10,346)
Bank Loan	0	0
	(75,097)	(77,685)
Net Current Liabilities	(14,228)	(20,593)
Total Assets less current liabilities	32,678	16,110
Capital and Reserves		
Non Capital Income & Expenditure Account Deficit	(19,105)	(24,738)
Capital Income & Expenditure Account	4,877	4,145
Capitalisation Account	46,906	36,703
	32,678	16,110

13

Foundations



Adelaide Health Foundation (AHF)

Support of Nursing Education

The AHF Nursing Bursary scheme has been available since 1997, assisting students financially to enable them to focus on their studies as they work towards achieving their nursing degree. There were 642 bursaries totalling €1.2m awarded since the scheme commenced.

In 2019, this investment in Nursing Education continued - with the Foundation granting the highest number of annual bursaries to date with 81 new and continuing students receiving bursaries totalling €167,125.

The AHF also continues to award Nursing Scholarships, with the 2019/2020 Hannah McDowall Scholarship awarded to Sarah Kelly for her distinguished performance in her first year TCD examinations.

Linking TUH and the Community

Both Hospital and Community projects are a focus of the Foundation, and the largest single project supported by the AHF in 2019 was the new cardiac screening and testing centre for Cardiac Risk in the Young [CRY], a fabulous new facility based outside the Hospital gates at Tallaght Cross West.

Having supported CRY from when it was first established in 2007, the Foundation were delighted to donate the Echo Scanning Machines to the new centre, which was opened by Minister for Health, Simon Harris TD, in November 2019.

The AHF also provided €40k in funding across 10 community organisations through the Community Healthcare Initiative Scheme as well as funding for the Fettercairn Annual Healthcare Fair.



I feel very lucky to have received this award in honour of a staff nurse that worked in the Hospital, it makes it that much more special. It has helped me so much with my fees and getting me into the second year of my course. I love nursing and receiving this award is such a big help and encouragement for the next couple of years.

Sarah Kelly



Niamh Gavin, CEO and Esther Nyambura, administrator of the Adelaide Health Foundation attending the Tallaght Health Fair



Directors of the Adelaide Health Foundation attend a site visit in the new CRY facility in advance of its opening with the CRY team and Minister of Health Simon Harris TD



AHF Director Peter Fitzpatrick

Hospital Projects

The AHF supported a range of hospital projects in 2019 – diversely ranging from a much needed sofa bed for the ICU to a Dept of Endocrinology project entitled 'Optimising Metabolic Health in reproductive Endocrinology clinic'. The focus of the two year project is to establish the prevalence of risk factors for early evidence of diabetes, cardiovascular disease and bone health within a Reproductive Endocrinology service

Applications to the AHFs New Initiatives Scheme are increasing yearly. Open to all departments, a number of awards were made in 2019 – including a door hand sanitising system for Infection Control and a 'Near-Infrared' light device to aid in Venepuncture & Intravenous Cannulation for the Oncology Day Ward.

Support of Dementia Projects in TUH

Within TUH's catchment area, the aging population is rapidly increasing. It is estimated that over 2,000 people in the Tallaght area are living with dementia. In recognition of this changing demographic and resulting change in patient healthcare needs, the AHF have responded to requests to invest in a number of projects to support the growing need in this area.

The Dementia Champions project

This project involves the AHF investing in dementia education for TUH Nursing and Healthcare Assistant staff over a three year period. The aim of the project is to improve the care a person living with dementia receives within an acute clinical setting.

During 2019, funding was also provided to Adult ED, to make Room #14 in the ED Dementia friendly and to William Stokes ward through part-funding a Wayfinding Signage project.



AHF Manager Niamh Gavin with the team at the Launch of 2019 Dementia Action Day

The Meath Foundation

The mission of The Meath Foundation is to 'honour the traditions of the past through the continuous support of world class research, education, quality improvement and innovation and arts at Tallaght University Hospital.'

In its support for research at TUH, the Meath Foundation helps to build this bridge to the future, not only in this hospital, but nationally and internationally. Since our investment four years ago in the Meath Foundation Clinical Research Laboratory the number of publications in international peer reviewed journals from researchers using the laboratory has increased by up to 50%. This reflects the significant increase in clinical research activity on the hospital campus principally driven by the provision of first-class on-site laboratory facilities.

It is the flagship clinical research laboratory on the hospital campus. It currently supports 38 registered researchers from 11 disciplines across the hospital campus – this is an increase of 43% in the past two years. It is the investment by The Foundation in the Meath Foundation Clinical Research Laboratory that is the principal driver for the current strength of clinical research at the Hospital.

The annual Meath Foundation Research Symposium held in November is an important event in the Hospital's calendar. It showcases the insights and knowledge gained from the staff that were successful in getting support from the Foundation for research grants, research and educational fellowships.

The 2019 opening address was delivered by Professor Orla Sheils, Dean of Health Sciences, TCD. The Scientific Programme included presentations from Ms. Mary Finn, Senior Dietitian, Professor Louise Gallagher, Professor James Gibney and Dr. Arun Bokde on behalf of Professor Sean Kennelly. The Education Programme heard presentations from John Kelly, Directory of Pastoral Care, Alison Harper, Chief Medical Scientist, Mairéad Holland Flynn, Registered Advanced Nurse Practitioner and Dr. Siobhán Ní Bhriain based on their research from 2017 Meath Foundation MSc Fellowships.



Pictured at the annual Meath Foundation Research Symposium were from left to right Mr. John Kelly, Deputy Chief Executive, TUH; Professor Veronica O'Keane, Consultant Psychiatrist and Professor Des O'Neill, Consultant Geriatrician TUH

A number of awards presented on the day included the Elizabeth O'Dwyer medal and bursary awarded to Ms. Christina Lydon, ADON Nurse Practice Development; Mary O'Connor medal and bursary awarded to Ms. Rachel Nolan, Staff Nurse, Emergency Department; J.A. Brian Keogh medal and bursary awarded to Emmett Browne, Nephrology Registrar; Meath Hospital medal was awarded to Eleanor Gallagher who achieved the highest score in the clinical component of the final medical examinations in both Clinical Medicine and Surgery; Meath Foundation award for best research projects submitted by 2nd year medical students – 1st prize awarded to Nuala Commins & Aisling Gill; 2nd prize awarded to David Noone, Jennifer Sheerin, Jonathan Jeger, Paul Murphy and Shannon Jones.



The Meath Foundation

Research Grants established in 2002 were awarded to Professor Rónán Collins/Ms. Jane Murphy; Professor Tim Delaney; Professor Louise Gallagher and Professor Veronica O'Keane. The John Barragry Research Grant was awarded to Professor Sean Kennelly.

The 2019 Clinical Research Fellowship established in 2017 and open to all members of staff working in the Hospital was awarded to Dr. Emmett Browne.

The Foundation has awarded €4.8m supporting over 100 research projects during the period 2002 and 2019.

All applications for research funding are assessed by a panel of external assessors and are awarded based on scientific merit.

2019 MSc Fellowships which are funded by the Meath Foundation and the Hospital were awarded to Ms. Mary Byrne, CNM 3 Patient Flow; Ms. Anna Smyth, Clinical Placement Co-ordinator; Mr. Don Carey, Principal Physicist and Ms. Grace Kinsella, Senior Human Resource Officer. These awards assist staff in studying for an MSc at the Royal College of Surgeons. There is a menu of courses that have been agreed between the Hospital and the Foundation for the applicants to choose from.

The Foundation continues in partnership with the Adelaide Health Foundation, to fund the development and implementation of the Research Capacity of Clinical Nurse Specialists and Advanced Nurse Practitioners.

Established in 2014 The Meath Foundations Quality Improvement & Innovation Fund has supported over 40 projects. The successful applicants are supported by the Quality Lead and training in project management is available and encouraged. An example of some of the improvements implemented to date:

- eLearning Module to Support Prescribing and Administration of Medicines using the new Inpatient Medication Prescription & Administration Record
- Analysis of the nutrient content of the hospital patient menus to assess compliance with national guidelines
- Development of an Intern app
- Improved Access to Hospital Teleconference and Multidisciplinary Team facilities to increase the Quality of Patient Care Planning and Delivery and to enhance Continual Professional Development capabilities and opportunities in the Hospital

The highlight for 2019 for the Foundation was seeing the installation of the eye catching The Sky's the Limit balloons. The Foundation is very proud to have supported this initiative which involved so many patients, staff and members of the Tallaght community. The final display is a very visible example of the support of the Arts in the Hospital by the Foundation. The Arts & Health Fund started in 2012 with the Foundation working closely with the Arts Officer supporting the delivery of a wide programme. Since its establishment, €280,000 has been provided for projects including Art at the Bedside; Music Therapy and musical instruments.

Tallaght University Hospital Foundation

The Tallaght University Hospital Foundation (TUHF; pronounced 'tough') was established as an independent registered charity by TUH in 2018 to raise funds that will support and facilitate the Hospital's mission and strategic objectives. The Foundation is committed to re-defining quality healthcare and wellness in Ireland through research and innovation by promoting community and global investment in TUH.

During 2019

The Board recruited a leadership team:

- CEO **Douglas Collins** joined in February 2019. Douglas has worked in the healthcare sector for over 25 years, 15 of which have been focused on scaling start-ups.
- Head of Marketing & Communications **Sarah Benson** joined the team in June 2019. Sarah has spent 25 years working as a marketing and communications professional leading award-winning campaigns geared towards growth and enhancing overall reputation and revenue positions
- Head of Development **Kelly Crowley** joined the team in July 2019. Kelly has over 14 years' experience in fundraising and development, highlights include multimillion capital campaign projects and successfully developing and growing several charitable events and campaigns throughout her career.
- New Chair of the Board; **John Lamont** started in September 2019. John took over from Andreas McConnell who led the Foundation through its formative phase. John was CEO of Beaumont Hospital and the Irish Medical Council. He brings a wealth of experience in leadership to the team and the Board.
- The Board placed a strong focus on governance by adopting the Charities Governance Code affirming their commitment to ensure high standards of transparency and accountability. This responsibility has been managed through **Siobhán Cosgrove**, who has worked for TUHF since 2018. Siobhán has spent 24 years working in the Financial Services sector in the areas of Operational Excellence, Regulatory Compliance and Learning & Development.



From left to right TUHF team members Sarah Benson, Kelly Crowley, Douglas Collins and Siobhán Cosgrove

We built a TUHF brand

The initial focus for the new leadership team was to create an impactful brand identity which engages the community, the corporate landscape and would enable us to gain international presence. A full competitive analysis and workshop session with key stakeholders in TUH was undertaken during the year to ensure a thorough understanding of the Hospital and its audiences. We developed and launched the TUHF brand in September with an initial focus on internal engagement. Towards the end of 2019, we rolled out the TUHF brand online. This concentrated on building and developing relationships with TUH staff, local community groups, businesses and individuals to develop and grow fundraising in 2020.

Going for growth

2019 fundraising income gained momentum after the brand launch in September. Below is a sample of how fundraised money was put to use to enhance both the patient and staff experience at TUH

- Providing refurbished private space for 'End of Life Care' team to engage families in a dignified setting
- Providing much needed Oncology chairs for patients undergoing chemotherapy
- Assisting in new technology for Fertility Imaging
- Upgrading a room on Maguire Ward
- Supporting several age-related care initiatives such as 'Music Therapy', new signage for patients with dementia and sympathy cards for End of Life Care
- Supporting the dietitian team through provision of a laptop for educational purposes and for use in the outpatient's department clinics and group education.
- Providing a platform for quality care metrics to increase staff engagement
- Provision of patient motivation boards for long term rehabilitation patients

We received great support from families and friends of TUH. In particular, the Kelly Family purchased a cough assist machine in memory of their family member Patrick Kelly.

We partnered with PM Group for a skill share project to take on the upkeep and maintenance of our age-related healthcare garden.

We have funds set aside from 2019 to support the new refurbishment of the Oncology Ward and these funds form the basis of a larger campaign to deliver on the full cost required to fully refurbish a new Oncology location upgrade.



Together we are TUHF

We are ambitious for our future and the TUHF team look forward to working closely with the Hospital and the community with a view to raising much needed funds for TUH. With your support we can innovate, care and create a long-lasting positive impact on the lives of our patients, staff, visitors, donors and community, setting new standards in Ireland and redefining healthcare for a better future for us all.





14

Research & Publications

ANAESTHESIA

- **Proficiency-based progression training: an 'end to end' model for decreasing error applied to achievement of effective epidural analgesia during labour: a randomised control study.** Kallidaikurichi Srinivasan K, Gallagher A, O'Brien N, Sudir V, Barrett N, O'Connor R, Holt F, Lee P, O'Donnell B, Shorten G. (2018) *BMJ Open*. Oct 15;8(10).
- The above paper won the Acute Hospitals category prize in the "2019 HSE Open Access Research Awards". This research was conducted in CUH while Dr.Karthik Srinivasan was doing his PhD in UCC. The study was also quoted in Irish examiner. Training programmes were set up in Carmel Medical centre, Haifa, Israel in 2019 based on the study.

AGE RELATED HEALTHCARE

- **Is Ongoing Anticholinergic Burden Associated with Greater Cognitive Decline & Dementia Severity in Mild to Moderate Alzheimer Disease?** Dyer AH, Murphy C, Segurado R, Lawlor B, Kennelly SP; NILVAD Study Group. *J Gerontol A Biol Sci Med Sci*. 2019 Oct 15. pii: glz244.
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- **Awareness of atrial fibrillation-effectiveness of a pilot national awareness campaign.** Briggs R, Drumm B, Dwyer R, O'Neill D, Kennelly SP, Coughlan T, Collins R. *Ir J Med Sci*. 2019 Jun 29.

- **No relationship between fornix and cingulum degradation and within-network decreases in functional connectivity in prodromal Alzheimer's disease.** Gilligan TM, Sibilía F, Farrell D, Lyons D, Kennelly SP, Bokde ALW. *PLoS One*. 2019 Oct 3;14
- **Dementia Friendly Hospital Design: Key Issues for Patients and Accompanying Persons in an Irish Acute Care Public Hospital.** Xidou D, Grey T, Kennelly SP, McHale C, O'Neill D. *HERD*. 2019 May 13.
- **Fear of falling: A manifestation of executive dysfunction?** Peeters G, Feeney J, Carey D, Kennelly S, Kenny RA. *Int J Geriatr Psychiatry*. 2019 Apr 29.
- **Non-Pharmacological Interventions for Cognition in Patients with Type 2 Diabetes Mellitus: A Systematic Review.** Dyer AH, Briggs R, Mockler D, Gibney J, Kennelly SP. *QJM*. 2019 Mar 2.
- **Do Differences in Spatiotemporal Gait Parameters Predict the Risk of Developing Depression in Later Life?** Briggs R, Carey D, Claffey P, McNicholas T, Donoghue O, Kennelly SP, Kenny RA. *J Am Geriatr Soc*. 2019 May;67(5):1050-1056.
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- **The association between frontal lobe perfusion and depressive symptoms in later life.** Briggs R, Carey D, Claffey P, McNicholas T, Newman L, Nolan H, Kennelly SP, Kenny RA. *Br J Psychiatry*. 2019 Apr;214(4):230-236

- **Does an Interactive, Teleconference-Delivered, Palliative Care Lecture Series Improve Nursing Home Staff Confidence?** Dowling MJ, Payne C, Larkin P, Ryan DJ. *J Palliat Med.* 2020 Feb;23(2):179-183. doi: 10.1089/jpm.2018.0549. Epub 2019 Aug 7. PMID: 31390293
- **Kulturgerontologie, medizinische Geisteswissenschaften und Ethik**, O'Neill D, in, editor(s) Likar R, Kada O, Pinter G, Janig H, Cernic K, Sieber C, *Ethische Herausforderungen des Alters*, Stuttgart, Kohlhammer Verlag, 2019, pp171 - 177,
- **Creativity and Healthy Aging**, O'Neill D, in, editor(s) Coll P, *Healthy Aging: A Complete Guide to Clinical Management*, New York, Springer, 2019, pp313 - 318,
- **Cognition and Health Aging**, Briggs R, Kennelly S, O'Neill D, in, editor(s) Coll, PP, *Healthy Aging: A Complete Guide to Clinical Management*, New York, Springer-Verlag New York, 2019, pp169 - 180
- **A Multicenter Report on the Natural History of Myelodysplastic Syndromes in Very Old Patients (aged over 85 years)**, McDonald L, McCarthy P, Khan M, Hogan P, Kelleher E, Murphy P, Quinn J, Desmond R, McHugh J, Strickland M, Cahill M, Maung SW, Keohane C, O'Neill D, Ryan D, Mykytiv V, Enright H. , *Leukaemia and Lymphoma*, 2019 [(epub ahead of print)]
- **Who are the main medical care providers of European nursing home residents? An EuGMS survey**, Fitzpatrick D, Samuelsson O, Holmerová I, Martin FC, O'Neill D, , *European Geriatric Medicine*, 10, (1), 2019, p135 - 139
- **Lifetime housing, urban design and health**, Monaghan O, O'Neill D, , *Ir Med J*, 112, (2), 2019, pP865
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- **A Systematic Review of the Risk of Motor Vehicle Collision after Stroke or Transient Ischemic Attack**, Rapoport MJ, Plonka SC, Finestone H, Bayley M, Chee JN, Vrkljan B, PhD, Koppel S, Linkewich E, Charlton JL, Marshall S, delCampo M, Boulos MI, Swartz MI, Bhangu J, Saposnik G, Comay J, Dow J, Ayotte D, O'Neill D, *Topics in Stroke Rehabilitation*, 2019 26(3):226-235
- **Increased Leucocyte-Platelet Complex Formation in Recently Symptomatic versus Asymptomatic Carotid Stenosis Patients and in Micro-emboli Negative Subgroups** Murphy SJX, Lim ST, Kinsella JA, Tierney S, Egan B, Feeley TM, Murphy SM, Walsh RA, Collins DR, Coughlan T, O'Neill D, Harbison JA, Madhavan P, O'Neill SM, Colgan MP, Cox D, Moran N, Hamilton G, McCabe DJH.,, 2019, 119(5):821-833
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- **Abortion as a moral good?** O'Neill D, , *Lancet*, 394, 2019, p1323 - 1324
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- **Oropharyngeal dysphagia among patients newly discharged to nursing home care after an episode of hospital care** Horgan E, Lawson S, O'Neill D, , *Ir J Med Sci*, 2019 Epub Jul 22
- **Older people: canaries in the coal-mine for health effects of climate change** Doyle P, Kelly I, O'Neill D, *Ir Med J*, 112, (10), 2019, pP1015
- **Social dance for health and wellbeing in later life** Clifford AM, Shanahan J, O'Leary H, O'Neill D, Ni Bhriain O.,, *Complementary therapies in clinical practice*, 37, 2019, p6-10
- **The Pain and Glory of Ageing** O'Neill D, , *Lancet*, 394, (10202), 2019, p909
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- **Other things**, Developed first Irish GP lipid guidelines soon to be published.
- N. Caples, L. O'Connor, C. Blaine, C. McNally, R. McClure, S. Murray, K. Mannix, J. Walsh, C. Farrell, E. Kavanagh, C. Howley, M. Lehane, R. Corrigan, C. Murphy, M. Carey. **FE-IRON (First Ever Irish heart failure nurses group. Review On Implementation of ESC iron) guidelines in Ireland** Special Issue: Abstracts of the Heart Failure 2019 and the World Congress on Acute Heart Failure, 25–28 May 2019, Athens, Greece. Published on behalf of the Heart Failure Association of the European society of Cardiology.

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- **An Update on Health-Related Quality of Life and Patient-Reported Outcomes in Hidradenitis Suppurativa.** Mac Mahon J, Kirthi S, Byrne N, O'Grady C, Tobin AM. *Patient Relat Outcome Meas*. 2020 Feb 10;11:21-26. doi: 10.2147/PROM.S174299. eCollection 2020.
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