



Tallaght  
University  
Hospital

Ospidéal  
Ollscoile  
Thamhlachta

An Academic Partner of Trinity College Dublin



# Annual Report and Accounts 2021

**C** COLLABORATE  
**A** ACHIEVE  
**R** RESPECT  
**E** EQUITY

*People Caring for People  
to Live Better Lives*

# TALLAGHT UNIVERSITY HOSPITAL 2021 at a glance



**247,871**

OPD VISITS

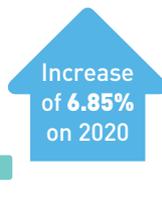


NUMBER OF STAFF

**3,277**

**52,025**

ED ATTENDANCES



Increase  
of **6.85%**  
on 2020

**30,454**

DAYCASE PROCEDURES  
(EXCLUDING DIALYSIS)



**17,672**

INPATIENT ADMISSIONS  
(82% PATIENTS ARE ADMITTED VIA ED)



**973**

PATIENTS TREATED  
EVERY 24 HOURS



**7,202**

SURGERIES &  
PROCEDURES



**266,291**

MEDICATIONS DISPENSED

**144,941**

DIAGNOSTIC IMAGES TAKEN  
(OF WHICH 10,549 WERE TAKEN  
IN COMMUNITY RADIOLOGY)



**24.83M**

TESTS CARRIED OUT  
IN THE LAB



**1,404,224**

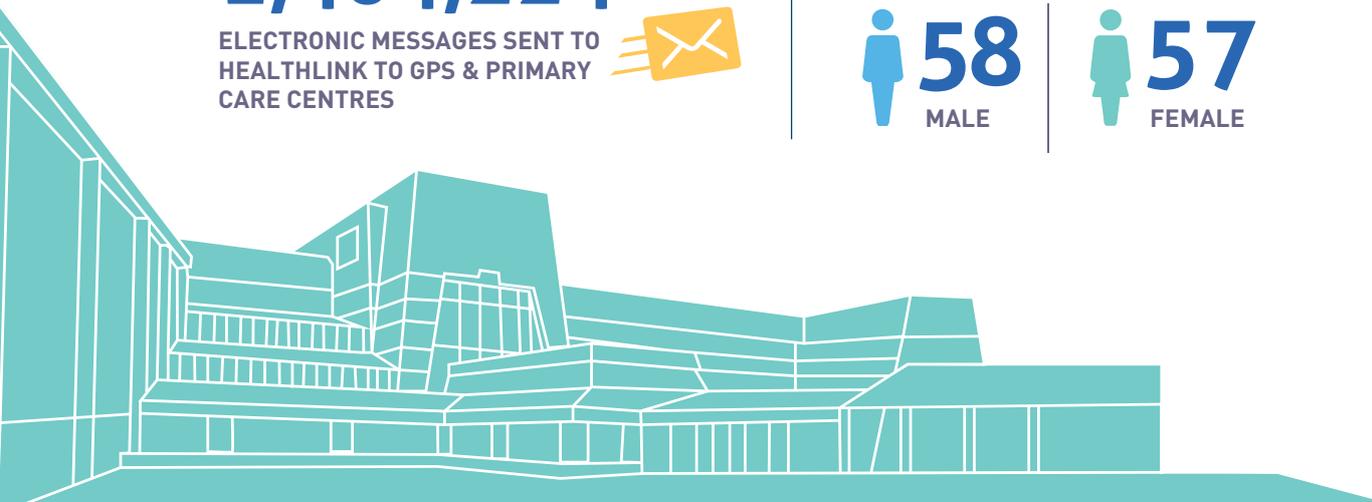
ELECTRONIC MESSAGES SENT TO  
HEALTHLINK TO GPs & PRIMARY  
CARE CENTRES



THE AVERAGE AGE  
ON ADMISSION

**58**  
MALE

**57**  
FEMALE



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# 1

## Message from the Chairman



Liam Dowdall  
Chairman

**Writing my message in last year's report I commented that it was my hope that our country, health care service and hospital never again had to face a year like 2020. Little did we know at that time what lay ahead of us, with a cyber-attack that crippled the national healthcare system coupled with the continuing impact of the pandemic.**

As an organisation we were indeed fortunate that investment had already been made in protecting our digital infrastructure so whilst we were impacted by the cyber-attack and not having access for a time to national systems our own internal network was not breached. This meant our hospital was able to function normally with minimum disruption to patient care.

With those two big challenges, it was indeed an impressive achievement for the Hospital led by the ICT team working closely with staff across the campus to introduce the Synergy Electronic Patient Care Record. There is never a perfect time to introduce a radical change in an organisation, but to do it in a workplace that is active 24x7x365 and is in the midst of dealing with a pandemic and the impact of a cyber-attack is an incredible achievement.

The ICT and Innovation teams have also kept the Hospital at the forefront of innovation with the deployment of Electronic Vital Signs and using remote monitoring they are leading the way in eHealth and digital technologies supporting the ongoing delivery of safe patient care. I am excited to see the further implementation of new technologies across the campus in 2022 and indeed in the years ahead.

We are now two years into the pandemic and it is safe to say that as an organisation we are still feeling its impact. The ability by the executive management team and incredible team to stay focussed on the delivery of the Hospital Strategy shows impressive resilience and incredible dedication. I would like to both acknowledge this and thank them for delivering the very best of care and services to our patients, community and indeed, one another.

There is no doubt that the year ahead will throw further challenges at us but the Board and I, working with the Executive Management Team and wider hospital team, along with the support of our Foundations, will continue to focus on the future and how we can deliver on providing the right care at the right place, at the right time.



Liam Dowdall  
Chairman  
Tallaght University Hospital

# 2

## Hospital Board

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

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

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

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

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

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

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

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

No remuneration is paid in respect of Board Membership.

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

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

## Board Members (11)



**Mr. Liam Dowdall**  
(Chairman)



**Mrs. Mairéad Shields**



**Professor Patricia Barker**



**Archdeacon David Pierpoint**



**Professor Kathy Monks**  
(resigned December 2021)



**Mr. Mark Varian**



**Professor Anne-Marie Brady**



**Mr. Edward Fleming**



**Dr. Darach Ó Ciardha**



**Mr. John Hennessy**



**Dr. Vivienne Byers**

## Executive Management (10)

1. Ms. Lucy Nugent, Chief Executive Officer
2. Mr. John Kelly, Deputy Chief Executive Officer
3. Professor John Quinlan, Chair of the Medical Board  
Professor Tara Coughlan, Chair of the Medical Board (from September 2021)
4. Professor Catherine Wall, Director of Quality, Safety & Risk Management
5. Professor Paul Ridgway, Clinical Director, Peri-Operative Directorate  
Ms. Bridget Egan, Clinical Director, Peri-Operative Directorate (from July 2021)
6. Professor 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 & Integrated Care.
10. Mr. Dermot Carter, Director of Finance  
Ms. Anne McKenna, Interim Board Secretary

## Board Committees

The Committees established by the Board to date are the Audit Committee; Finance Committee; Staff & Organisation Development Committee; Quality, Safety & Risk Management Committee (QSRM); and the Governance and Nominating Committee. In November 2021 the Board agreed to establish a Research & Innovation Board Committee which aims to proactively work to promote and support research and innovation in TUH and to build a strong culture in this area. The Committee will be formally established and convened in 2022.

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

### Audit Committee

- > Professor Patricia Barker (Chair) Resigned as Chair October 2021
- > Archdeacon David Pierpoint (Board Member)
- > Mr. Sean Quigley (External Member) Resigned October 2021
- > Mr. Peter Dennehy (External Member)
- > Ms. Darina Barrett (External Member)

### Staff & Organisation Development Committee

- > Professor Kathy Monks (Chair) Resigned December 2021
- > Mrs. Mairéad Shields (Board Member)
- > Mr. Brendan Mulligan (External Member)
- > Mr. Martin Leavy (External Member)
- > Ms. Claire Cusack (External Member)

### Quality, Safety & Risk Management Committee

- > Mrs. Mairéad Shields (Chair) Resigned as Chair March 2021
- > Professor Anne Marie Brady (Board Member) Chair with effect March 2021
- > Dr. Darach Ó Ciardha (Board Member)
- > Dr. Gerard O'Connor (External Member)
- > Mr. Declan Daly (External Member)

### Governance & Nominating Committee

- > Mr. Liam Dowdall (Chair)
- > Mr. John Hennessy (Board Member)
- > Dr. Vivienne Byers (Board Member – from September 2021)
- > Mr. Sean McGlynn (External Member)
- > Ms. Gabrielle Ryan (External Member)

### Finance Committee

- > Mr. Edward Fleming (Chair)
- > Mr. Mark Varian (Board Member)
- > Mr. Ray Ryder (External Member)
- > Mr. Robert Henderson (External Member)
- > Ms. Aoife Duggan (External Member – from March 2021)

### Hospital Board Meetings Attended in 2021

Name	Expected no. of meetings to attend 2021	No. of meetings attended 2021
Mr. Liam Dowdall	8	9
Mrs. Mairéad Shields	8	9
Professor Patricia Barker	8	7
Archdeacon David Pierpoint	8	5
Professor Kathy Monks (Resigned Dec 2021)	8	8
Mr. Mark Varian	8	7
Professor Anne-Marie Brady	8	6
Mr. Edward Fleming	8	9
Dr. Darach Ó Ciardha	8	7
Mr. John Hennessy	8	9
Dr. Vivienne Byers	8	8

## Executive Organisational Structure (December 2020)



## 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

### PROFESSOR PETER LAVIN

*Clinical Director Medical Directorate  
Lead Clinical Director*

Clinical Services Organisation and Delivery Assurance  
Implementation on National Clinical Care Programmes

### DR. ORLA BUCKLEY

*Clinical Director Radiology  
Directorate*

Management of all Staff in Directorate:

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

### DR. JOHNNY MCHUGH

*Clinical Director Laboratory  
Directorate*

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

### MR. DAVID WALL

*Chief Information Officer*

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

### MR. CIARAN FAUGHNAN

*Director of Estates &  
Clinical Engineering*

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  
& Integrated Care*

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

### MR. SHANE RUSSELL

*Chief Operations Officer*

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

# 3

## Message from the Chief Executive



Lucy Nugent  
CEO

**As the chairman stated in his foreword little did we know that we would still be in the middle of a pandemic but despite the many, many challenges this has brought us, the Hospital has continued to grow and develop services. Once advised that the Hospital would receive the much awaited Covid vaccines for Healthcare workers in January a vaccination centre was set up literally overnight and manned seven days a week by a wealth of volunteers from across all departments in the Hospital.**

This was a true reflection of the team spirit of TUH where on this occasion it was to vaccinate as many staff as possible in the shortest time possible to afford some protection against the virus and protect each other, our patients and loved ones. Whilst I was not surprised by the response of staff it was quite a humbling and emotional experience. At the time of writing this the pandemic is still very much with us and whilst disruptive operationally we have learnt to manage it thanks to the expertise of our Operations and Infection Prevention Control teams.

The Conti virus attack on the Irish Health system on May 14th was a reminder that as healthcare becomes more digitalised we must continue to develop and maintain adequate cyber-security systems which is a challenge given the cost of same. We were fortunate to have sufficient measures in place to not be directly affected by the cyber-attack but given our interconnectivity with the HSE systems this remains a priority for both us and the HSE.

The ongoing expansion of the Hospital campus continues with the ICU build and a landmark in the Children's Health Ireland (CHI) strategy came into place with the opening of the CHI OPD and Urgent Care Centre opening in November.

This saw paediatric emergency care and some outpatient clinics move from the main hospital into this new purpose built facility. The vacated space is being refurbished as part of the Acute Floor expansion and much needed outpatient space.

It was heartening to see staff's accomplishments being recognised albeit virtually through award ceremonies such as the Integrated Community Chest Pain Clinic which won the overall An Duais Mhor award at the Irish Healthcare Awards or the Reeves Day Surgery Centre winning both the Public Sector Project of the Year and the European Association of Hospital Managers Coup do Coeur award for best implemented project.

I would like to take this opportunity to thank Professor Paul Ridgway as he concluded his extended term of office as Perioperative Clinical Director and Lead Clinical Director. His leadership, support and commitment to the Hospital during challenging times has been greatly appreciated by myself and the Executive Management Team. I wish his successor Ms. Bridget Egan every success and also congratulate Professor Peter Lavin as he takes on the role of Lead Clinical Director. Thanks also goes to our Foundations and our community for their ongoing support of the Hospital which is greatly appreciated by all staff.

In addition, on behalf of the Executive Management Team I would like to thank our Chairman and Board of Directors who freely give their time, expertise and wise counsel to myself and colleagues. Finally to each and every member of staff thank you – words can hardly suffice for all you have done over this year #TUHWorkingTogether.

Lucy Nugent  
CEO  
Tallaght University Hospital



# 4

## Access



**247,871**  
OPD Visits



**52,025**  
ED Attendances

**30,454**



Day case procedures  
(excluding Dialysis)

**17,672**



**Inpatient admissions**

(82% patients are admitted via ED)

**7,202**

Surgeries &  
Procedures



**266,291**

MEDICATIONS DISPENSED

**24.83 Million**

SAMPLES PROCESSED  
IN THE LAB



**973**

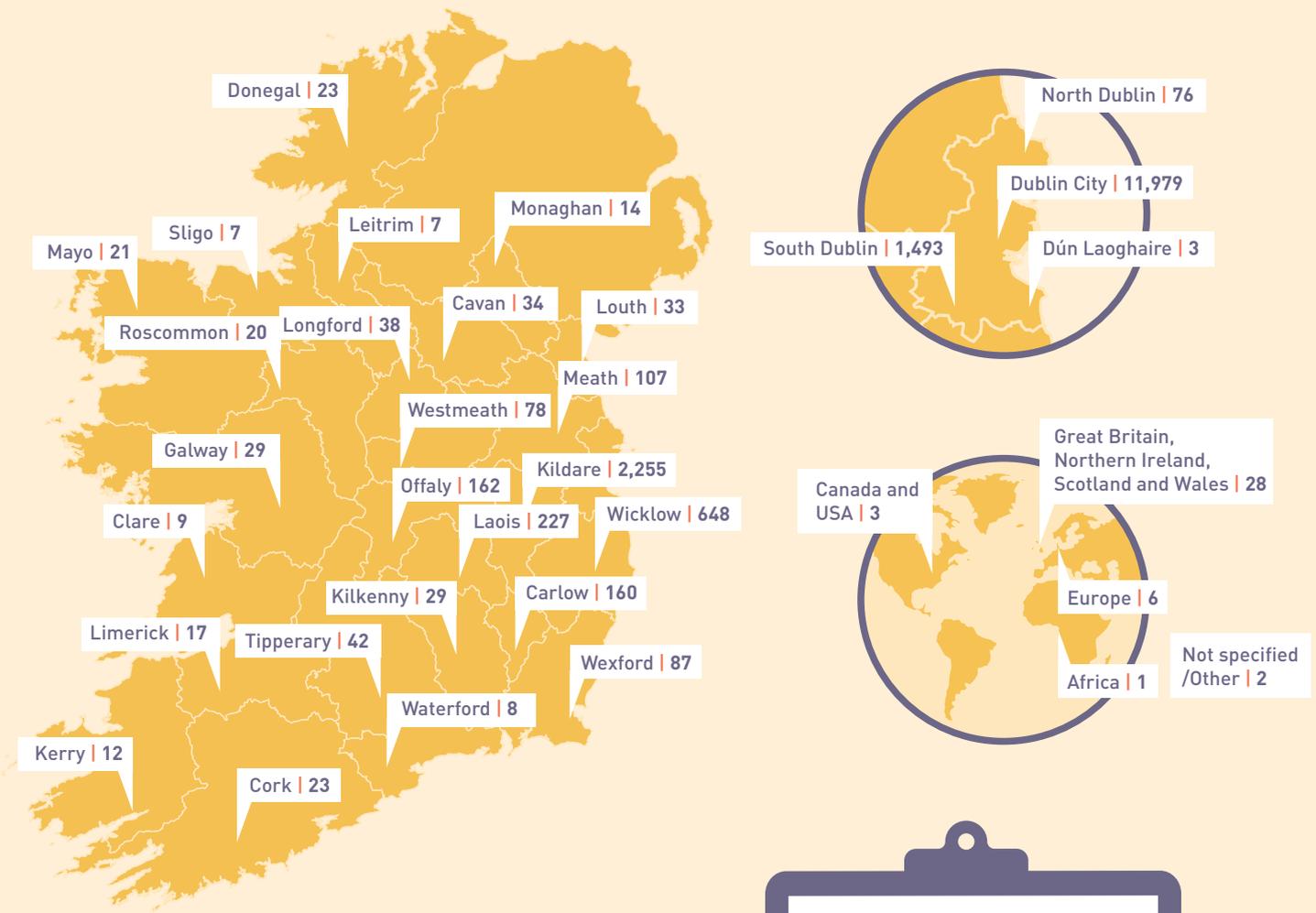
PATIENTS TREATED  
EVERY 24 HOURS



**144,941**

DIAGNOSTIC IMAGES TAKEN  
(10,549 WERE TAKEN IN  
COMMUNITY RADIOLOGY)

**Admission by Area / Country**



**Age Profile of Patients**

The average age on admission



**Most Common Diagnosis Requiring an Inpatient Stay**

- Viral Pneumonia (other than COVID-19)
- Chest Pain
- Chronic Obstructive Pulmonary Disease (COPD)

**COVID**

Number of COVID tests conducted in TUH since the start of COVID

**86,531**



Number of COVID tests positive dedicated in TUH labs since the start of COVID

**3,065**



## Emergency Department – 2021 in Numbers

Patients attend the ED **24 hours** a day, **seven days** per week. On average **six patients** present every hour, **143 patients** treated every 24 hours.

# 52,025

Patient Presentations **↑** (INCREASE OF 6.85% ON 2020)



# 36,395 +

Triage Category 1, 2 or 3

# 11,178

Ambulance Arrivals (21%)



# 82

Patients arrived by air ambulance



# 207

Patients admitted to Critical Care from ED



# 11,129

Road Traffic Accident / Orthopaedic Presentations



# 26%

Referred by a GP



# 13,845

Admissions



# 3 hours

# 54 minutes

is the average time to be seen by a Doctor or ANP after Triage



# 8 hours

in the ED for patients not admitted



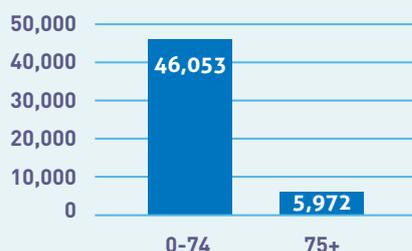
# 44%

Patients go home within six hours

Top Three Reasons for Presentation to ED

- Chest Pain
- Abdominal Pain
- Respiratory Infection

**Patient Presentations by Age**



**Patient Presentations by year**



# 2021 Continued

3,539

↑14%

No of patients 75+ years of age admitted (scheduled & unscheduled)

5,971

↑4%

No of patients 75+ years of age presenting to ED

↓3,122

LESS PATIENTS ON TROLLIES  
(38% LESS)

## PET Times

6hr PET 35%

9hr PET 52%

MEDICAL AVERAGE LOS

9.7 days

(DOWN 0.3 OF A DAY)

## Waiting lists

INPATIENT

1,000 ↓ 9%

DAYCASE

2,338 ↓ 10%

OUTPATIENT'S

36,021 ↑ 1.4%

ENDOSCOPY

2,339 ↓ 30%

## Unscheduled Emergency Care

In order to be able to compare activity this section of the annual report will compare all activity with 2019. This is due to the unique year that 2020 was, the COVID pandemic caused unusual spikes and lows in activity so a comparison with 2019 is more appropriate.

From an unscheduled care perspective activity broadly returned to pre-COVID levels. In several areas of unscheduled care, patient flow times were better. Over the last number of years the Hospital has invested a lot of time into improving patient flow from the Emergency Department (ED) into the main hospital. This trend continued in 2021 with the 8am trolley count down 38% or 1,894 patients lower when compared to 2019. Likewise the average time from a bed being requested to being allocated also fell by 26% or 2.7 hours when compared with 2019.

ED activity remained very busy with April to September being the busiest six months the ED experienced in the previous six years. Attendances for 2021 was 52,025, 363 lower than 2019. Admission to the Hospital through the ED was 13,845 up 528 patients when compared to 2019. The number of patients presenting over the age of 75 was up by 4%, with admissions up 14%. The admission rate for that category of patients was 59%. Due to the increase in attendances in the ED, patient experience times fell by 4% for the six hour target and by 7% for the nine hour target. A focus for 2022 will be expansion of the acute floor with a specific goal of improving patient experience times.

COVID continued to be a major factor in the operation of the Hospital throughout 2021. In line with the national spike in cases the first quarter of 2021 saw a surge in COVID cases with the number of cases peaking at 123 towards the end of January 2021.

The peak in cases in January caused the activation of the ICU COVID pandemic surge plan as we progressed into the second quarter the plan was stepped down, due to a spike in cases in the later part of 2021 the ICU plan was reactivated again. Over the course of the year there have been various increases in COVID cases being cared for in TUH and that caused an adjustment of the COVID bed base in the Hospital. At times throughout the year that caused an upward pressure on bed availability and this COVID pressure contributed to increased patient experience times in the ED.

The number of patients on the transfer of care list fluctuated throughout the year. In the first part of the year performance was strong with the list operating in the range of 20 – 30 patients. As the Hospital progressed into the autumn, availability of home care package staff in the community caused the number of patients on the delayed transfer of care list to rise, as did the closure of nursing home beds due to COVID. The year closed out with the lists operating in the range of 40 – 50 patients waiting to leave the Hospital. This upward pressure will continue into the first quarter of 2022.



## Waiting Lists

The focus of scheduled care for 2021 was to begin to clear the backlog of cases that had built up over the course of the first year of COVID. Throughout COVID the Hospital has maintained access to urgent and time sensitive surgeries both onsite in the Hospital but also through the HSE's Safety Net Agreement. Inpatient waiting lists over the course of 2021 fluctuated between 1,100 cases and 1,000 patients. This stability was assisted by the support of the National Treatment Purchase Fund and the HSE's safety net programme. Due to the demand of COVID across the Hospital and the closure of a number of operating theatres to accommodate the COVID ICU surge there was a rise in the number of patients waiting longer than 15 months. The clearance of patients waiting longer than 12 months will be the focus of 2022, providing the COVID situation continues to stabilise.

Activity in outpatients was strong and despite the social distancing requirements there were 247,871 attendances in 2021. This was only 3,646 behind 2019 activity. The Did Not Attend (DNA) rate for the year also fell by 4,012 patients, the DNA rate being substantially lower for the first 10 months of the year. Further work is needed on the DNA rate in 2022. The Hospital continues to have a blended approach of visit types, while face to face appointment remains the predominant appointment type.

Endoscopy activity remained very strong over the course of the year with improvements in both urgent and routine scheduling, with the endoscopy waiting list reducing by over 1,000 cases in 2021. Onsite capacity remains a challenge and the Hospital continues to rely heavily on offsite capacity to bridge the capacity-demand gap. The Hospital is working on providing additional onsite capacity in 2022.

Daycase waiting list performance remains strong both on the medical and surgical waiting lists. Medical waiting lists for daycase procedures dropped over the year by 100 patients. Cardiology remains the only medical daycase with waiting lists over 12 months, additional clearance work will commence in early 2022.

With the opening of the Reeves Day Surgery Centre a focussed effort was made in 2021 to reduce the waiting time for daycase surgery. The number of patients waiting longer than 12 months for surgery reduced, from a peak of 703 in April to 233 in December. The Hospital remains on track to be waiting list compliant in 2022. The speciality with the biggest challenge is orthopaedic hand surgery and the Hospital is actively engaged with the HSE to progress the securing of extra resources for that service.

“  
**The number of patients waiting longer than 12 months for surgery reduced, from a peak of 703 in April to 233 in December.**”



## Reeves Day Surgery Centre

While the Reeves Day Surgery Centre opened its doors in December 2020, 2021 was the first full year operating in the facility. The facility contains four operating theatres and 25 post op recovery beds. While one theatre opened in December 2020, it was not until April 2021 that two additional theatres opened. Since then the facility has gone from strength to strength with a 67% reduction in the number of patients waiting over one year for surgery.

Several specialties e.g. Pain Medicine, Vascular Surgery and Gynaecology have no patients waiting over nine months. The unit is playing a pivotal role in ensuring that the Hospital will be waiting list compliant in 2022. It is also anticipated that the fourth theatre will open in the first half of 2022.

## Transperineal (TP) Ultrasound Guided Prostate Biopsies

Almost 4,000 men are diagnosed with prostate cancer each year in Ireland. This means that one in seven men will be diagnosed with prostate cancer during their lifetime. The urology and pathology teams have recently introduced a new prostate biopsy service to TUH in order to aid detection of prostate cancer. Like all cancers early detection is key to better outcomes for patients.

The technique is called “transperineal (TP) ultrasound guided prostate biopsies” and is an additional service to the current transrectal prostate biopsy service offered by the Urology Department and the excellent MRI / Ultrasound fusion transrectal biopsy service provided by the Radiology team. The decision to perform TP biopsy is made through the MDT (multidisciplinary team meeting).

TP biopsies currently require a general anaesthetic (GA) for approximately 30 minutes and are performed as a daycase in the main theatre. The aim is to move towards sedation in the Reeves Day Surgery Centre, then progressing the project to local anaesthetic in the Urology Outpatient Department.

More biopsies can be taken via this route under anaesthesia enabling the surgeon to get more thorough sampling of larger prostates. The procedure takes 30 minutes and is tolerated well. All patients go home the same day and are followed up in specialist clinics with the biopsy results. This new service will improve the quality of care to patients by improving prostate cancer diagnosis. Furthermore it will reduce the number of repeat procedures potentially required in some men by providing better targeting of abnormal areas in the prostate. Finally it will enable quicker access to prostate biopsies than currently exists through the dayward.



*Mr. Rowan Casey, Consultant Urologist training Urology SpRs in the TP biopsy technique*

## Virtual Consultant Led Return Urology Clinic

The Urology Department has seen a huge growth in the number of referrals to the Urology outpatients department in the last five years. Indeed, it is the highest urology waiting list in the country and is increasing. This is partly due to the volume of referrals, aging population and the fact that TUH processes 71% of the workload from the Dublin Midlands Hospital Group.

A large number of these patients are on the outpatient (OP) return waiting list. OP visits are time consuming, costly and clinic appointments are often delayed. Also, patients can travel a significant distance and given the COVID crisis we felt that we could not sustain this model of working into the future. As a result, we set up a Consultant led "virtual" chart review clinic using electronic methods (letters, imaging, blood results) and chart review if required. This new service was supported by the validation office and urology clerical support team. The results achieved so far are impressive.

Approximately 3,000 patients have been virtually assessed and based on this 35% were discharged directly via letter and advice. Approximately 30% required further imaging and were either waiting for the imaging to be performed or the results to be discussed with them. These patients will be contacted by phone with the results and a plan made for discharge or further imaging as necessary.

14% were referred to the TUH Sláintecare Male LUTS (Lower Urinary Tract Symptoms) Advanced Nurse Practitioner, Lynn Casey, for virtual review. Through her virtual clinic she was able to assess and discharge 70% of these men with lifestyle and medication advice.

Finally, 20% of this patient group needed a face to face clinical OPD appointment for clinical assessment or investigation review. In 10% of patients there was insufficient information available in the clinical platforms thus requiring a chart review. Hopefully the role out of the new EPR system will aid us to embed these virtual clinics more easily.

Overall the team involved in the project found, 90% of patients could be managed via "virtual" means with 55% discharged as they no longer need medical care. The potential outpatient cost savings are conservatively estimated at €119,000 through the reduced footfall, nursing and clinician time. In the current climate, innovative models of care are necessitated and permit the facilitation of "virtual" OPD clinic enables reliable review of patients with reduced face-to-face follow up consultation.

The team, led by Mr. Rowan Casey plan to examine patient satisfaction with the new service and the role of clinical pathways to reduce the "new to return" clinic ratios.



TUH processes **71%** of the urology workload from the Dublin Midlands Hospital Group.

Approximately **3,000** patients have been virtually assessed.



**90%** of patients could be managed via "virtual" means with

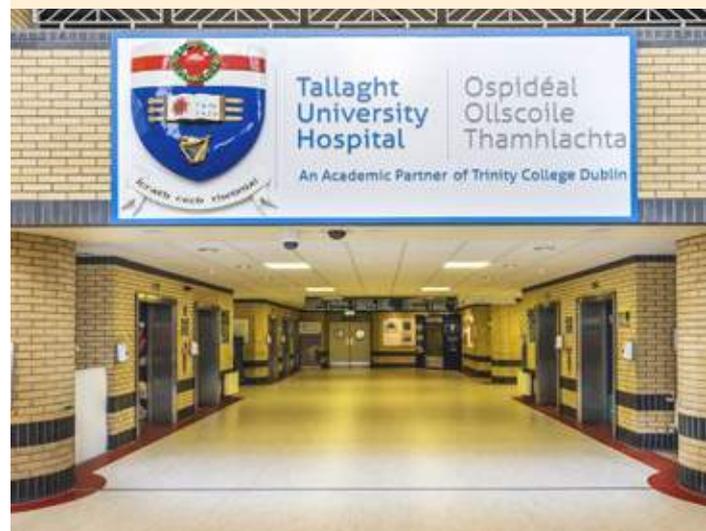


**55%** discharged as they no longer need medical care.



The potential outpatient cost savings are conservatively estimated at

**€119,000**





# 5

## Integrated Care

### New Community Service for Cardiac Rehabilitation

Community based Cardiac Rehabilitation (CR) is a new development for TUH and it is a safe and effective method of delivering an integrated cardiac rehabilitation programme, while reducing large waiting lists for this patient cohort. Patient satisfaction demonstrated almost 100% satisfaction with the new service.

CR is recommended as part of the management of patients following a cardiac event. Evidence shows that CR exercise and education programmes including psychological support improve patient's prognosis, reduce hospital re-admission rates and improve psychological well-being.

Due to the COVID-19 Pandemic, onsite CR services closed, with staff redeployed to acute healthcare settings. As a result, the waiting list grew. In order to achieve the required social distancing, capacity in the Hospital CR gym was reduced by 60%, adding to the patients waiting time. Alternative methods of delivery, outside of a hospital setting were examined. The primary aim was to provide a CR programme for patients post their cardiac event in a timely manner, and in a safe environment.

Liaising with hospital management, a community venue was secured to deliver an integrated CR programme which commenced on the 30th March 2021. Patients attended community CR exercise classes twice per week, over an eight week period coordinated by the CR nursing staff and physiotherapist. Patient education was delivered by the multidisciplinary team using the zoom platform.

Pre-assessment and risk stratification enables patients on the waiting list to be prioritised, with higher risk patients who require telemetry monitoring exercising in the hospital setting, and low risk patients having quicker access to a community setting. The community setting also facilitates ease of transition to an ongoing supervised exercise programme currently sponsored by the HSE and operating in the same facility.

The CR programme was delivered safely and effectively, with adherence to standard operating procedures, devised in accordance with the hospital policy and CR procedure protocol.

Positive feedback from patient satisfaction questionnaires demonstrated 97% satisfaction with location and 100% with staff and delivery of the service. Additional comments included were as follows:

'Better setting, less clinical'

'Great location, free parking'

'Nice to be outside the hospital setting'

'Enjoyed every minute, ideal setting'

Picture above: Caroline Edgeworth, Physiotherapist taking patients through their paces at the Cardiac Rehabilitation Classes in the community



Attendance = **99** PATIENTS

a 59% increase, in comparison to the Hospital setting, which could only have accommodated 40 participants during the same timeframe, due to space constraints.

Compliance with programme =

**86%** OF PATIENTS



attended ≥60% of the exercise sessions, the European average for attendance for similar programmes is 30-50%.

## Acute Oncology Service

The Acute Oncology Service (AOS) started in September 2020 and has since become well established providing telephone triage support to patients at home undergoing active treatment. The Acute Oncology Service runs Monday to Friday from 7:30am to 4pm.

The introduction of this nurse-led service will mean that where possible cancer patients will avoid attendance to the ED and daywards. Patients are triaged assessed and managed and referred on or discharged home in a timely manner. Acute Oncology Services play a key role in the assessment and management of cancer patients who have been identified as the most vulnerable and are most at risk of becoming seriously ill if they contract COVID-19.

The purpose of the role is to

- To implement a non ED direct access route for Oncology/Haematology patients who are experiencing a disease or treatment related complication during the COVID pandemic
- To triage and manage Oncology/Haematology patients at home where possible, who present with complications of treatment during the COVID-19 Pandemic.
- Acts as a point of contact for patients in the out-patient setting
- Provides increased access to specialised oncology nursing care for patients receiving Systemic Anti-Cancer Therapies (SACT) and Oral Anti-Cancer Medicines (OAM) to further enhance patient safety and minimise risks.
- Considers whether the symptoms could be COVID-19 related and reports concerns if this is the case using the COVID hospital pathways.
- Works within the Acute Oncology Service as a member of the oncology and haematology team as the service is developed in TUH.
- Patients are triaged, assessed and managed at home where possible, and are referred on to other services or discharged home in a timely manner

In 2021 over 12,000 patients attended the Oncology and Haematology Daywards for anticancer treatment and supportive care. Whether it be chemotherapy, immunotherapy, target therapy or oral cancer medication, all these patients need support during the cancer journey.

### THE AOS RECORDED

**613** phone calls received in 2021

**310** triggered green

**234** triggered amber

**58** triggered red

**11** General Inquiries

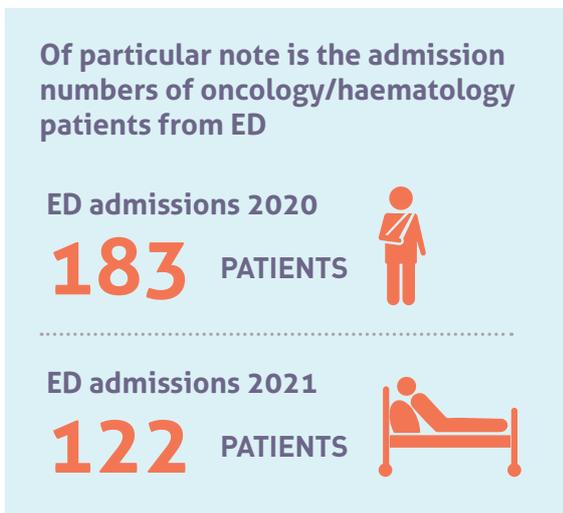
**243** out of these 613 calls have resulted in a presentation avoidance

**39%** of all calls triaged by the AOS nurse resulted in a presentation/ED avoidance



*Dawn Whelan, Acute Oncology Clinical Nurse Specialist*

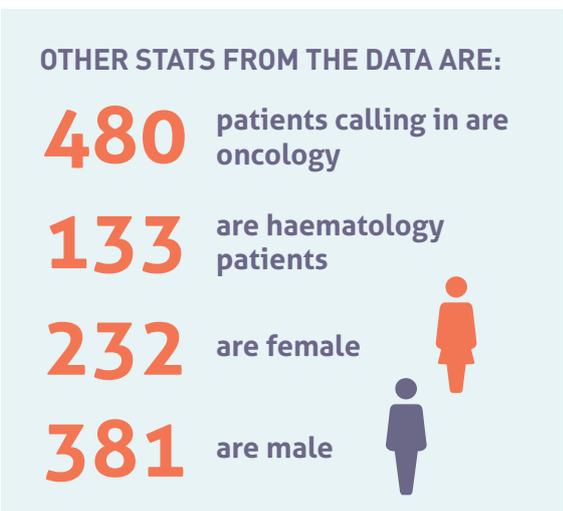
These figures illustrate the effectiveness the introduction of an Acute Oncology (AO) Service has made to patients in keeping them safely at home, reducing acute care visits to the ED and Oncology / Haematology Daywards.



This means that fewer patients attended TUH for review or ED as they were assessed and managed over the phone. These patients received a call back from the AO CNS to follow up any issues or problems that occurred since the initial call.



The most common symptoms reported are pain, fatigue, diarrhoea, nausea and decreased appetite. Providing self-care advice and reassurance was the main outcome for patients who contacted the AOS.



**THE THREE MOST COMMON CANCERS THE SERVICE HAS DEALT WITH ARE:**

**145** GI (upper & lower) cancers

**69** Prostate 

**67** Lung 

Other cancers include breast, testicular, leukaemia, urothelial and cervical.

In 2021 the service was awarded the Eizabeth O'Dwyer Bursary from the Meath Foundation for the collaboration with the Community Intervention Team (CIT) for our project on the Integrated Oncology Nursing Service. The AOS ended the year with the privilege of presenting its findings at the Gathering Around Cancer National Conference in Croke Park in November 2021.

The Hospital is now paving the way in rolling out the service and launching this new initiative. In conjunction with Ciara Parthiban, CIT liaison CNM, we hope to integrate with CIT Southside services to link in with oncology/haematology patients, who are unwell at home, to provide a further layer of care.

Feedback from patients for the service has been extremely positive. Patients feel they are being supported and listened to, and also trust the advice provided.

*"Thank you for all the advice and information you give to me. It was very helpful and made the time of chemo much easier. Thank you for the phone call after the chemo and advice and professionalism. It gave me more confidence and I knew all the time I was not alone and that I could ask for help and get it"*

*Patient feedback*

## COVID-19 Vaccination Clinic

On January 5th 2021 the TUH COVID-19 Staff Vaccination Clinic administered its first vaccine, over the course of eight weeks a total of 7,215 vaccines were administered to our staff, students, contract staff, volunteers and affiliated staff e.g. HSE Mental Health and Trinity College Dublin.

This clinic was run by a multi-disciplinary team of people including administration (current & retired), nurses, pharmacy, estates & facilities, EMT, ICT, catering, medics, volunteers and staff from the Centre of Learning & Development. The clinic was an emotional but rewarding place for staff working in it and those attending. The clinic brought hope and light after a long eight months of working with COVID-19.

The work of the clinic continued in conjunction with the Haematology, Oncology and Renal departments and vaccinated over 1,000 of their high risk/immunocompromised patients in nurse led clinics from March – May. We also started vaccinating our inpatients on March 16th with a team of nurse vaccinators and administration staff with the assistance of colleagues in pharmacy.

By the end of 2021 over 900 vaccines to patients were administered. The Clinic worked closely with the City West Vaccination Centre throughout the year and they assisted with the vaccination of our high risk patients and our staff for their booster doses.



*Vivienne Dick, Clinical Nurse Facilitator, as she administers the first COVID-19 Vaccine*

## CNM2 Community Intervention Team Liaison Service

The Community Intervention Team (CIT) is a nurse-led health service that embodies the ethos of a hospital without walls. The aim of the service is to facilitate both early discharge from hospital and admission avoidance by means of early nursing intervention. The liaison service for the South Dublin Community Intervention Team will continue to facilitate further integration between the acute hospital and community services.

Examples of these interventions are; IV antibiotic administration, care including chemotherapy pump disconnection, blood clotting monitoring with emergency male and female Suprapubic and Urinary re-catheterisation, phlebotomy and weekend wound care.

The CIT Liaison CNM2 role was introduced to the Hospital in March 2021. The purpose of the role is to raise the profile of the CIT through information sessions, enhance communication between the acute hospital and CIT, and ensure all healthcare professionals can identify patients suitable for referral.

Since the role was introduced data shows that activity, such as COPD outreach and palliative care referrals between the Hospital and the South Dublin CIT has increased compared to 2020. Wound care and home support referrals have doubled, medication compliance referrals have quadrupled, while domiciliary phlebotomy has increased almost seven fold. These referrals to provide nursing care in the community have assisted in early discharge for patients.

The CNM2 liaison role has facilitated pathways of integrated care which include;

- › A Virtual Renal OPD pathway, established in May 2021 to enable frail, vulnerable patients to remain at home whilst still availing of a robust assessment by the CIT nurse. To date there have been 24 OPD avoidances creating capacity in the Renal OPD clinics.
- › The INR monitoring pathway provides point of care testing in the patient's home. Since September 2021, a more systematic process was developed. CIT have since performed 109 home visits giving us greater capacity in the Anticoagulation clinic and a more person centred service for the frail, housebound patient.
- › The Integrated Oncology Nursing Service is a collaboration with the Acute Oncology Service in TUH. The clinical pathway describes how the Acute Oncology CNS will refer patients who trigger the need for assessment on the UKONS triage tool to CIT. The CIT assessment will consist of: clinical vitals, phlebotomy, and pain management/medication administration, supportive and psychosocial care. It is anticipated that this nurse-led service will improve patient experience, reduce ED attendance, and result in admission avoidance for patients accessing the TUH Oncology services.

“

**Wound care and home support referrals have doubled, medication compliance referrals have quadrupled, while domiciliary phlebotomy has increased almost seven fold. These referrals to provide nursing care in the community have assisted in early discharge for patients.**

”



Tallaght  
University  
Hospital

Ospidéal  
Ollscoile  
Thamhlachta

An Academic Partner of Trinity College Dublin

People Caring for  
People **to Live**  
**Better Lives**

**CARE**  
**COLLABORATE**  
**ACHIEVE**  
**RESPECT**  
**EQUITY**

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

Collaborate together and with our academic and care partners

Achieve our goals, positive outcomes and wellbeing

Respect for patients, each other and our environment

Equity for patients and staff

## Acute Care Intellectual Disability Liaison

The Acute Care Intellectual Disability Liaison CNM2 role was introduced to in partnership with Cheeverstown House to the Hospital in March 2021.

The purpose of this role is to identify areas for improvements by engaging with the relevant nurse managers and consultants throughout the patient's hospital journey. This includes inpatient and outpatient settings, pre-admission, admission, and discharge points in time. The Intellectual Disability Nurse Liaison (IDNL) role has helped minimise the numerous obstacles faced by people with intellectual disability and their families by collaborating with the hospital team fostering a person centred approach to safe effective compassionate care.

The IDNL service has provided support to over 80 patients in the ED, wards and outpatient department. To date, the IDNL service has connected with multiple disability organisations such as St. Michaels House, Stewarts Care, St. John of Gods, Gheel Autism Services, Nua Healthcare, Kare, Westfield House and multiple families throughout the country.

The IDNL connects with community GPs, MDT's, and families/carers of patient with an ID. The HSE health passport has also been shared with all relevant agencies which has streamlined the sharing of vital health and personal information in how best to support the patient with an ID in the acute setting.

The IDNL service has also assisted the acute setting and disability organisations in preparing for supportive discharges in patients with an intellectual disability. This has required liaising across all aspects of TUH and CHO7 teams.

A large part of the IDNL role is providing education and supports to enable healthcare professionals develop a more person centred approach to the patient with an ID. This service has delivered regular education to adaptation nurses in the care of a patient with an intellectual disability in the Hospital. The production of podcast that will provide education sessions for hospital staff has also started.

Working with the Medical Photography & Illustration Department an easy read leaflet specifically for people with an intellectual disability and their carers about the (IDNL) service in the Hospital has been designed.

A communication project is underway with the Medical Photography & Illustration Department to develop a database of easy reads leaflets covering different topics i.e. procedures such as phlebotomy, vitals and medical investigations. These will be available on the intranet for all TUH staff as a vital resource to support patients who have communication support needs.

The environment in the ED is often a challenge for adults with an intellectual disability who struggle with waiting in noisy environments. This can often contribute to sensory overload and distress. The IDNL is one of the stakeholders on the ED Sensory Space team who are introducing a much needed sensory friendly space to the ED. This will provide solace and support to adults with an intellectual disability in the ED.

The IDNL service is in development with Cheeverstown House and the Rehab Department in TUH for a tone management pathway for adults with an ID with spasticity and contracture challenges. The purpose of the pathway is to contribute and improve the patient's postural management and positioning comfort.

The role to date has been received positively by hospital staff; families/disability services alike and is part of the solution to improving the health outcomes for people with intellectual disabilities in the general hospital environment.



*Pictured from left to right Jim Power, GP Liaison Nurse and Suzanne Kennedy, CNM2 Intellectual Disability Liaison*



# 6

## Enhanced Infrastructure

### Oncology Day Unit – Makeover Complete

Our colleagues in the Oncology Day Unit were perhaps the most discommoded during the COVID-19 pandemic as it was decided in the interest of patient safety to locate the Unit offsite during the first wave. They returned to their old location which had limited space for patients and staff.

The opening of the Varray Renal Unit in 2020 gave the Hospital a larger space to move these vulnerable patients to improved surroundings. The new unit has a much larger footprint, a 50% increase in space for patients and staff with more single rooms, bathrooms and meeting spaces than was within the previously available.

Each year over 800 patients attend the Day Unit; this new bespoke space created has a higher specification and finish. The Hospital is working through a comprehensive list of capital infrastructure projects with priority given to those projects that improve access for our patients. The refurbishment of this space was carried out with the support of the Tallaght University Hospital Foundation and the incredible work of the Technical Services Team that completed this project in the first few months of the year, a time when the Hospital were dealing with the height of COVID-19 and the various challenges it presented to us.



**The Hospital is working through a comprehensive list of capital infrastructure projects with priority given to those projects that improve access for our patients.**



*The Oncology Unit before it opened to patients*

## Reducing Carbon Emissions

Towards the end of 2021 the Hospital have entered a new energy performance contract with Centrica Business Solutions which will deliver guaranteed savings of almost €1M in energy expenditure per year and see a capital investment of over €6m. Overall the scheme provides for a 70% drop in grid supplied electricity, a 20% saving on electrical consumption and a 26% reduction in carbon consumption!

The 15 year contract was awarded following a competitive public tendering process which will see significant investment in the Hospital's aging infrastructure, reduce energy consumption onsite and reduce the organisation's carbon footprint.

The contract will include an upgrade of the Hospital's heating network, incorporating a combined heat & power system, replacement of heating pumps and steam boilers, the upgrade of the Building Energy Management System, which is the back bone to the management of the installed mechanical equipment onsite, replacement of campus lighting and refurbishment of the air handling units in Theatre.



*Pictured from left to right at the announcement of the new energy performance contract were Seamus Foran, Head of Project Management Office TUH; Shane Minehane, Head of Business Operations Centrica Ireland; Lucy Nugent, Chief Executive of TUH; Edel Wyse, Director of Carbon & Energy Ireland Fund; Dermot Carter, Director of Finance, TUH and Ciaran Faughnan, Director of Facilities & Clinical Engineering at TUH*

## Green Committee established in 2021

One of the core values of the Hospitals CARE values is Respect not just for our patients but each other and our environment.

In December 2021, to put a more structured and focussed approach to living this value as individuals and as an organisation TUH inaugurated the Green Committee. This is a management-embedded body to co-ordinate sustainability initiatives in the Hospital. It is co-chaired by Dr. Ana Rakovac, Consultant Chemical Pathologist and Mr. Ciaran Faughnan, Director of Facilities & Clinical Engineering.

The Committee members come from all disciplines working in the Hospital: nurses, doctors, pharmacists, dietitians, physiotherapists, energy officers, catering, waste officers. All working together on the shared aim of making the Hospital a carbon-neutral hospital reflecting our respect for the environment we work in but also the environs of our hospital and community in which we are based.

The Green Committee will focus on the following:

- > Green procurement
- > Waste reduction initiatives
- > Green Building initiatives
- > Biodiversity conservation and improvement of natural habitat
- > Energy efficiency
- > Water use efficiency
- > Sustainable travel initiatives
- > Supporting the local economy
- > Environmental impact of internal our policies and securing green accreditation



### **Tree Planting at TUH**

*Pictured from left to right at tree planting organised by Irish Doctors for the Environment were Dr. Ana Rakovac, Consultant Chemical Pathologist; Ms. Lucy Nugent, CEO; Professor Rónán Collins, Consultant Geriatrician; Mr. Anthony O'Toole, Deputy Environmental Services Manager; Ms. Frances Meehan, Staff Nurse; Dr. Susanna Frost, Consultant Microbiologist and squatting Dr. Vincent Wall, Anaesthesiology SpR.*

*The group planted a mix of Irish native trees including; Alder, Birch, Hazel, Oak, Hawthorn and Roan. The trees were provide by the Trees on the Land Charity and were place in front of the Mortuary and the Education Centre*

One of the core elements of our hospital CARE values is Respect – for patients, each other and our environment. In March, the Hospital were delighted to kick start a national campaign of tree planting for national schools and institutions.

The trees planted at TUH will add to the bio diversity of the campus and hopefully provide some assistance for our bees in the hives that were placed onsite last year. Bugs, Bees & Native trees are encouraging all primary and secondary schools to each plant up to 10 native or common Irish trees or saplings in a small area.

Irish trees encourage other flora and fauna, pollinating insects (bugs & bees) and other wildlife to thrive in the same locality. The trees planted at the rear of TUH between the canteen and Luas entrance include Birch, Lime, Beech, Common Oak, Mountain Ash, Pink Berried Ash, Holm Oak, Snowy Mespilus, Hawthorn, and common Crab Apple.



*TUH Consultants Professor Ronan Mullan, (Rheumatology) with Dr. David Mulcahy (Cardiology) happy with a morning's work of tree planting at TUH*



*Some members of the TUH Tree Planting Team from left to right Professor Sean Tierney, Consultant Vascular Surgeon; Lucy Nugent, Chief Executive, TUH; Dr. David Mulcahy, Consultant Cardiologist, Professor Ronan Mullan, Consultant Rheumatologist and Caitriona Taylor of Blessington Garden Centre*

## ICU

As anyone visiting the Hospital can see work on the new 12 bed ICU extension continued at pace throughout 2021 despite all the challenges due to Covid. With such gallant effort by all involved it is on track to complete in the summer and operational in the autumn of 2022.



*Pictured from left to right on the roof of the new ICU Ciaran Faughnan, Director of Facilities & Clinical Engineering and Lucy Nugent, Chief Executive of TUH*

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## Canteen Outdoor Canopy

Work commenced on this really exciting project in 2021. Due to COVID-19 and the associated social distance requirements including a preference for safe outdoor dining, the Hospital decided to enhance our outdoor area by covering a large area with a rain canopy and extend the outdoor dining area overall. This project is due for completion in Q1 of 2022.





# 7

## Digital Enabled Care

*Pictured from left to right on the day RespiraSense was introduced to TUH Jane Dillon, CNM1, Lynn ward; Flo Lambert, CNM2 Lynn Ward; Emma Gilligan, CNS for PMD Solutions; Kerry Daniels, Student Nurse and Karen Geraghty, CNM1 Ruttle Ward*

# 1,401,224

Electronic Messages sent to Healthlink  
TO GPs AND PRIMARY CARE CENTRES INCLUDING

**347,469**  
LAB RESULTS

**409,495**  
OPD MESSAGES

**12,079**  
RADIOLOGY RESULTS

**13,260**  
DISCHARGE SUMMARIES

**47,638**  
ED DISCHARGE LETTERS

ON AVERAGE  
**116,768**  
MESSAGES  
A MONTH

# 51,021

E-REFERRALS RECEIVED FROM  
HEALTHLINK VIA GPs FOR TUH  
SERVICES

↑ **16,523** FROM 2020



# 37,806

PATIENTS CHECKED IN FOR THEIR  
OPD VIA INFORMATION KIOSKS



# 38,046

 Patients

BOOKED FOR OPD / GP BLOOD TESTS  
THROUGH THE SWIFTQUEUE SERVICE



# 247,871

 ↑ 8.5%

OPD visits

OF THOSE

# 83,238

WERE VIRTUAL



# 30,193

Helpdesk calls received  
during the year





2021 represented a significant milestone in TUH's eHealth journey. Notwithstanding the challenges posed by the HSE cyber-attack and ongoing COVID-19 pandemic, the Hospital went live with the Synergy Electronic Patient Record on November 6th. This represented the culmination of two years' work and starts TUH on its continuing EPR journey into 2022 and beyond. None of this would have been possible without the dedication and commitment of the EPR team and wider Hospital staff, all of whom have supported the Synergy Programme since its inception.

This year also marked the Hospital transitioning from Digital Enabled Care to Digital Care Delivery (DCD) with TUH again at the forefront of innovation with deployment of Electronic Vitas Signs (Osborne Ward) and use of remote monitoring (Lynn Ward). The groundwork for a number of other DEC initiatives also started which will go live in 2022. eHealth and digital technologies remain at the core of TUH supporting the ongoing delivery of safe patient care.

## RespiraSense

In September a new pilot of RespiraSense started on Lynn and Ruttle wards. RespiraSense is a device that gives motion tolerant, accurate, continuous respiratory rates. The respiratory rate can often be the first vital sign to herald a deteriorating patient. Current manual measurements are subjective, whereas this technology facilitates an accurate objective measurement. We hope that RespiraSense will help us to improve patient outcomes by detecting deteriorations and therefore enabling intervention at an earlier stage.

The technology will be piloted for six months at which point the benefits to determine continued usage will be examined. The criteria for use is available on the wards and includes patients with a raised INEWS score or with concern for sepsis, patients on oxygen or non-invasive ventilation, and patients with COVID-19.

As well as providing a more accurate respiratory rate calculation for inclusion in the INEWS score, iPads with continuous trends of respiratory rates for patients on the device will be available for review by teams on ward rounds and by on call staff. This follows on from the recent implementation of the Vital Signs Automation technology on Osborne ward

This is another project supported by the Hospitals partnership with the HSE digital transformation team and another example of the implementation of technology in TUH to support patient monitoring.



**RespiraSense is a device that gives motion tolerant, accurate, continuous respiratory rates. The respiratory rate can often be the first vital sign to herald a deteriorating patient.**



## Electronic Vital Signs for Patients Introduced

Taking the vital signs i.e. temperature, oxygen saturation, heart rate/ pulse and blood pressure of patients is a vitally important part of their care. Hospitals use the National Early Warning Score (NEWS) which is a guide that determines the degree of illness of a patient and determines how often their vital signs need to be checked. A change in the NEWS can indicate early detection of infection or sepsis, and an increase of the score prompts medical review. Previous studies have shown that staff can make errors when manually calculating the EWS, this can lead to delayed or inappropriate escalation of patient care.

In 2021 TUH became the first Model 4 hospital in the country to rollout Vital Signs Automation. Starting on Osborne Ward the new electronic system improves accuracy of vital signs recording and automatically calculates the Early Warning Score. The project is being undertaken in partnership with the HSE digital transformation team. The Hospital was awarded a 'Public Service' innovation award to assist with the delivery of this project.



*Pictured from left to right are Dr. Natalie Cole, Head of Innovation; Professor Martin Curley, HSE Director of Digital Transformation; Elsamma Philip, Clinical Nurse Manager on Osborne Ward; Dr. Hannah O'Keefe, Innovation Registrar and Mary Hickey, Quality Improvement Lead*

## ICU Clinical Information System

Despite the unprecedented and sustained levels of activity for our ICU services in the last year a hard working team were not distracted with progressing an important quality improvement project.

With ICU at full capacity up to 50% of patients are cared for in PACU. This meant, that up until recently the ICU Clinical Information System had 50% of patients on electronic records with the other 50% on paper.

A drive to progress the project started in February 2020. In spite of three COVID surges Maria Messitt and the PACU team together with Lucy McGovern – (ICU audit & informatics manager), Stephen Bligh and the engineering department, Meliosa Moran, Lorcan Power and the IT department continued to progress the project to completion.

The implementation of the system to all patients requiring ICU care is beneficial on a number of fronts including:

- Seamless transfer process. As patients can be transferred between units (ICU & PACU) during their stay for reasons of infection control, dialysis etc there is a consistent record of their care

- The team will now be able to achieve their KPI target for export of ICU data to the National Office of Clinical Audit
- The Electronic Kardex will reduce prescribing risks
- In terms of data management the electronic record will make the data curation process much less time consuming with greater accuracy and fewer missing data points. Data retrieval and interrogation is easily done when needed compared to retrieval from paper flow sheets.
- Storage and retrieval cost of large number of flow sheets will no longer apply
- It will facilitate reporting the bed status to the National electronic ICU Bed Information System which was introduced at end of last year.



*Pictured from left to right: Maria Messitt, Clinical Facilitator Critical Care; Paul Tierney, Director of ICU; Dr. Maria Donnelly, Consultant Anesthesiologist and Audit & Research lead; Lucy McGovern, ICU/CNM Audit & Informatics; Patricia Morrison, Directorate Nurse Manager Peri Op; Professor Paul Ridgway, Clinical Director Peri Op and Judy Hardt, Health Informatics Clinical Applications Specialist, Cardiac services*

## Synergy Arrives

The first steps taken in the rollout of the Electronic Patient Record started in April 2021 with the Infection Control Clinical Surveillance System (ICNet) going live.

The new system is a paperless case management system ensuring patients have an individual case record that can be used for recording advice provided, documenting possible Healthcare Acquired Infection information and other documentation. It provides real time alerts for organisms, clusters of infections and readmissions of infectious patients.

ICNet supports the best practices for IPC and antimicrobial stewardship activities.

November 6th was a significant day in the 23 year history of the Hospital as Synergy Evolve, the largest forward facing ICT change went live. Synergy Evolve is the Electronic Patient Record that will provide one window gradually connecting to all of the Hospital's systems and will be an integral part of the care that is delivered to patients for years to come.

The second part of this change was the introduction of ICE, a new ordering system which replaces, and improves upon, the previously system KEY. Not only does ICE manage the ordering of blood tests, completely changing how the Hospitals phlebotomy service works, it also means the end to paper based orders and results.

These changes were significant steps in moving clinical work into the new digital realm. Providing us with the opportunity to improve the care that we deliver and reduce the administrative burden that care professionals have to deal with, and giving that time back to patients.



## Synergy Stats

2,405

Staff trained



100 +

WOWS DEPLOYED



125 +

Handheld devices deployed



900

Hours of training for Core Trainers



### End User Training

6,529

Classroom Training hours



2,615

ONLINE TRAINING HOURS



509

Classroom sessions





# 8

## Research & Innovation

The Hospital’s strategic plan 2019-24 outlines six priorities for TUH, one of which is Research and Innovation. This strategic objective is to build a reputation for translational research and innovation in order to underpin safer, better and more integrated care. The TUH Research Strategy was published in late 2020 and sets out the five research priority areas for TUH with the vision “People caring for people to live better lives through collaborative research, creative thinking and healthcare innovation” with the key objective of establishing TUH as a national centre for health research and innovation. The last year brought significant changes to the landscape of research and innovation in TUH and particularly with the development of the maturity level of Innovation and the establishment of an Innovation Centre in July 2022.

### Innovation

#### *Establishment of the Innovation Centre*

We have a pressing need to innovate around what we do traditionally but also to look at new avenues that we can explore. It all comes back to providing the best care for patients and for that reason we have established an onsite dedicated Innovation Centre. In July 2021 to drive the establishment of the Centre, the Hospital appointed a Head of Innovation (supported by the Meath Foundation) and a Clinical Innovation Fellow. The ‘Innovation hub’ in the main atrium of the Hospital was reopened and is a centrally located dedicated physical space to support Innovation.



*Dr. Natalie Cole, Head of Innovation and Dr. Hannah O’Keeffe, Specialist Registrar*

Ideas for innovations were encouraged prior to the establishment of the Innovation Centre, however the underlying processes, supports and tools were not in place. In the last six months a defined process for capturing innovation ideas from staff has been established with the creation of Idea Clinics, which to our knowledge is the first of its kind in Ireland. These are drop in sessions in the Innovation Hub every Tuesday and Thursday afternoon. Frontline staff from all disciplines meet with the Head of Innovation and Clinical Innovation Fellow to discuss their ideas. Many of the ideas would come under the definition of ‘combinatory innovation’ (i.e. requiring both an innovation and a process improvement or process innovation) and therefore the Innovation Centre has developed a close alliance with our colleagues in Quality Improvement. The ideas may also require the development of a research project and the Innovation Centre liaises closely with the Research Office.

The Innovation Centre provides mentoring and support in the development of an idea into an innovation proposal. These sessions have proved extremely valuable with 25 proposals at ideation stage within five months, and seven have proceeded to development. The Innovation Centre also hosted 39 Idea Clinics since July 2021.

We have some of the best staff in the world right here in TUH who come up with brilliant ideas every day. The Innovation Centre provides support from ideation, all the way through to deployment.

THESE SESSIONS HAVE PROVED EXTREMELY VALUABLE WITH

**25** proposals at ideation stage within five months, and **7** have proceeded to development.



THE INNOVATION CENTRE ALSO HOSTED

**39** Idea Clinics since July 2021.



## Re-opening of the Innovation Hub

Over the last six months of 2021, a key objective was to 1. Establish a governance structure around Innovation at TUH 2. Develop innovation partnerships 3. Develop a pipeline of Innovation projects. 4. Build awareness both internally and externally. Increase number of staff engagement events.

### 1. Innovation Governance & Operations

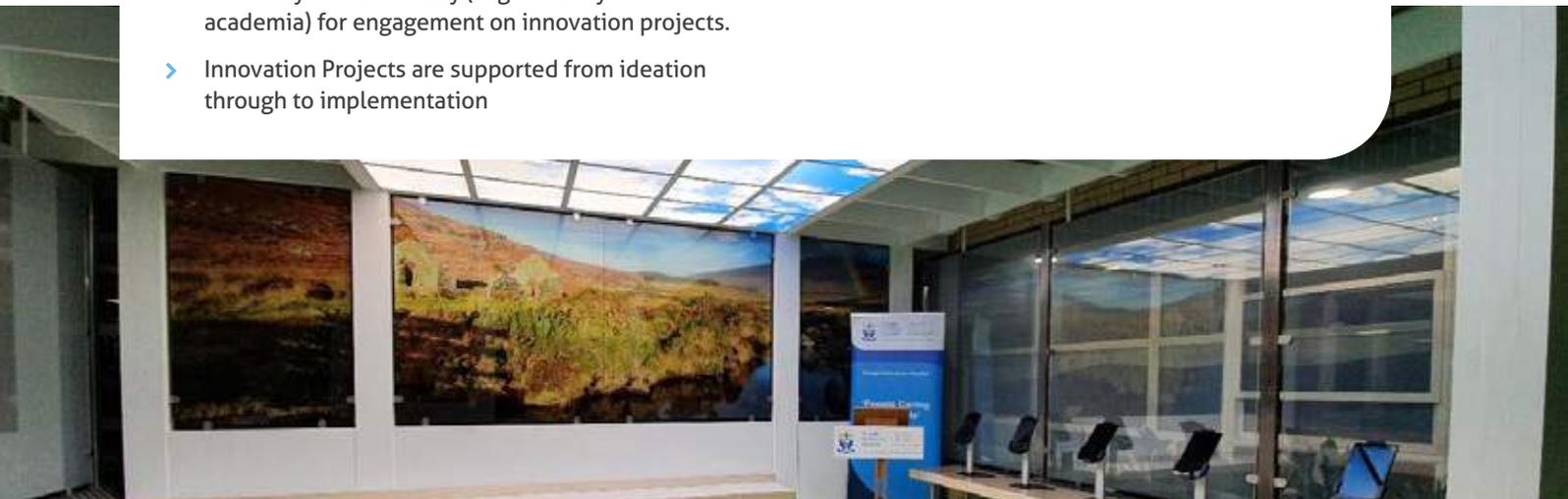
We have made significant inroads in creating key governance and decision-making mechanisms critical to injecting innovation into the way of working for TUH. In August 2021 the TUH Innovation Operations Committee was established and is responsible for the process of review and approval of innovation projects. A detailed workplan for the development of Innovation and the Innovation Centre at TUH was initiated by the Head of Innovation and a subcommittee of the Board for Research & Innovation was established.

- Projects are now registered centrally
- All innovation projects are aligned to TUH strategy and a structured approval and oversight process is in place
- The Innovation Centre is a one-stop-shop both internally and externally (e.g. industry and academia) for engagement on innovation projects.
- Innovation Projects are supported from ideation through to implementation

### 2. Develop Innovation Partnerships

The Innovation Centre has established key partnerships both internally and externally e.g. National Innovation bodies (Our Public Service Innovation in DPER and HSE Spark Innovation), Universities and industry both nationally and internationally. TUH has signed a Memorandum of Understanding (MoU) with HSE Digital Transformation, and has established a working relationship with Health Innovation Hub Ireland (HIHI).

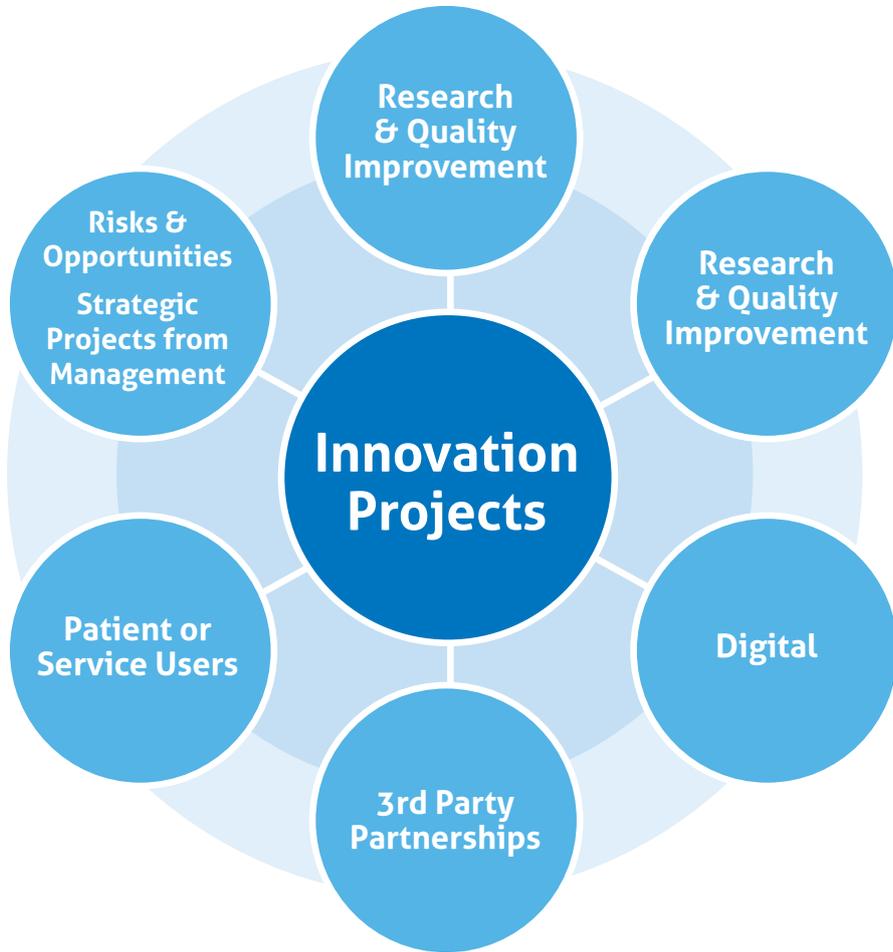
We are also working on innovation projects with final year and MSc students from TUD, TCD and RCSI. We are recalibrating TUH's relationship with industry, moving it from one of customer-supplier to one of partnership. This in turn will enable us to expedite the adoption and spread of innovation aligned to TUH priorities, attract inward investment and extract increased value for money on behalf of the health and social care system from existing and new treatments. TUH Innovation brings together world leading academic research and the healthcare ecosystem to drive innovation solutions for our patients and/or service users



Innovation Centre brings together the healthcare ecosystem		
Academia	National Programmes	Industry
TCD	HSE Spark Innovation Network	Community SDCC - Innovation Hub
TUD	OPS Innovation	
DCU	HSE Digital Transformation	
RCSI	Health Innovation Hub Ireland (HIHI)	

TUH Integrated Innovation System

### 3. Develop a Pipeline of Innovation Projects



The Innovation Centre at TUH has played a pivotal role in 2021 in bringing forward a constant flow of targeted innovations and putting them through an effective but streamlined evaluation process. A pipeline approach was developed, including the mechanism by which proposals are identified, assessed, prioritised and supported to meet the needs of TUH and align to our strategic goals.

*Channels for Ideas for Innovation Projects.*

# Innovation Pipeline

**4** HSE digital transformation collaborations

**3** AGING TECHNOLOGY PROJECTS,

**2** of which incorporate Artificial Intelligence



**2** GASTROENTEROLOGY INNOVATION PROJECTS,

**1** of which incorporates Artificial intelligence



**5** Additional internal projects through different disciplines

**3** TU Dublin IT collaborations



**15** further @ idea/feasibility stage

**18** additional ideas have already been assisted / linked with research or QI

THE PIPELINE OF INNOVATION PROJECTS INCREASED **12X**

## RespiraSense

TUH also commenced a pilot of RespiraSense on Lynn and Ruttle wards in September 2021. RespiraSense is a device that gives motion tolerant, accurate, continuous respiratory rates. The respiratory rate can often be the first vital sign to herald a deteriorating patient. Current manual measurements are subjective, whereas this technology facilitates an accurate objective measurement. The aim is that RespiraSense will help us to improve patient outcomes by detecting deteriorations and therefore enabling intervention at an earlier stage.

As well as providing a more accurate respiratory rate calculation for inclusion in the INEWS score, iPads with continuous trends of respiratory rates for patients on the device are available for review by teams on ward rounds and by on call staff.

We are piloting this technology for six months, so will be assessing the benefits of this project in 2022. This project is supported by HSE Digital Transformation.



**The aim is that RespiraSense will help us to improve patient outcomes by detecting deteriorations and therefore enabling intervention at an earlier stage.**



Members of staff visiting the Innovation Hub and meeting Mylo who will take part in a pilot in Tymon North

#### 4. Build Awareness and Celebrating Success

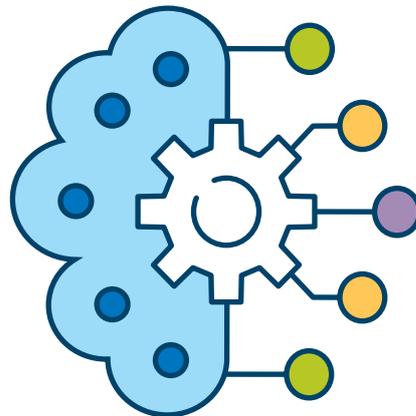
Some of our successes

- ✓ Innovation Team provide pre and post award support for Innovation projects
- ✓ Establishment of governance structure for Innovation
- ✓ Pipeline of Innovation Projects increased 12X
- ✓ Awards/Funding: Health Tech Award Finalists
- ✓ Academia collaborative projects
- ✓ Partnerships/ Collaborations Increase number of new partnerships
- ✓ First Idea Clinics in Acute Hospital in Ireland
- ✓ 1st Innovation Week
- ✓ Partnership with local community partners and industry
- ✓ UK Embassy Trade Judges
- ✓ Social media: Twitter
- ✓ Workshops
- ✓ Raise Awareness Internally: Presentations/1:1 meetings

Prior to the establishment of the Innovation Centre individuals were not formally recognised for their achievements. One of the key objectives of the Innovation Centre is to support staff to promote their achievements and submit their innovation projects for national and international awards. To date the Innovation Centre has submitted two national Health Tech award nominations and supported the successful nomination for a European award. The Innovation Centre works closely with the Hospital's Communications Department in ensuring achievements are publicised both internally, via the Hospital's social media channels and externally via media publications. The Innovation Centre also has a twitter and linked in account which are used to promote innovation achievements.



**To date the Innovation Centre has submitted two national Health Tech award nominations and supported the successful nomination for a European award.**





## Innovation week November 2021

The Innovation Centre celebrated TUH's first Innovation Week in November 2021 which included the showcasing of a number of TUH innovation projects on social media the Gastroenterology Department and Gaitkeeper, new AI-assisted technology for assessing Gait.

Two very enjoyable creative and design thinking workshops were held in the Innovation hub. These were developed by the Innovation Centre in collaboration with our colleagues in the Arts and Health Department, and attended by staff across all disciplines. They gave attendees a flavour of some concepts of design thinking. On Nov 10th we were treated to an exceptional lecture by Professor Derek O'Keeffe, Consultant Endocrinologist in GUH and Professor of Medical Device Technology in NUIG, highlighting advances in technology for healthcare.

*Pictured from left to right at one of the creative workshops were Adele Ward, Pharmacy; Suzanne Marie Egan, Pancreatic & Hepatobiliary CNS; Daphne Gould, CNM2 Urology; Natalie Cole, Innovation; Hannah O'Keeffe, Innovation; Dawn Davin, Renal Pharmacist; Alison Baker Kerrigan, Arts and Melanie Ryberg, Psychologist ICU*

On November 11th Professor Ian Robertson, Professor in clinical psychology and neuroscience from TCD and co-director of the Global Brain Health Institute, gave us an excellent talk inspiring us all to have the confidence in our ability to be able to innovate. We also saw Mylo, an assistive robot, visit the Innovation Hub and look forward to our colleagues in Tymon North piloting the use of these robots in a healthcare setting in 2022.

## Laboratory Medicine Innovation Hub

The Laboratory Medicine Innovation Hub had a very busy year in 2021. The team are looking forward to working with their partners in the innovation office and maintaining and promoting the innovation strategy of TUH. An example of some projects from 2021 are detailed below:



*The Laboratory Medicine Innovation Hub Team on the left side left to right; Dr. Erum Rasheed, Dr. Ann Leonard, Ms. Deborah Ennis, Ms. Meghan O'Brien, Ms. Caroline Murray; on the right side left to right Ms. Catriona Duffy, Professor Gerard Boran, Ms. Gillian Maguire and Dr Johnny McHugh. In absentia: Ms. Ursula Fox, Ms. Phyllis O'Reilly & Dr. Anna Rose Prior*



### **TUH AntiBody Study in Health care workers to SARS-CoV-2**

The TUH TABS study was one of the first studies in Ireland to provide information on the seroprevalence of antibodies to SARS-CoV-2 in Ireland. Three rounds of the project have been completed to date. The team are planning a 4th and potentially final phase of the TABS in the summer of 2022. This will determine the impact of the Vaccine booster programme and the time since last vaccination on the current antibody levels of the TUH staff. In addition the team are also in a position to distinguish between innate infection and acquired immunity through vaccination. Another important consideration will be the impact of previous wave of Delta, Omicron and other variants on the healthcare population at TUH. The project has been sponsored by Roche© Diagnostics and this important data is contributing to the global knowledge of antibody response through the same.

### **PalmSoc (PeriAnalytic and Laboratory Medicine Society)**

Despite the ongoing pressures in 2021, the society held its 4th annual conference with the theme of COVID-19 vaccination and the impact of the HSE Cyber-attack. The conference had a special guest speaker Mr. Paul Reid and a number of international and national expert speakers in the area. All presentations were recorded and available on the society website [www.palmsoc.ie](http://www.palmsoc.ie). The day was one of the most successful conferences to date with attendance of over 200 virtually from Ireland and abroad.

### **MPCE Innovation Hub**

Neil Tilley from Medical Physics & Clinical Engineering has taken up the position of HIHI Clinical Liaison (funded by HIHI). Neil describes his role "Firstly I help identify clinical needs for innovative technology or processes that can improve the quality of services provided in healthcare settings. Secondly, I work with companies to understand what their healthcare products do and how they can fit into the existing services to create improvements." MPCE and the Innovation team are looking forward to working closely with HIHI to deliver even more rapid and sustained adoption of proven innovations

The Innovation Centre at TUH is at the beginning of a journey and while we can be proud of the impact we have had over the last six months, there is much to be done. In 2022/2023 we look forward to forging new partnerships and collaborations with system stakeholders and industry innovators while delivering a diverse range of exciting programmes and embedding the mechanisms, infrastructure, and culture across the system to create an environment where innovation flourishes - enabling TUH to become an international leader in accelerating innovation that transforms citizens' health and wellbeing.

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

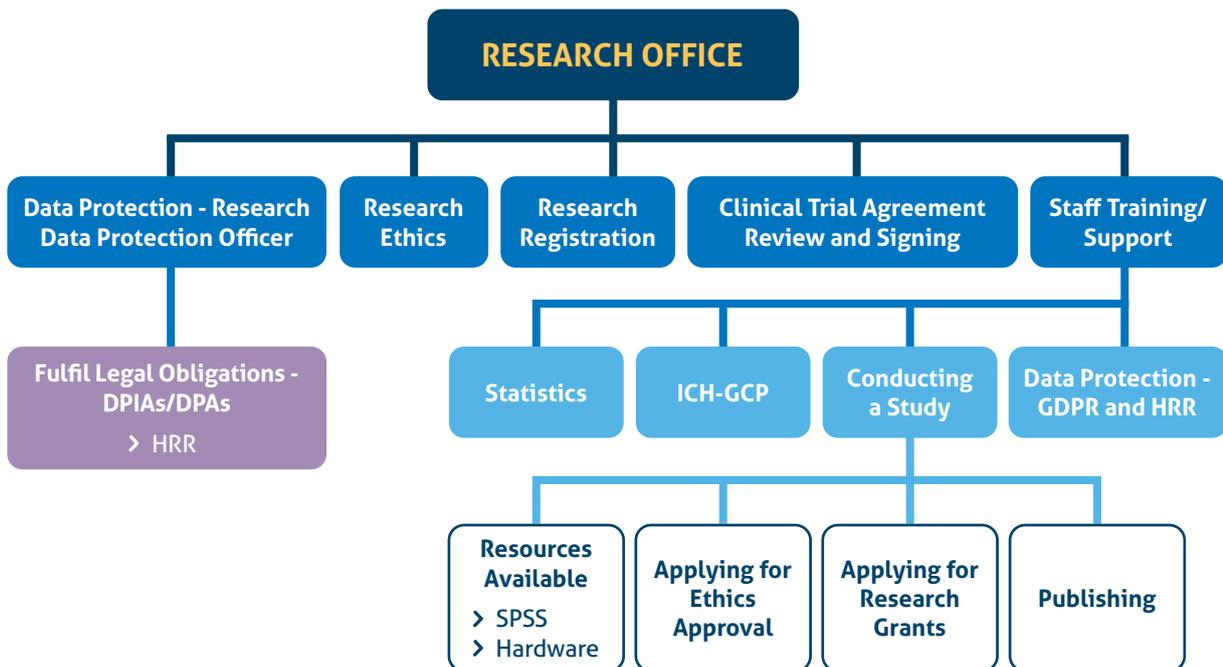
## Research

### Establishment of the Research Governance Committee

Big strides were made to develop research leadership and governance. In early 2021 the Research Governance Committee was established. The functions of the Research Governance Committee are 1. Advise the EMT and Hospital Board on research activities within TUH, 2. Provide oversight of all research taking place within TUH and affiliated with TCD and other academic institutions, 3. Focus on establishing and advising TUH on the key research priority areas 4. Ensuring patients and service users have confidence in and benefit from health research and 5. Promote a multi-professional approach. The Committee meets quarterly and three meetings took place in 2021.

### Establishment of the Research Office

The second key aspect of this priority area was to develop a Research Office (RO). The RO forms part of the CEO Directorate and was established at the end of 2020. The RO is managed by the Research, Research Ethics and Clinical Trials Manager, Dr. Sadhbh O'Neill and encompasses all research related functions of TUH (Fig 1). The office maintains oversight of hospital-based research-related activity through a registration process and reports on this to the Research Governance Committee. The RO also offers support, advice and training to all researchers within TUH.



Organogram of the functions of the Research Office at TUH

The main output of the RO in 2021 was the launch of the new online application and review portal on the 26th of February. The portal was initially built to perform three key functions of the RO Office, 1. TUH research registration, 2. TUH and SJH Research Ethics application completion, submission and review and 3. Research Data Protection (DPIA) review. The Research Ethics & Clinical Trials Manager can also perform all reviews and administration related activities for each application within the portal. All Ethics Committee meetings are scheduled through the portal and all of the Committee members can review and comment on applications in the portal.

Along with the launch of the portal the RO launched a new TUH research webpage. The webpage outlines all requirements for researchers from research registration to ethics applications, support and training, clinical trial agreement sign off, finance and HR to name a few.

In addition the Research Ethics and Clinical Trials Manager has been providing ICH-GCP training to researchers in TUH since 2019. In 2021, the ICH-GCP training fell under the remit of the RO and the interim Research Ethics & Clinical Trials Manager, Ms. Chita Murray provided the full Introductory training and the Refresher training on 10 occasions to a total of 40 researchers.



**The portal was initially built to perform three key functions of the RO Office, 1. TUH research registration, 2. TUH and SJH Research Ethics application completion, submission and review and 3. Research Data Protection (DPIA) review.**



*Clinical Research Facility at TUH*

## **Clinical Research Facility**

Another key priority areas of the TUH Research Strategy was the establishment of a Clinical Research Facility (CRF). In late 2019 the old CRY building was assigned as the new Clinical Research Facility and work began to rearrange the building. The building was renamed the Camac building and in late-2021 the RO moved into the Camac building. Work will continue in 2022 to fully establish the CRF and accept the first patient into the facility.

TUH has a proud tradition and continued track record of research, this was proven during 2020 and 2021 when TUH Researchers proved their dedication to TUH patients and the research they perform to improve the lives of our patients. Researchers not only continued research during the COVID-19 pandemic but they excelled.

Professor Seán Kennelly conducted a COVID-19 study to investigate the COVID-19 antibody levels in nursing home residents before vaccination and five weeks and six months following the two doses of the Pfizer vaccination. Recruitment for the COVID study was carried out through existing links between Age-Related Healthcare (ARHC) in TUH and five local nursing homes. Their aim was to provide support for the use of boosters in this cohort of the population. This research used a collaborative approach with TUH Immunologist, Geriatricians and nurses and Trinity College Dublin all involved. The results of the study showed that previous SARS-CoV-2 infection, age and degree of frailty were all associated with six month antibody levels.



*Pictured left to right Dr. Adam Dyer (Specialist Registrar in Geriatric Medicine & Irish Clinical Academic Training Fellow, TUH & TCD) and Professor Seán Kennelly Consultant Geriatrician & Clinical Associate Professor, TUH & TCD*

Specifically, previous SARS-CoV-2 infection was associated with much greater antibody levels and increasing age and frailty were associated with lower antibody levels. Importantly, the antibody levels were associated with the capacity of the antibodies to neutralise the SARS-CoV-2 virus. Additionally, the study showed antibodies predictably declined over time and this was striking in those with no previous evidence of SARS-CoV-2 infection. It is important to note that the study only considered anti-spike antibody levels and did not examine long-term “memory” immune cells and the ability of these to fight off future infection – an area of ongoing research for the group.

Dr. Adam Dyer, specialist registrar in geriatric medicine & Irish clinical academic training fellow in Trinity’s School of Medicine and TUH, said:

*“Our findings demonstrating lower antibody levels in SARS-CoV-2-naïve individuals and in those with increasing age and frailty tell only part of the story, but they support the ongoing use of vaccine boosters in this vulnerable population.”*

Professor Seán Kennelly, Consultant Geriatrician at TUH and Clinical Associate Professor in Trinity’s School of Medicine said:

*“The NH-COVAIR study is an important piece of research that provides support for the use of COVID-19 vaccine boosters in nursing home residents to prevent serious illness. Nursing home residents are frequently excluded from translational research, but as we know they are the population at greatest risk of morbidity and mortality from COVID-19 illness.”*

TUH has a strong reputation for research in numerous departments throughout the hospital, including Gastroenterology, Dermatology, Vascular Neurology & Stroke, Gerontology, Immunology and Respiratory Disease as well as across surgical specialities such as Urology, Orthopaedics and General Surgery to name but a few. Below is a synopsis of research undertaken in TUH in 2021.

## Meath Foundation Research Laboratory at TUH

### *Helicobacter Pylori Infection & Antibiotic Resistance Research*

During the year, Dr. Sinead Smith (Ussher Assistant Professor in Applied & Translational Medicine, TCD) and Professor Deirdre McNamara (Consultant Gastroenterologist, TUH and Associate Professor, TCD) initiated a nationwide research project on *Helicobacter pylori* (*H. pylori*) antibiotic resistance. *H. pylori* is a bacterium (germ) that infects the stomach of approximately half of the world's population. Although infection does not usually have serious consequences, some patients will develop stomach inflammation, ulcers or stomach cancer. Treatment has become challenging in recent years due to antibiotic resistance. Dr. Smith and Professor McNamara received an Applied Partnership Award from the Health Research Board to investigate the prevalence of *H. pylori* antibiotic resistance in patients attending different hospitals around the country. Laboratory aspects of the project are carried out at the state-of-the-art Meath Foundation Research Laboratory on the TUH campus. It is anticipated that information from this research will be used to guide doctors in the most appropriate antibiotic combinations for the successful treatment of *H. pylori*.



**This trial of 233 participants, showed that psilocybin therapy at the higher dose of 25mg resulted in a significant improvement in depression, anxiety and quality of life.**



## *The Efficacy and Safety of Psilocybin Therapy in Treatment Resistant Depression*

Over the last two decades there has been a renewed interest in the therapeutic potential of psychedelics, such as psilocybin, the main component of magic mushrooms. Promising early studies showed that psilocybin, when administered with psychological support and under psychiatric supervision could lead to improvements in mood, anxiety and quality of life. These studies prompted large scale clinical trials of psilocybin therapy for treatment resistant depression (TRD).

Dr. John Kelly and Professor Veronica O'Keane in TUH and TCD were among the site investigators in the international trial of psilocybin therapy for TRD, which began three years ago. Results from the trial, funded by COMPASS pathways were released this year. This trial of 233 participants, showed that psilocybin therapy at the higher dose of 25mg resulted in a significant improvement in depression, anxiety and quality of life. It also showed that the higher dose of 25mg was superior to 10mg and 1mg.

Dr. John Kelly and Professor Veronica O'Keane, together with a site in San Diego, also conducted the first ever study examining the efficacy and safety of psilocybin therapy in TRD in people who choose to remain on their SSRI antidepressant. This study of 19 people showed that psilocybin (25mg) therapy could also lead to significant improvements in depression in those taking SSRI antidepressants. Taken together, these studies will pave the way for a world-wide phase 3 clinical trial of psilocybin therapy for TRD in 2022 to determine whether psilocybin therapy will be approved as a much-needed additional treatment strategy for those who suffer from depression.

An expansion of psilocybin therapy research into other mental health disorders and an exploration of the potential therapeutic role of short acting psychedelics, such as Dimethyltryptamine therapy are also planned in the near future.

## Research to Define Key pathways that predispose to chronic inflammatory diseases

The Donnelly Research group led by Professor Seamas Donnelly seeks to define key regulatory pathways that predispose to chronic inflammatory diseases such as Asthma, Pulmonary Fibrosis, COPD and Rheumatoid Arthritis.

Their work undertaken at the Meath Foundation Research Laboratory epitomises Translational Medicine where original bench based observations are translated to clinical disease.

They are particularly interested in:

- Development of novel compounds as anti-inflammatory/anti-cancer therapies
- Host environmental influences on the regulation of the inflammatory response.
- Genetic profiling guiding disease diagnosis, prognosis and response to therapy
- Host/Pathogen interactions which predispose towards more aggressive infection.
- How the faecal microbiome influences host immune responses
- Mitochondrial stress and chronic inflammatory diseases
- Stem cell dysregulation in Long-COVID Syndrome

They use advanced cell and molecular biology techniques, in vitro and in vivo models to address these questions. It is their vision that this work will pave the way for specific tailored therapies which would attenuate key regulatory pathways in inflammatory diseases.

TUH has a history steeped in progressive patient focused research since its inception in 1998. This has been evident through the work and outputs of the SJH/TUH Joint Research Ethics Committee. However, although TUH Research outputs are well established the publishing and implementation of the Research Strategy has led to improvements in the infrastructure for Research in TUH. As a result of the development of this infrastructure the capacity for Research in TUH will increase, greater oversight of Research in TUH will develop and greater supports, advice and resources for Researchers will continue to grow over the course of 2022. TUH is leading the way for Academic Hospitals in Ireland and are the first to establish a Research Office, in which all Research functions, including Research Ethics, Research Data Protection, Contract review and sign off, and staff supports are coordinated and managed. 2022 will see the continuing implementation of the TUH Research Strategy, through growing the Research Office. This will provide oversight for all Research activities, consolidation of all Research activities under 'one roof' and more training and availability of resources for Researchers. Additionally, the roll out of the Clinical Research Facility will continue throughout 2022 with the First Patient First Visit planned for mid-2022.

“  
**TUH has a history steeped in progressive patient focused research since its inception in 1998.**

”



# 9

## People

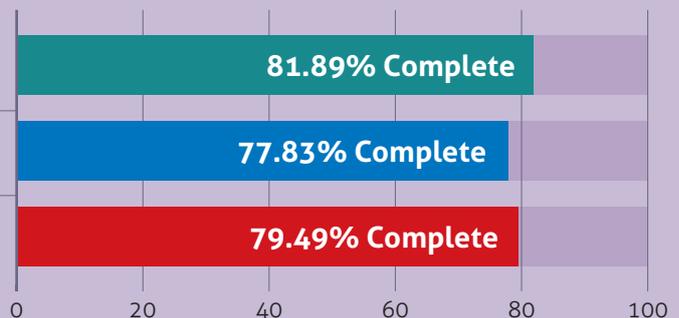
In 2021 the HR Directorate continued with the implementation of the HR Strategy 2020-24, supporting the three key principles of attracting, developing and retaining an engaged, efficient and patient centred workforce.

The HR Strategy 2020-2024 contained 35 objectives categorised under the three themes below when it was first launched. Additional objectives have since been included due to service needs.

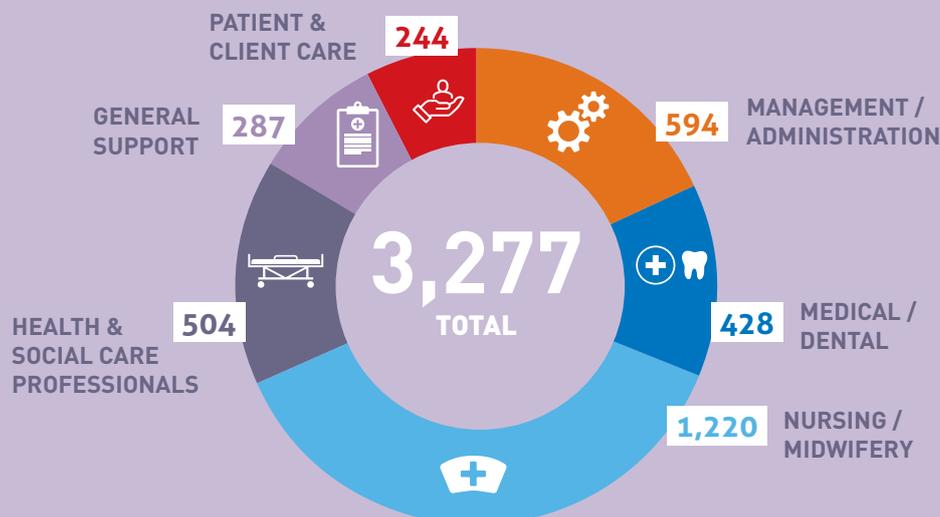
**Collective Leadership:** Leadership & Cultures, Service Design & Integration, Performance Accountability

**Exceptional Talent:** Employee Experience, Capability & Talent, Workforce Planning and Intelligence

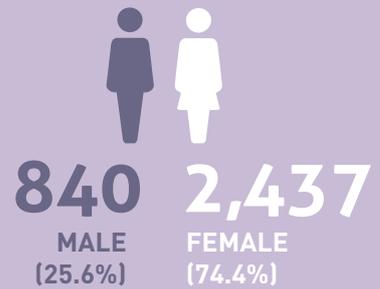
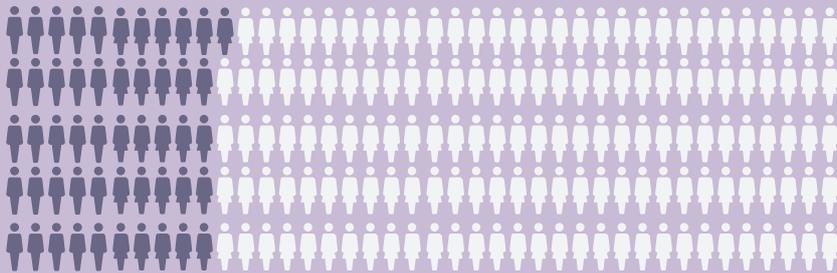
**Excellent Capability:** Network & Partner, HR Digital Transformation, Professional HR Services



### Our Staff by Category



## Gender Breakdown



## Nationalities Represented in TUH (63)

Albanian	1	Filipino	238	Mauritanian	1
American	8	Finnish	1	Mauritian	4
Australian	2	French	2	Nepalese	1
Bangladeshi	1	German	3	Nigerian	4
Belgian	2	Ghanaian	2	Nigerien	7
Botswanan	1	Hungarian	2	Pakistani	13
Brazilian	2	Indian	136	Polish	47
British	42	Indonesian	1	Portuguese	5
British/Irish	2	Iraqi	8	Romanian	24
Bruneian	1	Irish	2,571	Russian	1
Bulgarian	3	Italian	5	Slovak	3
Cameroonian	1	Jordanian	2	Somali	1
Canadian	2	Kenyan	2	South African	1
Chinese	2	Korean	1	Spanish	5
Congolese	2	Latvian	1	Sudanese	11
Costa Rican	1	Lebanese	1	Turkish	1
Croatian	7	Liberian	1	US Minor Outlying Islands	1
Cypriot	1	Libyan	4	Venezuelan	1
Czech	1	Lithuanian	8	Zimbabwean	6
Danish	1	Malawian	3		
Dutch	1	Malaysian	3		
Egyptian	8	Maltese	2		

## Recruitment in 2021



## Medical Staff

Throughout the year we recruit up to 296 Non Consultant Hospital Doctors across six rotations via training schemes and via direct recruitment.

Recruitment of consultant posts rose by 66% on 2020, mainly due to new developments and national strategy which drove up the number of consultant approvals and the number of locum or temporary posts required. Breakdown of recruitment is as follows:

POST	NUMBER
Permanent Consultant	24
Temporary Consultant	37
Locum Consultant	17
<b>Total</b>	<b>78</b>

Of the 24 permanent posts approved, 23 were new posts and one was a replacement post.

The HR Medical Division continued with the implementation of automated NCHD rotas in TUH following the successful pilot of same in certain specialities in 2020. This initiative was shortlisted for the HR Leadership & Management Awards 2021 in the "Most Innovative Use of Technology" category.

“  
**Recruitment of consultant posts rose by 66% on 2020.**  
 ”

## General Staff including Nursing

The Hospital recruitment processes were significantly improved through Digital Enablement throughout 2021. As well as the continued use of Zoom and MS Teams for the interview processes DocuSign was implemented to assist with the co-ordination and governance of documentation throughout this process.

In December 2021 the Hospital undertook a recruitment campaign through advertisement in Dublin Airport, the campaign which featured TUH team members was also extended onto the Hospital's online social media channels.

### Welcome Home

## Interested in a new job next year?

Join the Tallaght University Hospital team with over 3,500 staff, 58 nationalities represented. All focused on people caring for people to live better lives.

If you would like to learn more about the opportunities that are available check out [tuh.ie/careers](http://tuh.ie/careers) or email us at [Careers@tuh.ie](mailto:Careers@tuh.ie) for further information or to arrange an interview.







**Tallaght University Hospital**

An Academic Partner of Trinity College Dublin

**Ospidéal Ollscoile Thamhlachta**

## Talent Acquisition - Competency Based Framework

In 2021 the Hospital implemented its revised Competency Based Framework which focuses on the competencies which are required in order to achieve the Hospital's values. The key areas include; Managing the Service, Managing the People (our human resources), Managing Yourself and Managing Change. This framework clearly indicates to staff and new recruits the competencies and experience required for each role at each level. As an essential tool in more effective recruitment this framework also forms the foundation of our CareerDevelopment@TUH Hub to aid staff in career development and succession planning.



## Collective Leadership

### Centre for Learning & Development

The Hospital invested €642,000 in staff education and training across all Directorates. Almost 700 applications for funding and/or study leave to undertake post graduate education were approved. Of these, 57 were Master's Degree programmes across a variety of specialties. A further 32 staff were supported to undertake Post Graduate Diploma programmes.

#### Education and Training Programme Completions Jan-Dec 2021

Non-clinical face to face	256
Clinical face to face	3,122
Podcasts and live, remote teaching	22,291
Attendees from Region	858
ICT	133
Corporate Induction	515



**The Hospital invested €642,000 in staff education and training across all Directorates.**



### Advanced Certificate in Phlebotomy

The inaugural Special Purpose Advanced Certificate in Phlebotomy was developed and delivered collaboratively between the Centre for Learning & Development and the Laboratory Medicine Department, in particular, the Phlebotomy Department.

This pilot programme started in 2020 following a recruitment process that attracted considerable interest. Two TUH staff successfully completed the programme in January 2021. They have both subsequently secured positions as phlebotomists in the Phlebotomy Department. A second programme started in autumn 2021, building upon the success of the first programme and the programme is now accredited by the Trinity Centre for Practice & Healthcare Innovation, School of Nursing and Midwifery, TCD.

The TUH/TCD Academy for Phlebotomy is the first of its kind in Ireland and Europe, dedicated to improving the quality in the pre-analytical phase of laboratory testing and addressing the national shortage of trained phlebotomists.

This is phlebotomy training programme enables staff with no previous experience in the area to develop their skills. It consists of an academic programme and a clinical placement in the Laboratory Medicine and Phlebotomy Department. Students are expected to pass the academic phase as well as completing 200 successful venepunctures. In 2021 we had our first graduates which are now currently employed in the Phlebotomy Department.

The second program was started at the end of 2021, with the academy achieving recognition through the TCD CPD certification.



The aim for 2022 is to ensure students successfully complete the second program and start the third program scheduled for April 2022.

Additional, and rather ambitious plans for the academy include opening training opportunities for our colleagues in other hospital and community settings, and the development of refresher courses and CPD opportunities for our medical and nursing colleagues at TUH.

*TUH/TCD Academy of Phlebotomy Graduation Class October 2021 pictured from left to right: Ms. Clodagh Mc Loughlin, Education Facilitator, CLD; Ms. Jennifer Sheeran, Graduating Phlebotomist; Dr. Ann Leonard, Quality Innovation Manager, Laboratory Medicine Innovation Hub; Professor Gerard Boran, Consultant Chemical Pathologist, Laboratory Medicine Innovation Hub; Mr. Jinsu Joseph; Deputy Manager Phlebotomy; Ms. Ursula Fox, Laboratory Manager; Ms. Grace Cassidy, Graduating Phlebotomist and Ms. Geraldine Kyle, Nurse Tutor, CLD*

### **TUH Leadership Academy**

Four members of staff received Meath Foundation and TUH Fellowships – they were Vivienne Dick, Clinical Facilitator Orthopaedic Nursing; Louise Power, Clinical Lead- Vaccination Programme; Eoin Begley, Chief Medical Scientist Clinical Chemistry Laboratory and Rory Dignam, Staff Nurse in the Emergency Department.

The four started their Master’s Degree programmes in the Institute of Leadership, Royal College of Surgeons in Ireland.

### **Expansion to TUH Leadership Academy**

A new TUH Advanced Leadership Development Programme was developed and added to the TUH Leadership Academy. The aim of the programme is to enhance the leadership skills of experienced managers in the Hospital. The programme, facilitated by executive Coaches, has been very positively evaluated and will continue in 2022.



## Transition Year Webinars 2021

A new Transition Year (TY) Webinar Series was shortlisted for the 'Best Coaching or Mentoring Initiative' Award by the Irish Institute for Training & Development.

As the usual TY Programme couldn't be delivered due to COVID-19, a number of live webinars were delivered over six days instead. TY students logged in via Zoom to hear a wide variety of TUH team members talk about their role in the Hospital. There was representation from all Directorates so students could see the diversity of careers available to them. It was a great opportunity for students from schools in the locality and indeed across the country to ask questions about a typical working day, subject choices for Leaving Certificate and the various training undertaken by each team member.



## Regional Nurse Education

The Centre for Learning & Development continued to support the education and training of our colleagues in the region. In 2021, 858 primarily nursing staff, from across the Dublin, South Kildare West Wicklow region attended a number of education and training programmes.

Deirdre Halford was appointed to the post of Regional Nurse Tutor in the Centre for Learning & Development. She will work closely with our community nursing colleagues in Mental Health, Intellectual Disability and Older Persons residential services in the DMHG and the Dublin South Kildare West Wicklow to co-ordinate and deliver post graduate education and training.

## Centre for Learning & Development - CareerDevelopment@TUH Hub

The Human Resources Department launched the new CareerDevelopment@TUH Hub on November 23rd 2021. The Hub is designed to guide and support staff in developing their careers in the Hospital. Staff can explore various job profiles, the TUH Competency Framework, the range of education and training programmes available and news updates.

A Self-Assessment Tool helps staff to identify their own career development needs and make a plan to achieve these. The Hub, accessible on computer, smart phone or tablet, can be found on [www.hseland.ie](http://www.hseland.ie)



## HR Operations

### Implementation of Remote Working Framework and Policy

Since the commencement of the COVID-19 pandemic the Hospital has sourced and implemented changes to ensure the continued service delivery to its patients, its staff and the community. One initiative that was introduced was the use of remote working. Due to its success and following the government's announcement encouraging employers to review this option, the Hospital launched a remote working hybrid model in December 2021. Through digital enablement, services can continue to be delivered using a virtual office environment.

## Performance Achievement Programme

The HSE Performance Achievement Programme continued to be a focus point in 2021. This programme which once focused on the Performance Achievement of the Hospital's senior management team has now begun to cascade down through other managerial levels throughout the Hospital. Central to this initiative is the achievement of the Hospital's strategic goals and values.

## Library & Information Services

The Library & Information Services continued to operate through COVID-19 to support staff in direct patient care, education and research. We were fully open Monday to Friday with ever increasing numbers of staff and students both coming in and using the service online and remotely. We made our first foray into e-books, purchasing a book on systematic reviews and a range of Oxford Handbooks. Given the nature of the disease we were battling, at the request of one of the Consultants, we purchased a subscription to Current Opinion in Infectious Diseases. We also added two new booksellers to increase speed and range of book purchases.

There continued to be increased demand from all areas of the Hospital for assistance searching the biomedical and other databases to find scientific literature. These sessions were mainly via phone/ Teams but returned to in-person at the end of the year.

There were many COVID-related searches and while ICU, ED, Decontamination and Palliative Care feature prominently, even with the intense pressure they were under, staff continued to undertake a wide variety of other research. The top five reasons for requests to our journal article supply service were: evidence-based practice, direct patient care, clinical research, writing a journal article and service development.

The Library forged new links with the Trinity College Library and engaged in a number of initiatives, including training. All TUH NCHDs can now request access to the online resources of TCD in addition to their TUH Library access. We have reinstated stacks borrowing for TUH staff with TCD links. The Library can supply articles from TCD's journal holdings to staff, which has improved the speed and reduced the cost of article supply. Last year saw the first ever One Dublin, One Book collaboration with Dublin City Libraries. 50 copies of Leonard and Hungry Paul by Ronan Hession were raffled. The Library held their first World Book Day event in March and book tokens were available to staff to give to the children in their lives, who would normally have got these through their schools. The Library also participated in the Walkways programme for the first time in 2021.

The Library & Information Service fulfilled its cross-hospital remit to provide a service to staff and students in every department and of every grade with the ultimate aim of supporting direct patient care. In 2021, the doors reopened and stayed open.

### Library & Information Services Activity - 2021

13,490

VISITS TO LIBRARY



679

Staff/Student Registrations



501

Requests for articles staff unable to access



98

Training Sessions: LitSearch/ EndNote/Library Introduction



50,371

UpToDate diagnostic tool Number of times accessed



2,009

BOOKS BORROWED





## Anniversary

The month of May was an important milestone in the history of the Hospital and our members of staff from the Philippines as it marked the 20th year of service of Filipinos working in the Hospital.

Commenting on the important milestone Director of Nursing & Integrated Care Áine Lynch commented 'I remember when our Filipino colleagues first arrived in 2001 and how pleased we were to welcome them to our team. They embody the values of the Hospital and I wish them a very Maligayang Anibersaryo (happy anniversary). We now have over 200 members of staff from the Philippines with the majority working as Nurses and Healthcare Assistants and look forward to recruiting further as TUH expands its services.'

Larry Untoy CNM2 Stoma Nurse said on his 20 years with the Hospital and living in Ireland, 'My knowledge of Ireland was mainly based on the music of the Cranberries, U2 and Sinéad O'Connor.

*Director of Nursing & Integrated Care Áine Lynch with members of staff from the Philippines*

The years have flown by and I along with my colleagues have settled in Tallaght making it home. Developing our careers in TUH and making Tallaght a home for our families. I have had the most marvellous 20 years here the time has flown by. I have learned an incredible amount from my colleagues about Ireland and its culture. In return my colleagues have gained a great appreciation of our culture, particularly our food with the pancit (Pinoy noodles), lumpia (ever famous spring roll) and probably the most popular Ube Cake (Purple yam Cake).'

## Return of the Volunteers

The Patient Advice & Liaison Services were delighted to welcome back more volunteers to the Hospital in August. The Meet Greet & Guide volunteers help patients check in at the information kiosks and if further assistance is required they escort them to their clinic. The aim of the Meet Greet & Guide Service is to take any uncertainty from the patient's journey to their destination.

As the pandemic continued to impact the ability for loved ones to visit their patients during their hospital stay our volunteers continued to support the Patient Care Package Service, Sending Love and Book in a Bag. In 2021 our volunteers helped to distribute

**11,086**

Care packages delivered to patients on the wards



**2,291**

Laundry packages collected by patient families



**779**

Sending love emails delivered to patients



**3,000**

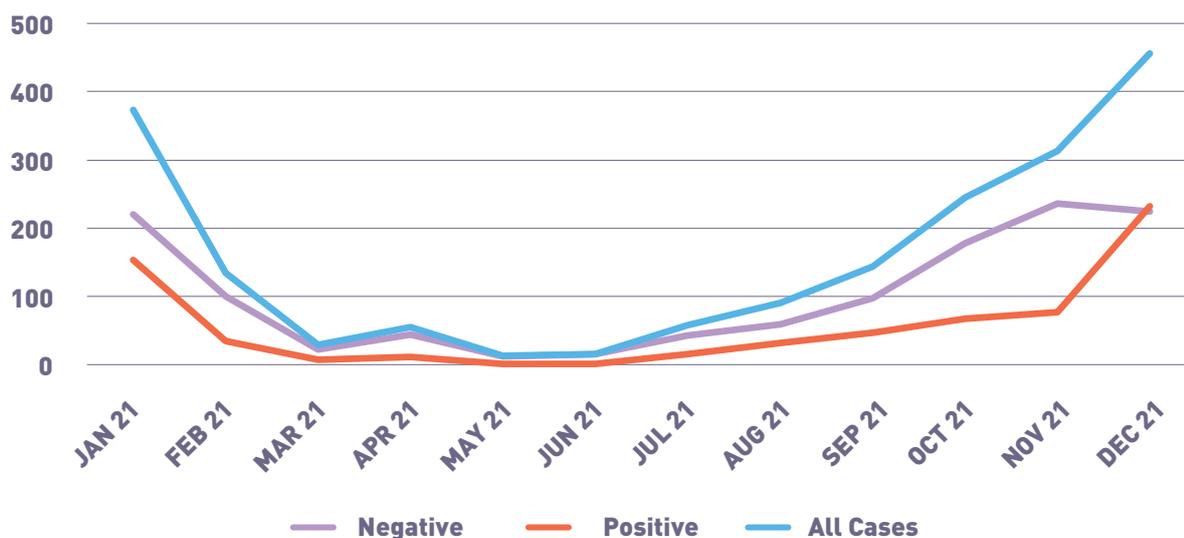
Book in a bag



## Occupational Health & Wellbeing

The Occupational Health & Wellbeing Department (OHWD) provides a service for all staff in TUH, CHI@Tallaght and Trinity College Dublin (TCD) nursing students. The primary role of the department is to protect the staff of the hospital from possible adverse effects of work by identifying hazards, controlling risks while also maintaining and promoting the health and wellbeing of staff.

We had another challenging year in 2021 in the OHWD in respect of managing COVID-19. The OHWD provided a support service to all staff in TUH and satellite departments, students, contractors and agency staff. In combination with a very efficient Contact Tracing/Helpline team seven days per week, the department followed up on long Covid cases, frequent meetings with the Infection Prevention and Control Team and weekly public health meetings.



In addition to management of Covid-19, OHWD together with peer vaccinators from across the Hospital, administered 2,845 influenza vaccines between September and December 2021. A total of 2,255 vaccines were administered to TUH staff representing 71.9% of the workforce thus achieving the national key performance indicator set by the HSE. This was a testament to all involved given a number of issues navigated including a vaccine supply issue and the announcement of Covid boosters for healthcare workers during the implementation period.

### OHWD accomplishments in 2021:

- > Webpage developed with ICT for close contacts
- > Webpage developed with ICT to record antigen test results
- > Implementation of physio service for employees with musculoskeletal injuries
- > New Practice Coordinator was recruited

## Health & Wellbeing 2021

The Healthy Ireland Committee continue to work towards creating a culture of Health & Wellbeing for all TUH employees in line with the Healthy Ireland Implementation Plan 2021-2023 which emphasises the importance of focusing on place-based settings and creating a healthy workplace.

The TUH Wellbeing Champions role was implemented during 2021 with over 30 staff initially enrolling, creating a network around the Hospital that supports and develops the wellbeing programme. Having champions within all areas of the organisation is invaluable in communicating the benefits of the wellbeing programme, gaining local knowledge of employee's interests and ideas for activities and events, collecting feedback on initiatives delivered and signposting colleagues to relevant resources and services.



Along with feedback from the TUH Wellbeing Champions, reports from the Keep Well Mark accreditation process and the annual staff wellbeing survey provided invaluable information to aid in directing future wellbeing initiatives for the organisation. As well as the many walking and cycling activity challenges, healthy eating promotions and health awareness campaigns, changes have been made to the Hospital environment with the Take the Stairs campaign, creation of outdoor spaces for staff to take breaks and ongoing developments of the Cleaner Air Campus.



## Schwartz Rounds

There was also a significant focus on the mental health of employees in TUH throughout the year with the introduction of Schwartz Rounds, as well as a series of talks from renowned speakers and the provision of training for line managers in conjunction with the See Change green ribbon campaign to increase awareness of mental health issues and aim to reduce the stigma of mental health in the workplace.

### 1st Schwartz Round in TUH - "A Patient I'll Never Forget"

Schwartz Rounds are facilitated conversations about the emotional impact of work for people working in health care environments. The Rounds provide a safe, inclusive space for all staff to share experiences and reflect on the emotional aspects of their work with a focus on the human dimension of care.

The Rounds are being held with the support of Healthy Ireland.

TUH received two awards in recognition of work being done in relation to creating a work environment that promotes health & wellbeing for all employees.

In May 2021, TUH were awarded The KeepWell Mark accreditation, recognising the Hospital's commitment to the health and wellbeing of their employees. The assessment process covered eight key themes of workplace wellbeing including health and wellbeing leadership, health and safety, absence management, healthy eating, physical activity, mental health, intoxicants, a smoke-free environment and how they impact across the organisation.





*Pictured from left to right are Angela Clayton Lea, Directorate Operations Manager, Peri-Operative Directorate; Ciaran Faughnan, Director of Facilities & Clinical Engineering; Joanne Coffey, Communications Manager; Lucy Nugent, Chief Executive; Ian O’Gorman, Head of Catering; Sharon Larkin, Director of HR; Victoria Jones, Health & Wellbeing Officer; Noeleen Fallon, CNM2 Cardiac Rehabilitation and Aine O’Brien, Deputy Physiotherapy Manager. Thank you to Angela and Lucy who both helped out with the accreditation by making themselves available for individual interviews with the assessor as part of the accreditation process*

Feedback from the report highlighted that TUH is committed to improving the wellbeing of its staff with strong support from senior management in promoting wellbeing throughout the organisation. A consistent theme from the focus groups was that staff regard TUH as a good employer and acknowledge the efforts the Hospital is making in promoting wellbeing. Attaining The KeepWell Mark demonstrates TUH’s ongoing commitment to promoting and embedding a wellbeing ethos, and that the Hospital is forward-thinking in cascading wellbeing practices.

In 2021 TUH was included in the IBEC Leading in Wellbeing – Top 100 Companies 2021 index which recognises companies leading the way in workplace wellbeing in their commitment to instilling a best practice approach to wellbeing and creating a lasting impact on their employees. TUH is the only voluntary hospital in the country to achieve these accreditations.

TUH also received a HSE Tobacco Free Campus Award from Tobacco Free Ireland in recognition of the work that is ongoing in support of the tobacco control agenda in our health services through helping to change social norms around tobacco use, treating tobacco addiction as a healthcare issue, and promoting smoking cessation by actively advising, encouraging and supporting people to quit smoking.

A physiotherapy clinic in Occupational Health was launched by the Health & Well Being Officer to address staff with work-related musculoskeletal disorders or injuries that are limiting their ability to perform normal work duties.

National Bike Week celebrating and promoting the benefits of cycling, with a variety of events held throughout Ireland, took place in September. We had a number of events for staff in TUH during National Bike Week. A Bike Clinic took place where staff who cycle regularly were provided with the opportunity to have their bike serviced for free.



“Bike for your breakfast” took place on September 14th where staff who cycled in to work and took a selfie with their bike, were provided with a free healthy breakfast, cycling jersey, lights and a water bottle. “Smoothie bikes” took place on September 16th. This was an event where staff cycled to blend the smoothie and share with their colleagues.



### Health & Wellbeing initiatives held for staff in 2021

- > Men’s Health Week
- > Free Yoga for Beginners Videos
- > The Marchaton Step Challenge
- > Virtual 5K



# The 2021 Hero Awards

**On September 16th 2021, TUH hosted their 4th annual Hero Awards, providing us all to take a few moments to recognise colleagues and teams for the incredible difference they have made to patients, their families and to their colleagues.**

Commenting at what was once again a socially distanced ceremony Chief Executive of TUH Lucy Nugent said: "The COVID-19 Pandemic has presented us all both professionally and personally with enormous challenges. No one could ever have envisaged the changes we would have undergone in providing care to our patients or how our own lives would alter. Every single person working across the Hospital has had to adapt and this has been done with incredible spirit, compassion and dedication, always putting the patient and their families first. I would like to congratulate all of the award recipients and thank them for the incredible energy and commitment they bring to the Hospital."

In addition to the COVID Pandemic this year our staff also faced the challenges brought by the cyber-attack. In addition to the Hero Awards, a specially commissioned medal was presented on behalf of the Hospital Management team and Medical Board.

The medal is a symbolic gesture to recognise the incredible TUH team effort that staff across every service and discipline have made to our patients and one another during the most challenging of times. It is a symbol for us all to have to remember what we have achieved and overcome in the last 18 months.



*The specially commissioned Medal for all staff by the Hospital Medical Board and Executive Management Team*



## PATIENT EXPERIENCE

### **Dr. Marianne Foley, Junior Doctor**

Dr. Foley was nominated by the daughter of a one of our patients in her submission she said "Marianne has been absolutely outstanding in her care and dedication to my Dad. Her communication and regular updates to both my Dad and us, his family has been amazing and we would be lost without her assistance. She shows such compassion towards Dad and makes him feel important not just another 'random patient.'"



## PEOPLE CARING FOR PEOPLE

### **Susan Graydon & Audrey Francis, Patient Food Services, Catering Department**

"Susan and Audrey could not have done a better job supporting, caring and watching over our colleague when they became ill suddenly at work. They followed this care and compassion through to the family and friends of their colleague demonstrating how people care for one another at TUH."



**UNsung HERO**

**Ann Creaven, Outpatient Department Manager**

"Ann at all times embodies the spirit of the Hospital, while her core responsibility is to the Out Patients Department she will always help and assist anyone. She has extraordinary vision for planning the outpatient clinics. During the last year, like so many staff she stepped up and was involved in the co-ordination of the COVID Vaccination clinics and led on the restoration of the iPMS database which is so essential to the running of the Hospital following the cyber-attack on the healthcare system."



**SERVICE EXCELLENCE**

**Damien O'Connor, Facility Officer, Trinity Education Centre**

"Damian treats all of his colleagues with the same respect regardless of grade or job role. He is always there to help just when you need him and will always go above and beyond for everything and everyone who asks for assistance with the most brilliant smile on his face."



**MENTORING AWARD**

**Nicola Lowry, Senior Enhanced Nurse, Lane Ward**

Nicola is an incredible nurse demonstrating empathy, compassion, skill and knowledge in her work whilst also having the time and patience to guide and teach. Nicola works hard in her role as a nurse, educator and role model. She is approachable, kind, intelligent and so very modest!"



**TEAMWORK AWARD**

**Maria McArdle, CNM2 Discharge Planning**

"Maria liaises closely with the Social Workers and is always keenly aware of the relevant issues with our complex and delayed patients. She always has time to listen and work with the multi-disciplinary team to resolve complex issues. She takes that extra step with Management and Doctors where Social Workers may not be in a position to liaise directly. She is respectful and extremely diligent in her work and has excellent communication skills"

**TEAM OF THE YEAR**

**COVID-19 Vaccination Team, collected by Louise Power and Claire McGuire**

"The TUH Vaccination Team are the most wonderful group of professionals, who with very short notice implemented a wide ranging vaccination programme for both staff and patients. The team came together in a number of days and put in place a process to safely and efficiently vaccinate TUH and CHO7 staff. All the staff involved in the Clinic made themselves available with a great generosity of spirit working long hours and at weekends."



## CEO Awards

### ICT Department

The first recipient for this award was the ICT Department. When people think of a hospital the first people apart from the patients are the medical / clinical staff that deliver care to the patient. In order to do this we need our technology to work and the ICT team in the last 18 months have demonstrated incredible innovation, commitment and energy.

The arrival of COVID-19 and the subsequent cyber-attack on our systems presented enormous challenges to the Hospital and how it could continue with patient care during some extremely challenging times. During the constant and often times it seems never ending challenges we have faced in the last 18 months this team have responded to every challenge with energy and commitment in finding and implementing a solution embodying the Hospital's CARE values of Collaborate, Achieve, Respect and Equity.

They did this whilst also ensuring that the new service areas such as the Vartry Renal Unit and the Reeves Day Surgery Centre were ready to open and deal with the day to day ICT requirements of a very busy hospital.



### Mr. John O'Byrne, Acting Head of the Pharmacy Department

The second recipient was, Mr. John O'Byrne, Acting Head of the Pharmacy Department,

John is a long standing valued member of the Pharmacy team but also in the wider hospital team. He played a key role in the vaccination programme, ensuring steady supply and safe processes for the vaccination of staff.





10

# Awards

*Members of the RDSC Project Team with the Public Sector Project of the Year Award*

### Public Sector Project of the Year

The Reeves Day Surgery Centre project was awarded the Public Sector Project of the Year (Sponsored by the Institute of Public Administration) at the National Project Awards. The annual awards are organised by the Ireland Chapter of the Project Management Institute celebrating project management excellence throughout the country.

The ambitious and ahead-of-its-time new facility project has effected great change overturning the long patient-waiting times for elective surgical care. The RDSC project saw a vacant office building three minutes' walk from the main hospital campus into a 3,460m2 separate day surgery centre consisting of four theatres and 25 recovery beds with dedicated surgical teams.

### Outpatient of the Year Initiative

The Integrated Community Chest Pain Clinic were awarded the Outpatient Initiative of the Year Award at the annual Irish Healthcare Awards which are hosted by the Irish Medical Times. An incredible accolade for a clinic that is only up and running for over a year but has made an incredible impact of the care of patients in our community.

The Clinic, the only one of its type in the country was also awarded the overall An Duais Mhór winner at the annual event.



*Picture from left to right with the Irish Healthcare Awards are Shirley Ingram, Advanced Nurse Practitioner Cardiology; Dr. David Moore, Consultant Cardiologist; Margaurita O'Brien, Assistant Director of Nursing and Maeve Kane, Clinical Administrator. Absent from the picture and clinical team are Donal O'Dea, Senior Cardiac Physiologist and Eoin Power, Medical Directorate Operations Manager*



*Jane Tovey, Chair of the Institute of Medical Illustrators presenting one of two bronze awards to TUH Medical Photography Tommy Walsh*

## Bronze Award

When people are asked to list the different types of professionals that work in a hospital Medical Photographer does not often spring to mind!

Our colleagues Tommy Walsh and Stephen Doyle in the Medical Illustration Department work across all Departments & Services in TUH. They provide a highly skilled and specialised service and contribute to both the care of patients and teaching of medicine in our teaching hospital.

In September 2021, Tommy was awarded two bronze awards for his work at the annual Institute of Medical Illustrators Conference. These awards are given to a photographic entry that demonstrates an excellent application of technique and an understanding of the requirements of the brief.

## Young Investigator of the Year Award

Our colleague Dr. Rachael Flood, Rheumatology SpR was presented with the Irish Society of Rheumatology's Young Investigator of the Year Award. This was the second year in a row Rachael won this particular award and it was also the first time in the history of the Irish Society of Rheumatology that one individual has been awarded the Young Investigator of the Year Award on more than one occasion.

Rachael's research relates to the characterisation of pathological associations of raised blood urate levels. Raised urate levels are a prerequisite for the development of gout, a painful progressive form of inflammatory arthritis, caused by urate crystal deposition in the joints, leading to a localised inflammatory reaction and joint damage. Her work has expanded the definition of gout through recognising clinical gout appears at an earlier stage than was previously described. Through the use of ultrasound, Rachael has demonstrated that crystals form much earlier within the foot joints of patients, leading to milder forms of foot pain, but before the development of acute gout.

By both picking up the disease and starting treatment at a much earlier stage, Rachael's work will lead to improved long-term clinical outcomes in these patients. To complete her project, Rachael is now investigating the linkage between high blood urate levels with pulmonary hypertension and cardiovascular disease using non-invasive ultrasound measurements. With Professor Luke O'Neill, she is also investigating the effectiveness of a novel anti-inflammatory compound in the lab, using laboratory models of the disease.



*Dr. Rachael Flood, Rheumatology SpR*

## Royal College of Emergency Medicine

Our colleague Dr. Jean O'Sullivan, Consultant in Emergency Medicine received the William Rutherford International Award by the Royal College of Emergency Medicine in London. This award is made annually to an individual that has demonstrated evidence of excellence in emergency care or humanitarian activities within low- and/ or middle-income countries or settings.

Dr. O'Sullivan founded the Irish charity Global Emergency Care Skills which has been providing both essential equipment and trauma care skills training to doctors and nurses in Kenya, Zambia, Malawi, Ethiopia, Ghana and Tanzania over the past 12 years.



*Dr. Jean O'Sullivan, ED Consultant*

## Martha McMenamin Scholarship

Our colleague Shirley Ingram, Advanced Nurse Practitioner in Cardiology was awarded the Martha McMenamin Scholarship in August 2021.

Martha McMenamin was the Chief Nurse in the Western Health & Social Services Area and Divisional Chair of Business & Professional Women who bequeathed a fund for members of the Nursing & Midwifery professions working in Ireland to undertake a study in the fields of Nursing or Midwifery.

The scholarship provides an opportunity to influence the modernisation of Health & Social Care Services. Shirley has started work on her research project which will look at the 'Patient satisfaction with the new ANP Integrated Community Chest Pain Clinic' which is a Sláintecare Integrated Fund project.



*Shirley Ingram, Advanced Nurse Practitioner in Cardiology*

## First Prize Awarded at Irish Society of Gastroenterology Winter Meeting 2021



Laura Kane, PhD student with the Department of Surgery, was awarded first prize in the Best Scientific Abstract session at the Irish Society of Gastroenterology Winter Meeting. This was for her presentation entitled

"Multiomic profiling of pancreatic cyst fluid for the identification of a novel biomarker of patient cancer risk."

Under the supervision of principal investigators Dr. Stephen Maher, Ussher Assistant Professor at TCD, and Professor Barbara Ryan, Consultant Gastroenterologist at TUH, Laura's work focuses on early detection of patients who are at risk of developing pancreatic cancer. Pancreatic cancer is an extremely aggressive cancer, with less than 5% of patients surviving five years or more after diagnosis.

The winning study focuses on patients with pancreatic cystic lesions, fluid-filled structures that can be found inside or on the surface of the pancreas. Some patients who develop these pancreatic cysts are at an increased risk of developing cancer, however, the ability to reliably identify these high-risk patients is poor.

With the aid of Dr. Gregory Mellotte at TUH, who also coordinates patient recruitment to the study across three Dublin Hospital sites, Laura is currently analysing the fluid from these cysts and patient blood, to identify factors, such as proteins and genetic material that can be used as biological markers, or biomarkers, to more effectively distinguish low- and high-risk patients.

To-date, the team have developed a panel of protein and microRNA-based biomarkers, which when used in combination, can distinguish high-risk patients from low-risk patients with an accuracy of 96%. The team are currently working to further analyse and refine the biomarker panel and develop it as a minimally invasive test. This important research is funded by the Meath Foundation at TUH, Viatrix and the TCD boost programme.



# Arts & Health



## STAFF ENGAGEMENT WITH ARTS

**Heartbeats –TUH Choir**  
Created five YouTube videos

**Cards Created By You**  
Staff Art Project

2 x Variety Packs of six Cards created and sold in TUH shop, TUHF website, RUA RED.

Information stand on Hospital Street by Arts Dept.

Card Sales Launch Event

**Innovation Week Workshops**

### ONLINE

Guided Meditation Video for Staff

**+1,850**

## MUSIC THERAPY PROGRAMME

Music Therapy Service (including Tymon North Community Unit MT Student Placement)

## MUSIC PROGRAMME

Soothing Sounds

## ONLINE MUSIC PROGRAMME

Musical Moments

Sing with Me

**+1,500**

## EXHIBITIONS

'Life of Objects' Exhibition by Lucy Turner

'Art Created By You' Exhibition on Hospital Street and RUA RED Café Wall

## INSTALLATIONS

Emergent Féire Sculpture in Phoenix Restaurant

Thank You Wall

**+11,800**

**In 2021 the Arts & Health Programme in TUH engaged both Onsite and Online with**

**+117k\***

## PRESENTATIONS INCLUDED

### Education

Delivery of three workshops for Arts & Health TCD Self Selected Module First Year Medical Students

University of Limerick MA MT programme two Music Therapy lectures

### Onsite/Online Arts Presentations

CNM Meeting

Civic Tallaght

Arts & Health Co-Ordinators Ireland (AHCI) presentations:

Arts Officer on Programme

Averil Larke on Policies, Procedures, Protocols and Guidelines (PPPGs)

MT Case Book contributed to EMT Presentation and shared with staff in Age Related Department

**+140**

## ARTS PROGRAMME ONSITE

Art4All Patient Packs

Activity Sheets distributed for Culture Night Celebrations

### ONLINE

Poetry Day Haikus

**+2,100**

## NCAH AT TUH MEDIA COVERAGE

### Feature News Articles

Medical Independent Dec '21 Overview of the TUH Arts Programme

HSE – Health Matters Dec '21

Heartbeats - TUH Choir feature  
812 Page views

+260 engagements

59k Impressions on FB, Instagram, Twitter

### Social Media

TUH Facebook Arts related posts

HSE Christmas Concert on YouTube

### Artsandhealth.ie

Mapping Arts and Health in Ireland Research by AHCI

Cards Created By You article

### TV Broadcast

David Brophy Frontline Choir three part series for RTE One (produced by Tyrone Productions, led by David Brophy with 82 choir members working in healthcare including seven TUH staff members).  
*Viewing numbers from this series have not been included in our estimations.*

**+11,000 Engagements**

**+89K Online Reach**

\* **+117K** figure is based on Patients, Staff and Visitor engagements, footfall and social media reach. Following on from the excellent engagement numbers of 2020, these figures have increased fivefold in 2021. With increased media interest in the TUH Arts and Health Programme with a particular interest in the success of 'One Heartbeat' an original song by Heartbeats-TUH Choir.



The National Centre for Arts & Health at TUH (NCAH at TUH) exists to improve patient care and promote the benefits of the arts in health. The centre aims to improve the hospital experience for patients, to explore the therapeutic potential of the arts, to build positive links with the local community and to make the arts accessible to patients who cannot access traditional arts venues. Despite the challenges brought by 2021, this report features highlights of how the NCAH delivered a high quality arts and health programme in TUH.

## Integrated Care

### Art4All

Art4All is an initiative by the Arts Department to bring a little bit of creativity and opportunity for self-expression to our patients. Each art pack contains an instruction brochure and all materials needed to complete the mini-project inside. These art packs were co-developed by our Artist in Residence, Olivia Hassett and Arts Officer, Alison Baker Kerrigan. Funded by the Meath Foundation and the Adelaide Health Foundation. In March 2021 following a presentation at a CNM meeting and TouchPoint advertisement the art packs were distributed to many patients across the hospital. In November Arts connected with staff through an information stand on Hospital Street. A total of 868 art packs were created, brochures designed, printed and packaged for distribution throughout the year. The project is ongoing, for further interest to request art packs please contact [artsandhealth@tuh.ie](mailto:artsandhealth@tuh.ie)



Art4All Patient Art pack contents sample



Art4All Patient Art Packs information stand 2021, Olivia Hassett, Clara Monahan

## Activity Sheets

Activity Sheets were distributed to patients on Easter weekend and on Culture Night. Each patient received a fun activity sheet, to exercise the mind a little, converse with others and provide some information about the Arts in TUH. Activity Sheets are designed by the Arts Team and delivered by Catering and Patient Food Services to patients in Tallaght University Hospital, Tymon North Community Unit and St Luke's Hospital.

Patients and colleagues were encouraged to soak up a little of the culture available Onsite through visiting our art exhibitions, art installations and Online by accessing the Arts and Health playlists on the TUH YouTube channel.



Patient Activity Sheets for Easter

## Culture Night



**CULTURE NIGHT  
COME  
TOGETHER  
AGAIN**



**FRIDAY 17<sup>TH</sup> SEPTEMBER 2021**

**Artworks to enjoy 'Onsite'**

- ✓ 'Butterfly Haven' Hospital Atrium
- ✓ 'The Sky's the Limit' Balloon installation Atrium
- ✓ 'Art Created By You' Exhibition on Hospital Street
- ✓ 'Museum Cabinets' featuring interesting artefacts from times past on Hospital Street
- ✓ Take some quiet time in the 'Gathering Space' in Pastoral Care and view the beautiful artworks

**Relax with some Poetry or Music videos 'Online'**

- Log on to 
- Search for **Tallaght University Hospital**
- Click on the **TUH Logo** (it looks like this...) 
- Click on **PLAYLISTS** and select any of these videos:
  - ✓ Poetry Day (4)
  - ✓ Sing With Me (8)
  - ✓ Musical Moments (7)
  - ✓ Leinster String Quartet (3)
  - ✓ Heartbeats TUH Choir (6)
  - ✓ Sing While You Can Singers (2)

Culture Night 2021 at TUH Onsite & Online: Culture Night / Oíche Chultúir is a national moment, celebrating all that makes up the richness and diversity of Culture in Ireland today, connecting people to cultural activities locally and nationally and aims to open up pathways to ongoing engagement

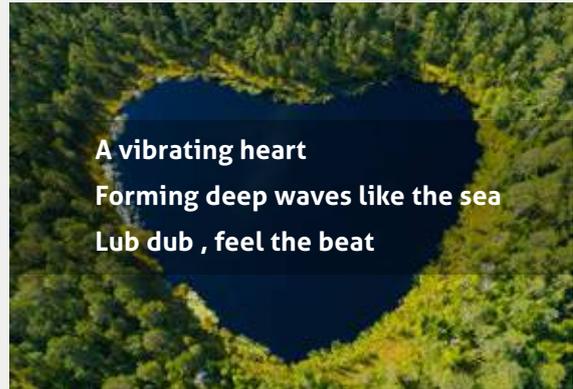
## Poetry Day 29th April

'Moments by the Hospital – A series of Haikus' composed by the Arts Team published on social media by the Communications Department. Also seen as screensavers on work PC's and as [YouTube video](#).



Season of bluebells  
Woods here I come with my toy  
Click! Beauty captured

Haiku and photo by Monica Mathias



A vibrating heart  
Forming deep waves like the sea  
Lub dub , feel the beat

By Mae Marcojos: CCU Staff Nurse



Moments A Haiku Poem

Fresh moments in Spring  
Listen close, a free bird twitters  
by the Hospital

Arts celebrating Poetry Day Ireland 2021

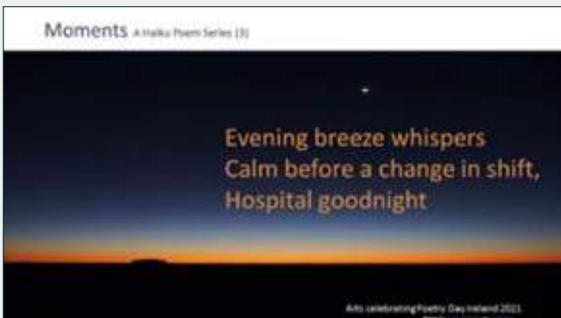


Moments A Haiku Poem Series (2)

Take Slí na Sláinte,  
Enjoy chat or food  
with friends  
'Round Hospital way

Arts celebrating Poetry Day Ireland 2021

Arts Team Haikus



Moments A Haiku Poem Series (3)

Evening breeze whispers  
Calm before a change in shift,  
Hospital goodnight

Arts celebrating Poetry Day Ireland 2021

## Music Therapy at TUH & Tymon North Community Unit

In September TUH expanded the Music Therapy (MT) role from a one-day service funded by the Meath Foundation since 2014, to a permanent two-day senior Music Therapy post. Clara Monahan was the successful candidate after the interview process completed and immediately began working on a number of key developments:

### MT Pilot Project in Tymon North Community Unit

A memorandum of understanding was made between the NCAH at TUH and the MA Music Therapy programme in University of Limerick to facilitate clinical student Music Therapy placements in TUH. A ten-week placement was delivered by MT student Sarah Alley between September and December under the supervision of Clara Monahan. The sessions delivered by the MT student as part of this pilot project in Tymon North were keenly supported and appreciated by staff, see quote below. Based on all the positive feedback gathered from patients and staff to date it is planned to develop and evaluate this pilot project further in 2022.

- > Music Therapy patient group in 'Day Room'
- > Individual MT sessions at the bedside
- > Collaborative group session with Physiotherapist
- > Referrals from MDT
- > Feedback questionnaires from staff



**'It made me feel happy, cheered me up. I want more!'**  
**Music Therapy in an Acute Hospital Setting for Older Adults:**  
**A Survey of Patients, Staff and Families**

**Abstract**  
 The Music Therapy (MT) service at Tallaght University Hospital (TUH) has been serving patients individually, in groups and at bedside since 2014. This service has been funded by the Meath Foundation. Prior to the COVID-19 pandemic, family members often joined the sessions when visiting their loved ones. As a result of COVID-19 restrictions, the focus of MT shifted to 'Participation of music therapy for older people living in hospital/acute care settings'. The Music Therapy (MT) team carried out a patient, staff, and family survey to explore their experiences of and reflections on the service as a valued member of the acute hospital setting.

**Method**  
 The MT service delivery was piloted from November 2020 - March 2021. During this period, the MT service was expanded to include a dedicated MT room in the Tymon North Community Unit. The survey was conducted using a questionnaire designed for this purpose. The MT team engaged with various healthcare settings and the TUH Academics. The survey questions were shared with patients, staff, and family members.

**Results**  
 There were 13 responses in total. 12 of these responses were from patients, 4 from family members of patients, 1 from a staff member, and 1 from a family member of a staff member. The survey was conducted using a questionnaire designed for this purpose. The MT team engaged with various healthcare settings and the TUH Academics. The survey questions were shared with patients, staff, and family members.

**Discussion**  
 Survey data suggests that the experiences and reflections of patients, staff and family members on MT were positive, insightful and demonstrated how they experience Music Therapy. Areas for development highlighted by the survey include:  
 - Increased collaboration with the multi-disciplinary team and the Music Therapy  
 - Working towards an increase in appropriate individual referrals to the service.

**Comments**  
 Comments from respondents show that their experience of MT contributed to a positive hospital experience, could offer emotional support and a special opportunity for the patient.  
 Family member: "Very worthwhile experience and uplifting"  
 Patient: "The feedback I received was wonderful to see how my input and ideas were used"  
 Staff: "I have seen the benefits of music therapy that have not been fully appreciated for this much needed addition to hospital care provision for our patients. I have found my patients 'suffer' through music"  
 (EMT)

**Conclusion**  
 The findings from the Music Therapy service survey reveal that it is a positive, holistic, person-centred service that has been a valuable addition to the service in the hospital. The most common of a senior MT role was to be able to support the patient. The findings of the survey were used to inform the development of a music therapy service in the hospital. The findings of the survey were used to inform the development of a music therapy service in the hospital. The findings of the survey were used to inform the development of a music therapy service in the hospital.

Poster outlining the results of MT Service Patient and Staff Survey displayed at the TUH Clinical Audit & Quality Improvement Symposium October 2021

## Music Therapy Patient Case Book presented to EMT

A song-writing and recording project with a patient at end-of-life was presented as a Case Book to EMT. The song, 'Salt in My Blood' was written by a patient in his Music Therapy sessions supported by Clara. He had been an avid sailor for his entire life, building and sailing his own boats. The patient recorded the song with Clara and with his consent, it was sent to his family. Following his funeral, his daughters living overseas contacted the NCAH at TUH to compliment the MT service and noted the poignant title of 'songwriter' had been added to their father's eulogy. They described how comforting it was to know their father was being so well cared for and how the song connected them at a very difficult time, especially when many close family member could not attend his funeral from abroad due to COVID-19 travel restrictions.

## 'Our Songbook' launched for patient use in MT sessions

The MT Service received "Think Differently Funding" from TUHF to develop, design and print bespoke songbooks for use with MT patients in sessions. Clara collaborated with Alison Baker Kerrigan (Arts Officer) on design and layout while also gathering feedback from her colleagues in Age Related Services to ensure the book was accessible and could be easily read by older patients.

A selection of lyrics of up to 80 songs from various musical genres including Irish Folk, Pop, Jazz and Country ensures there is something for everyone to enjoy and to feel included within a MT session. One heart-warming comment received from a patient was...

**'I used to be in a Choir which stopped because of Covid and I miss having a songbook. This is so lovely, can I bring it home with me?'**



Clara Monahan, TUH Music Therapist pictured with a copy of the new patient Songbook funded by TUHF

## Soothing Sounds Music Programme Developments

Soothing Sounds is a live music programme for patients and staff at TUH developed by the NCAH and delivered by musician in residence. Soothing Sounds aims to improve mood, reduce stress, and enhance well-being for all participants and listeners. Soothing Sounds was originally facilitated in Paediatrics, running successfully from 2017 to 2020. A case study of the programme was published online.

In the autumn of 2021, the NCAH redesigned and adapted the programme for Adult Services piloting it within three departments Oncology Day Ward, Vartry Renal Unit and William Stokes Wards at TUH. These departments received a blend of interactive, individual and group music sessions for patients at their bedsides and/or receptive music sessions. The programme ran for 10 weeks including a patient and staff evaluation to gather reflections on the difference music has made to them. Funding has been acquired by the Arts Office from the HSE under the Health Promotion Grant Aid Agreement.

**'It made chemo a pleasant experience.'**

**Oncology Day Ward Patient**

**It relaxes patients, is not too intrusive, it enjoyable and makes it less clinical.**

**CNS Oncology Day Ward**



*Dr. Sophie Lee performing in the Hospital Atrium*

### **Spotlight on Dr. Sophie Lee Musician in Residence at TUH**

Dr. Sophie Lee began in TUH as a volunteer musician in 2015 and became musician in residence in 2018. She is a pianist and recently completed her PhD at the University of Limerick, supported by the Irish Research Council. Her research investigates the effects of music interventions on the well-being of people living with early-stage dementia and their family carers. She holds a MSc in Performance Science from the Royal College of Music, London, a BA (Mod) in Music from Trinity College Dublin, and a Licentiate Diploma in Piano Teaching from the Royal Irish Academy of Music.

### **Online Arts & Health content**

'Musical Moments', 'Sing with Me' & 'Relax with Me' are all video series from our vibrant Arts and Health Programme managed by NCAH and can be found on the TUH YouTube Channel.

TUH celebrated a virtual St Patrick's Day with a special collaboration between singer songwriter Clara Rose and classical guitarist, Jon Henderson. They arranged and recorded a beautiful version of the Irish Ballad 'She Moved Through the Fair'. This 'Musical Moments' video was released on the TUH YouTube Channel with 243 views and a reach of over 2011 on [Facebook](#). Also released on St. Patrick's Day was 'Go Lassie Go' a gentle Irish Folk song as part of the 'Sing with Me' [video series](#) by Clara Rose.

### **Carols on Wards**

During the month of December a trio of TUH singers including Clara Monahan, Aoileann Ni Chonchubhair, Ali Baker Kerrigan and pianist Dr. Sophie Lee took to the wards to deliver some much needed festive cheer. They gave uplifting live music performances for both patients and staff at Christmas (in line with COVID-19 Health Guidelines). Spread over a two week period music was delivered to 17 wards, with six hours of music and a lot of happy hearts.

### **International Day of the Nurse & Midwife 2021**

To celebrate International Nurses Day 2021 two videos were released. The first was 'Something Inside So Strong' a 'Sing with Me' [video](#) by Clara Rose in tribute to all Nursing Staff. The second was a guided Music Meditation video by the Arts and Health Department. This five minute meditation is suitable for use by all Healthcare Staff, but also for anyone who would like to spend five minutes of the day to calmly re-energise and support their health and well-being. The meditation was created by Clara Monahan who also composed and performed the accompanying instrumental music. It is one of the videos from the ['Relax With Me'](#).

Music programme supporting events in Pastoral Care. Clara performed at Service of Hope in Pastoral Care. Clara also performed an original song for staff and families attending the outdoor unveiling of Covid Memorial at Pastoral Care. The song is titled ['Let not Your Heart be Troubled'](#) composed by Clara and Elizabeth Monahan.



*Pictured from left to right Carol Singers Ali Baker Kerrigan, Clara Monahan, Aoileann Ni Chonchubhair*

# Enhanced Infrastructure

The Arts & Health Programme in TUH aims to improve the hospital aesthetic supporting the enhanced infrastructure through the display of art exhibitions, installations, commissions and projects.

## Emergent Féire sculpture by Kevin Dwan installed in the Phoenix Restaurant in TUH

NCAH at TUH were delighted to present 'Emergent Féire' a new sculpture on display in the Phoenix Restaurant in TUH during April 2021. This impressive artwork captures the recognisable structure of the Corona Virus in 3D sculptural form by Dublin artist Kevin Dwan. The piece is composed from recycled bicycle chain, steel hex nuts and bolts and stainless steel box section.

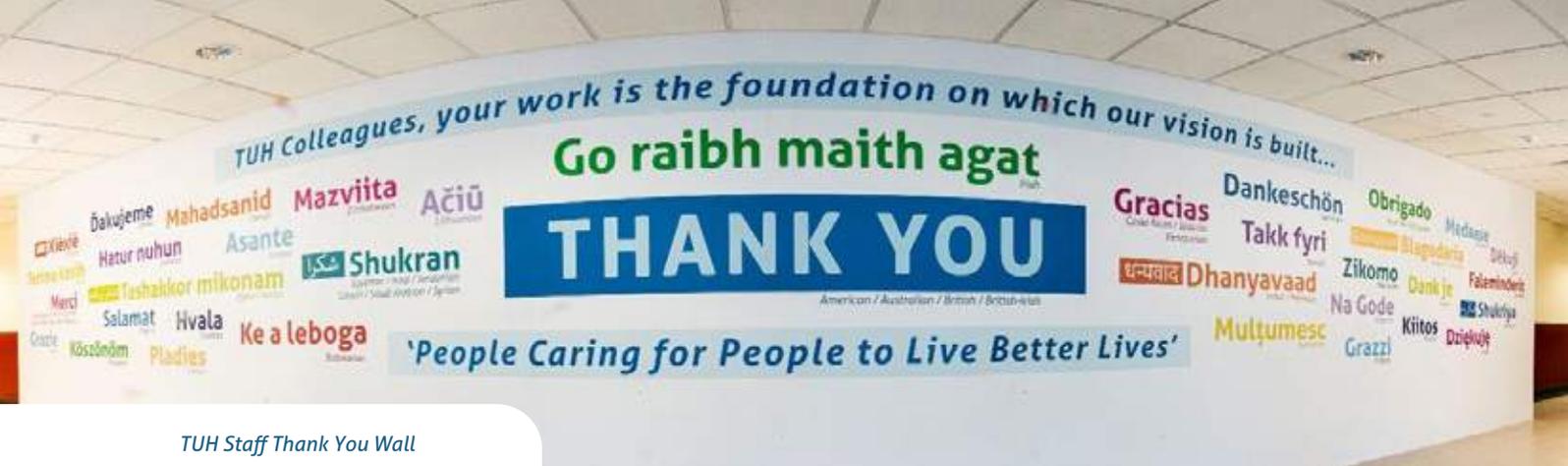
'Hope' is the underlying theme and inspiration behind the sculpture together with a wish, that this optimistic perspective is shared with others; especially those working within healthcare. The artist's concept behind the sculpture 'promotes the idea that we will come out of this incredibly traumatic experience as a nation, stronger and more resilient than before.'

To those involved in the installation of Kevin Dwan's 'Emergent Féire' a very big thank you. Modern sculpture will always divide opinion, but to this untrained eye, the piece is well executed, thought provoking and a very welcome addition to the canteen. I have stopped on several occasions to look at the piece which changes depending on the ambient light and angle of viewing. It provides a very welcome distraction from the pressured repetition of our clinical/work duties. Hopefully we can encourage other sculpture artists to temporarily donate pieces also.

*Quote from TUH Staff member*



*'Emergent Féire' by Sculptor Kevin Dwan*



TUH Staff Thank You Wall

## Thank You Wall

An expression of thanks to all TUH staff from our EMT and Hospital Board for their outstanding service and dedication throughout the Covid-19 pandemic. The graphic reflected the 56 nationalities working across the Hospital at the time translated into 36 official languages. The gathering of this information was supported by HR and Arts Department with artwork designed by Arts Officer, Alison Baker Kerrigan. The wall was in situ temporarily on Hospital Street during building works of the new CHI at Tallaght Satellite Unit and it can still be seen in image format on the TUH FB page.

## The Arts Archive Project funded by the Meath Foundation

Culture Ark (a Digital Art Archiving Agency) are collaborating with the TUH Arts Department to create an online digital archive of TUH Artworks. As part of an ongoing arts and legacy project a temporary studio was set up in the Robert Graves Post Grad in CLD during August. Over a five day period Culture Ark photographed over 400 high resolution images of selected artworks (at museum quality) from around the hospital, alongside data collection about each image.

## Artworks Distribution Scheme

The Arts Department introduced a scheme to distribute a series of artworks from the TUH Art Collection within the Hospital. Applications were invited from Departments who would like to see artworks installed in a specific area and to tell us why art is important to their area. Artworks available are from the Life of Objects Exhibition by Lucy Turner, purchased by the Meath Foundation. While Covid restrictions interrupted the installation phase during 2021, our thanks to all Departments for their ongoing patience with the project which aims to complete in 2022.



Arts Archive Project - Culture Ark documenting the H.R. Swanzy Portrait by Mary Swanzy as part of the TUH Arts Collection



### Artworks Distribution Scheme

Is there a wall space in your area that needs an artwork?





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Application form and further information available on

Arts Department Intranet Page









# People

## 'Cards Created By You': TUH Greeting Cards Go on Sale!

We all love to receive a greeting card, especially one that presents a beautiful image for us to enjoy and lift our spirits. TUH now has its very own series of greeting cards with images created by staff! We had a wonderful response to the 'Cards Created By You' project launched in 2020 with over 65 submissions from staff using varied artistic mediums such as photography, painting and drawing. The judging panel had the difficult task of selecting 18 winning images to feature as card designs. There are two Variety Packs each with six cards which can be purchased either onsite in the TUH shop (in the atrium) or online from the TUHF website ([www.tuhf.ie](http://www.tuhf.ie)).



*Pictured at the Cards Created By You launch event from left to right Kelly Crowley, TUHF; Ali Baker Kerrigan, Arts Officer, Lucy Nugent, CEO, TUH and Teresa Quin, Arts & Health Committee Member*



*Three Winning Entrants of CCBY from left to right Breda Burke, Mark McDermott and Shirley Ingram*

## 'Art Created By You' Hospital Street Staff Art Exhibition

In conjunction with the cards going on sale the Arts Department also launched a Hospital Street Exhibition which featured various print sizes of the winning card images and other selected entries from the 'Cards Created By You' Project. A second showcase of the 18 winning images were displayed on the Café Wall in RUA RED South Dublin Arts Centre for the month of November.

These two projects were a celebration of TUH staff creativity, successfully raised money for the Arts & Health Programme and have provided an appreciation of others interest and artistic ability amongst TUH peers. Both of these projects have been kindly funded by The Meath Foundation.



## Heartbeats – From Virtual Zoom Rehearsals, a Choir Workshop and ‘One Heartbeat’ song recording

In February 2021 Heartbeats choir members participated in a song writing workshop kindly supported by the Meath Foundation and Nursing Directorate in TUH, facilitated by Clara Monahan, TUH Music Therapist. The inspiration behind the song came from the first four lines written by Ali Baker Kerrigan, Arts Officer describing what it feels like to sing in a choir.

*‘The smile that comes from singing together*

*Is the purest note of every song*

*It resonates from deep within*

*A powerful sense we all belong’*

The lyrics speak strongly of the choir experience but equally relates to all healthcare workers, how they have joined together and supported one another during the pandemic. The song goes on to reflect upon the need for connection and recognising above all, there is Hope.

Working together, the song piece was completed during the workshop, after which Choir Director, Michael Fay completed the collaborative process by arranging the piece for the piano and three part harmony. Due to ongoing restrictions Heartbeats could still not meet in person and so individual parts were recorded virtually to first create a demo recording. The Heartbeats-TUH Choir finally managed to meet in person, outdoors for their last rehearsal of the season. Choir director Michael Fay shared the ‘One Heartbeat’ demo track for the first time by in what was quite an emotional for many members.



The Choir finally enjoyed performing the song in person in November during the [official video](#) recording which was a featured performance in the TUH Virtual Nursing Graduation ceremony.

The song was also proudly featured in the HSE Virtual Health and Wellbeing Staff Christmas Concert, live streamed on [YouTube](#) to an audience of +1,500 in December. The final highlight of the year saw the choir record of a selection of upbeat Christmas songs to accompany the well-loved TUH Christmas Trees Competition [video](#) that celebrates Christmas Tree entries from all areas throughout the Hospital.

*Pictured above: Heartbeats-TUH Choir in Festive Spirits*

## An art projects supporting living well with Dementia

The Hospital were delighted to announce the launch of 'Can You See What I See?' an illustrated book by artist in residence Caroline Hyland. Each beautifully hand-painted illustration promotes living well with dementia and advocates for a society to see the person first, and not the disease. The artists' work is strongly informed by listening to people with dementia, and their support network including family, friends and medical professionals. Each of the 12 illustrations are accompanied by text which tells the story of the picture and offers the reader some suggestions to supporting a person living with dementia.



*Artist Caroline Hyland with Niamh Gavin, Chief Executive of the Adelaide Health Foundation at the launch of 'Can You See What I See?'*

## David Brophy's Frontline Choir

A very welcomed outcome of being involved with a Healthcare Choir came through an unexpected opportunity when seven TUH staff members were nominated to take part in the David Brophy Frontline Choir in 2021. The RTE One three part television series was aired in the autumn featuring footage from zoom and in person rehearsals with the 80 person choir made up of Healthcare Professionals from all over Ireland. The final episode included a star studded performance in Dublin Castle with the renowned Aslan, Paul Brady and Sibéal Ní Chasaide supported by the Frontline Choir.

Without any expectation of additional performances one final opportunity came about for 20 lucky members of the Frontline Choir to sing at the official turning on of the Christmas Tree lights in Aras an Uachtarain. This culminated in afternoon tea in the state room and a personal opportunity to speak with President Michael D. Higgins about the TUH Arts & Music Programme which ultimately was the icing on the cake!



*David Brophy with TUH Frontline Choir Members 2021*



*Meeting President Michael D Higgins at the Aras*

## Christmas Cards Created By You Launched

Based on the success of Cards Created By You – many Staff have voiced a need for TUH to have their own pack of Christmas Cards for 2022. Without hesitation after seeing the creative talents of TUH staff the Arts Department invited one and all to submit their festive images to the competition which will continue to run up to the end of April 2022.



**'Christmas Cards Created By You'...**  
Will your festive image feature in 2022?

**TUH Staff Art Competition**  
Closing date for entries 30<sup>th</sup> April 2022  
[artsandhealth@tuh.ie](mailto:artsandhealth@tuh.ie)

Tallaght University Hospital | Christus Mater Hospital  
The Meath Foundation | Arts and Health

*TUH Staff Art Competition - Christmas Cards Created By You for 2022*



**Based on the success of Cards Created By You – many Staff have voiced a need for TUH to have their own pack of Christmas Cards for 2022.**



# 12

## Financial Management Performance

HSE ALLOCATION IN YEAR

€279.6m



PAY

€228.2m

68% of gross costs



NON-PAY

€107.1m

32% of gross costs

NET OUTTURN

€280.3m



DEFICIT

€0.7m



INCOME

€55m



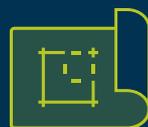
PATIENT INCOME

€25m



€8.8m

INFRASTRUCTURE DEVELOPMENTS



€2.3m

EQUIPMENT REPLACEMENT



€21.5m  
 MEDICAL AND SURGICAL SUPPLIES 

€23m  
 MEDICATION 

HIPE CHARTS  
 REVIEWED AND CODED

69,278

## SCAN4SAFETY

11,988

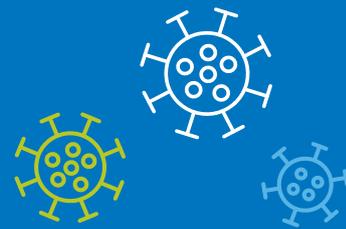
PATIENT EPISODES  
 CAPTURED

100,371

PRODUCTS ALLOCATED

VALUE   
 €4.9m

COVID-19 COSTS €10m



### PPE

SURGICAL MASKS USED 

2020  
 1,835k

2021  
 2,076k

13%  
 INCREASE

SURGICAL GOWNS USED 

2020  
 481.5k

2021  
 418.6k

-13%  
 DECREASE

VALUE OF PPE USED 

2020  
 3,184k

2021  
 2,655k

-17%  
 DECREASE

## Financial Review 2021

The below table summarises the financial outturn for 2021.

<b>Total</b>	<b>2021 Total €'000</b>	<b>2020 Total €'000</b>	<b>Movement €'000</b>	<b>%</b>
<b>HSE Allocation notified</b>	276,233	273,852	2,381	0.9%
Income deferred from 2020 to 2021	3,437	(3,437)		
	<u>279,670</u>	<u>270,415</u>		
Allocation received re PPE not yet utilised	-	(4,010)		
	<u>279,670</u>	<u>266,405</u>	13,265	5.0%
Net expenditure in year	280,336	266,804	13,532	5.1%
Current year PPE costs funded in previous year	(1,923)	-		
	<u>278,413</u>	<u>266,804</u>		
HSE Allocation excluding once-off allocations	(279,670)	(266,405)		
Net (surplus)/deficit before PPE funding	(1,257)	399		
Allocation received re PPE not yet utilised	-	(4,010)		
Current year PPE costs funded in previous year	1,923	-		
	<u>666</u>	<u>(3,611)</u>		
Net deficit/(surplus) in year	<u>666</u>	<u>(3,611)</u>		
<b>Cumulative deficit</b>	<b>16,160</b>	<b>15,494</b>		

The financial performance of the Hospital in 2021 showed a surplus of €1.3m against the comparable HSE allocation. In 2021, the Hospital received an allocation of €276.2m which was an increase of €2.4m (0.9%) on the final allocation for 2020.

Of the allocation received in 2020 €3.4m was deferred to 2021 as it related to specific costs which the Hospital incurred in 2021.

The 2020 allocation included €4m in respect of funding received for COVID-19 personal protective equipment (PPE) which remained in stock at that year end. A surplus of €3.6m resulted in 2020 when taking account of this PPE funding. The surplus was reduced in 2021 due to the utilisation of €1.9m of that stock.

In 2021 the Hospital recorded a deficit of €0.7m as a result of the PPE adjustment of €1.9m leading to an accumulated deficit of €16.2m at 31 December 2021.

In 2021 the Hospital saw the net expenditure increase by €13.5m (5.1%) when compared with 2020.

## Expenditure

	2021 €'000	2020 €'000	Movement €'000	%
Pay	228,265	216,709	11,556	5.3%
Non-pay	107,139	103,669	3,470	3.3%
Gross expenditure	<u>335,404</u>	<u>320,378</u>	<u>15,026</u>	4.7%
Income	(55,068)	(53,574)	(1,494)	2.8%
Net expenditure	<u>280,336</u>	<u>266,804</u>	<u>13,532</u>	5.1%

Total pay costs in 2021 increased by €11.5m (5.3%) compared to 2020 of which €4.7m related to an increase in whole time equivalents and COVID-19 overtime spend. The remaining increased costs can be attributed to the Enhanced Nursing Pay Scale which amounted to circa €3.5m and to the 1% pay increase given in July and October 2021 of €3.3m.

Non-pay expenditure increased by €3.5m (3.3%) in 2021. This increase can be attributed to drugs spend increasing by €3.3m, increased costs due to the purchase of required PPE for staff such as gloves and FFP2 masks contributing to an additional €1.7m and we also incurred a full year impact of the lease on the Reeves Day Surgery Centre at Tallaght Cross West contributing to a year on year increase of €1.9m. These increased costs are offset by reduced direct patient care costs due to lower non-COVID-19 general activity levels and a reduction in the equipment transfer directly from the HSE of (€3.4m).

Income year on year has increased by €1.5m primarily due to an increase in SLA CHI billing in 2021 as the children's wards were open for twelve months in 2021 (compared to 7 months in 2020) attributing to a €2.8m increase in income in 2021.

## Income

	2021 €'000	2020 €'000	Movement €'000	%
Patient income	25,007	26,093	(1,086)	-4.2%
Superannuation and Pension Levy	10,188	10,392	(204)	-2.0%
Income from external agencies	9,989	6,650	3,339	50.2%
Miscellaneous Income	9,884	10,439	(555)	-5.3%
	<u>55,068</u>	<u>53,574</u>	<u>(1,494)</u>	2.8%

Patient income reduced in 2021 by (€1.1m) due to reduced activity arising from patient admission cancellations and the use of private facilities for the isolation and treatment of COVID-19 patients. This was a twelve month impact in 2021 (versus a 10 month impact in 2020).

The increase in income from external agencies reflects Children's Health Ireland being on-site for twelve months during 2021 versus seven months in 2020.

As part of the COVID-19 response, in addition to the allocation, during 2020 the HSE also purchased equipment valued at €3.4m directly and transferred this to the Hospital without charge. There was no equivalent transfer in 2021, and therefore attributes (€3.4m) to the year on year analysis.

We also received an increase of €2.6m in income from PCRS (drug reimbursement Scheme) which increases income in year. Other non-material matters of €0.6m make up the balance of the year on year increase.

Capital projects in 2021 reflect campus developments including the final completion of the new renal unit, the commissioning of a fourth theatre in the offsite Reeves Day Surgery Centre and the continuing construction work on the new critical care unit.

During the year the Hospital continued to acquire significant additional equipment to meet COVID-19 requirements and medical equipment replacement.

The Hospital continued the extension of our 'Scan4Safety' project in 2021 and at the end of the year had complete traceability of items used during surgical procedures in all six surgical theatres, Reeves Day Surgery Centre, catheterisation laboratory, GI laboratory and endoscopy department. This is a quality and safety led project with the added focus of value improvement in the areas of supply chain which has improved patient safety and operational efficiency and reduced costs.

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

## Income and Expenditure Account

For the reporting period 1st January to 31st December 2021

	2021 €'000	2020 €'000
Pay Expenditure	228,265	216,709
Non Pay Expenditure	107,138	103,669
Gross Expenditure	<u>335,403</u>	<u>320,378</u>
Income	(55,067)	(53,574)
Net Expenditure for the year	280,336	266,804
Allocation in year before once-off allocation	(279,670)	(270,415)
(Surplus)/deficit in year before once-off allocation	666	(3,611)
Retrospective once-off allocation	-	-
Surplus in year after once-off allocation	666	(3,611)
Cumulative deficit brought forward from previous year	15,494	19,105
<b>Cumulative deficit carried forward to following year</b>	<b><u>16,160</u></b>	<b><u>15,494</u></b>

## Balance Sheet

as at 31st December

	2021 €'000	2020 €'000
<b>Fixed Assets</b>		
Tangible Assets	<b>84,627</b>	<b>77,877</b>
<b>Current Assets</b>		
Debtors	53,325	31,368
Stocks	7,121	9,235
Bank and Cash balances	<u>13,326</u>	<u>24,715</u>
	<b>73,772</b>	<b>65,318</b>
<b>Creditors – less than one year</b>		
Creditors	(77,253)	(72,497)
Bank Overdraft	(4,928)	-
Obligations under finance leases	<u>(2,389)</u>	<u>(2,386)</u>
	<b>(84,570)</b>	<b>(74,883)</b>
<b>Net Current Liabilities</b>	<b>(10,798)</b>	<b>(9,565)</b>
<b>Total Assets less current liabilities</b>	<b><u>73,829</u></b>	<b><u>68,312</u></b>
<b>Creditors - more than one year</b>		
Obligations under finance leases	(10,144)	(12,531)
	<b><u>63,685</u></b>	<b><u>55,781</u></b>
<b>Capital and Reserves</b>		
Non Capital Income & Expenditure Account Deficit	(16,160)	(15,494)
Capital Income & Expenditure Account	(4,781)	(6,602)
Capitalisation Account	<u>84,626</u>	<u>77,877</u>
	<b><u>63,685</u></b>	<b><u>55,781</u></b>



The Meath Foundation



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# Foundations

## Adelaide Health Foundation (AHF)

The Adelaide Health Foundation (AHF) is a voluntary charitable organisation committed to advancing and promoting equitable access to healthcare services in Ireland, particularly in TUH and the local community. Our focus is on support of projects that will improve services for patients, investment in nursing and medical education and support of healthcare research.

### TUH New Initiatives Scheme 2021

This annual scheme is open to all hospital staff, and welcomes applications for projects that will either directly or indirectly improve services for patients.

A number of simple and effective projects were supported in 2021, these included a portable handheld ultrasound for Radiology and an ICU patient diary. The diary was introduced to help patients who may have been unconscious for weeks or months, where nursing staff have made entries to help 'fill in the gaps' in their memory.

A sepsis trolley was funded for ED to help improve the management of sepsis by assisting with completion of the Sepsis Six bundle within the required one hour time frame to improve patient outcomes.



*Pictured from left to right: Dr. Vicky Meighan, ED Consultant, Professor Catherine Wall, Consultant Nephrologist & Director of Quality Safety & Risk Management and Niamh Gavin, Chief Executive of the Adelaide Health Foundation at the launch of the new sepsis trolley*



*Pictured from left to right with medical staff from the Hospital at the unveiling of the COVID-19 Memorial were John Kelly, Director of Pastoral Care; Niamh Gavin, Chief Executive of the Adelaide Health Foundation; Lucy Nugent, Chief Executive of TUH and Ann Hickey, Assistant Director of Nursing*

Also supported were Pastoral Care's initiatives for the bereaved which served as stark reminders of the impact of the pandemic on TUH staff, patients and families. A [virtual bereavement service](#) was delivered and a permanent memorial has been installed in the garden adjacent the hospital chapel. The memorial is based on the identical hearts initiative introduced by the team throughout the COVID-19 pandemic and which has continued since. A handcrafted knitted heart is placed in the hand of a dying or deceased patient while an identical heart is presented to the next of kin or family member. These identical hearts are handcrafted by hospital staff and also sent in by members of the public.

The COVID-19 Memorial is a reminder to all of the compassionate care given by staff and is a special location where family members and staff can pause and remember, a reminder that loved ones lost to us are forever in our hearts.

## Community Health Talks

The pandemic has brought many challenges to the Hospital and how it engages with the local community as well as to local community organisations who have incurred additional health and safety, IT and staffing costs, coupled with a decline in fundraising.

The AHF were delighted to support TUH's introduction of a new way of delivering community focussed health talks entitled 'Let's talk about' by funding a pilot six part podcast series on the topic of safer mobility and the various things that can affect mobility as we age.

The podcast series, the first for the busy teaching hospital, is targeted at the older members of our community and their carers, whether that is inside or outside of a home setting. Episodes have been uploaded on TUH's [YouTube Channel](#), iTunes, Podbean and the [Hospital website](#).

The AHF plan to support the second podcast series in 2022 with a focus on Brain Health.



*Dr. Paul McElwaine host of the Lets talk about safer mobility podcast series*

## Community Health Grants

A number of local organisations also received funding from the AHF Community Health Grants scheme in 2021 including:

- **Anam Cara** to provide individual counselling sessions for bereaved parents. The need arose due to the inability bring people together in group sessions to mark grief.
- **New Hope Residential Centre** to provide one to one support sessions in a safe environment to clients who have been through a 12 month rehabilitation programme, in order to ensure support continues in an abstinent environment.
- **An Cosán** Extension of professional counselling service to teenagers due to increased demand. This includes providing 'wrap-around' family support services to ensure personal and psychological supports are available to the most vulnerable of students.
- **Community Addiction Response Programme [CARP]** to support a project offering a three hour weekly drop in for up to 10 women in the Killinarden area who are crack cocaine users.

## Education

Education is a key pillar of the Adelaide Health Foundation – delivered in TUH and the local community through supports of student and projects.



### 2021 Review of AHF Bursary Scheme

The annual nursing bursary scheme supports TUH nursing students by way of a means tested bursary, with eligibility criteria generally based on those of the SUSI Scheme. The bursaries provided each year support between 40 and 50 nursing students with costs of travel and accommodation – essentially contributing to the living costs of those who need it, to help alleviate some of the financial pressure on those studying and attending placements.

The eligibility criteria for the AHF scheme were reviewed in 2021 and some changes have been implemented. The review arose from our observation of a level of inequity in such schemes -where households with low income from employment can narrowly miss out on all financial supports on offer despite their income being the same (or less) as households with similar income from social welfare.

The changes made include reducing the amount of social welfare income which is disregarded, the introduction of a median wage threshold below which full bursary is paid, and consideration of travel/accommodation fees.

### Nursing Recruitment/Retention Issues

Nursing in general, with TUH being no exception, are experiencing significant recruitment and retention issues. Through the Adelaide School of Nursing application process, we have identified that the mature student cohort [age 23+] face many challenges in accessing nursing education for a variety of reasons which include:

- Financial restrictions
- Juggling work/life/family
- The low number of places currently available to mature students
- Difficulty obtaining information about how to access the limited places available

We are currently exploring increasing access and financial supports to mature students as they are deemed to bring many benefits to a hospital setting including a level of life experience/stability and high retention levels following graduation.

The first step in our strategy to enhance mature student access is to increase the quota for this cohort in TUH through the Adelaide School of Nursing. In 2022 we shall review the other challenges they face and enhance our supports for this group.

### Research

The key requirements of research supported by the Foundation are that it aligns with the AHF's mission and values, is patient focussed and fulfils a pressing health service demand.

The AHF Research project into Genetic Testing and Genetic Counselling Services in Ireland is progressing and 2022 research focus is to review local community healthcare and access issues.

# The Meath Foundation

## Arts & Health

The Arts & Health program in TUH is unique and diverse. The Arts Team led by the Arts & Health Manager provide creative programs for patients, staff and in non-pandemic times families, carers and the wider community. Due to the continuing pandemic throughout 2021 most of the programs were suspended due to restrictions. However, with their creative caps, the Arts Team continued their work where it was safe to do so. Some of the initiatives were:

### ARTS4ALL

A series of art packs for patients to encourage creativity, self-expression and to somewhat ease boredom. The Art Packs included Colouring, Weaving, Crafting and Sewing. A total of 868 Art packs were created. Each pack contains an instruction sheet and all the materials required to create a mini creative project

### Art Curation in the Hospital

This included installation and de-installation of art exhibitions, frames, printing of narratives and mending of damage to frames.

The Meath Foundation partnered with TUH in running a competition amongst staff to create a card called 'Cards Created by You'. There was great interest in the competition and a large number of entries were received. From the submissions 12 entries were chosen and formed the basis for two packs of six cards in each. These packs have been on sale in the Atrium Shop, TUHF website and the Arts Department.

The exhibition on Hospital Street 'Art Created by You' includes the 12 winning entries.

In November 2021 an exhibition of 18 winning images were exhibited in Rua Red. During the exhibition 'Cards Created by You' were on sale. Due to the success of 'Cards Created by You' and 'Art Created by You' it was agreed to launch a further competition 'Christmas Cards Created by You' in December 2021. It is planned to create a series of Christmas Cards for sale in 2022.

## Music & Music Therapy

Continued where it was safe to do so.

The Meath Foundation were delighted that, after funding the Music Therapist post for the past seven years, TUH established the post in July 2021 and increased the hours from a one day post to two days per week.

Series of Music and Relaxation Videos / Choir / TUH You Tube continued including

- > Musical moments and Sing with Me on TUH You Tube Channel
- > Celebrating St Patrick's Day – two music videos featuring Clara Rose and Jon Henderson
- > Clara Rose 'Sing with Me' version of 'Go Lassie Go'
- > Christmas Music & Carol Singing in TUH – member of TUH Staff Choir

Work continued on the Digital Archive/Catalogue and an Arts & Health website. Due to the pandemic this work has been slow but it is hoped in 2022 good progress will be made.

In 2020 we told you about the purchase of the Lucy Turner exhibition 'Life Objects'. These pictures have now been distributed throughout the Hospital following a competitive process. They are being featured around the Wards and Departments of the Hospital.

## Research

The Meath Foundation awarded five Research Grants during 2021. The recipients and the titles of their research were:

Name	Title of Research	Amount
Professor Mark Little	Personalisation of Relapse risk in autoimmune Disease (PARADISE).	€75,000
Professor Dominick McCabe <i>(The John Barragry Research Grant)</i>	Optimal Antiplatelet Therapy in TIA and Ischaemic Stroke-International (OATS-I) Observational Study.	€75,000
Professor James Gibney	Effects of COVID-19 on the composition and function of high-density lipoprotein (HDL-C) particles in patients with and without type 2 diabetes (T2DM), and relationship to clinical outcomes.	€50,000
Professor Seán Kennelly	TIDE-AD Translating Inflammatory Biomarkers to Predict Disease Progression & Adverse Events in Alzheimer Disease.	€50,000
Professor Des O'Neill	Supporting TUH's Integrated Care for Older Persons: Testing an approach to identify the common housing hazards in housing affecting older people in South Dublin.	€50,000

The total number of research grants awarded since 2002 is 121 to the value of €5.187m. In 2021 The Foundation also awarded a Research Fellowship to Dr. Rachael Flood, SpR in Rheumatology. This Fellowship, valued up to €75,000, is to allow for protected time to carry out research while studying for a higher degree e.g. PhD.

The Foundation continues to support the Meath Foundation Clinical Research Laboratory (MFCRL) and welcomes the establishment of the Clinical Research Unit in TUH. The establishment of the Unit will greatly enhance the work carried out in the MFCRL. There are a vibrant group of researchers working in the MFCRL with the number increasing year on year.

## Meath Foundation Research Symposium

The Annual Meath Foundation Research Symposium was held on November 26th 2021. This year the Symposium was delivered through a blended model.



*Pictured from left to right at the Meath Research Symposium and the announcement of the Quality Improvement & Innovation Award were Professor Kevin Conlon and Mairéad Shields, Chair of the Meath Foundation*

Dr. Siobhán Ní Bhriain, Consultant Psychiatrist, TUH and National Clinical Lead for Integrated Care, Clinical Design & Innovation, HSE opened the Symposium. Dr. Ní Bhriain spoke on 'Integrated Care – the past, present and the future'

Professor Kevin Conlon, Professor of Surgery, TCD & TUH was the Keynote Speaker. The title of his presentation was 'The Surgeon in the era of precision medicine'. The Scientific Programme included presentations from former Research Grant recipients; Research Fellow and MSc (RCSI) Graduates from Meath Foundation Fellowship Programme.

## Quality Improvement & Innovation (QII)

Due to the pandemic the projects selected for QII funding in 2020 have mostly been deferred except for the production of a COVID19 Manual. This project was completed and has proven to greatly assist patients with their recovery.

Funding has been extended to December 2022 for other projects and it is anticipated that as we progress through 2022 and restrictions are lifted the projects on hold will start.

2021 funding for QII was awarded for the following projects:

Name	Position	€	Project Title	Sponsor
Anne Marie Tobin	Consultant Dermatologist TUH/ Assoc Clinical Professor TCD	28,600	Power to the Patient: Patient Initiated Follow-Up	Peter Lavin
Gillian Harte	Clinical Specialist Physiotherapist, Gaitkeeper Research	17,900	Spasticity Management Clinic	Shane Russell
Aine Connolly & Wendy Moynan	Senior Clinical Neuropsychologist, Stroke Service Social Work Team Leader, Stroke Service	5,000	Children: Helping Adults Talk to About Stroke (CHATS)	Shane Russell
Sinead Feehan	Manager of Nutrition & Dietetics Dept	4,050	Design, Development and Implementation of a Nutrition Programme for TUH staff	Shane Russell
Louise Bernard	Acting Clinical Specialist Physiotherapist in Musculoskeletal Triage and Out-Patients	17,900	Advanced Physiotherapy Practice in the Emergency Department for Back Pain Patients - Reducing PET and Enhancing Quality of Care	Shane Russell

Funding for the 2021 projects has also been extended to December 2022.

The Foundation continues to sponsor the annual *Clinical Audit & Quality Improvement Symposium*. The 2021 Symposium was held in October and was held virtually. The Keynote speakers were Professor Peter Gillen, Associate Professor RCSI; Ms. Winifred Ryan, National Lead, Patient & Service User Feedback and Dr. Ronan Glynn, Deputy Chief Medical Officer, Department of Health.



*Pictured from left to right at the 2021 Clinical Audit & Quality Improvement Symposium were Professor Catherine Wall, Director of QSRM, Dr. Ronan Glynn, Deputy Chief Medical Officer and Mairéad Shields, Chair of the Meath Foundation and Chair of the TUH QSRM Committee*

Dr. Hannah O’Keeffe, SpR Innovation was awarded the Meath Foundation Clinical Audit medal for the best Oral Presentation. Special commendation went to Dr. Joshue Olaniyi, SHO for his Oral Presentation. Tina Murphy, Clerical/Admin, Release of Information won 1st prize for her Poster and Oonagh Smith, Dietitian – Renal Medicine was runner-up.

Special commendation went to Volunteer Service/ Advocacy group for their Patient Care Package Poster for its embodiment of TUH Core Values and its benefit to the public and patients during COVID19 pandemic.

In June 2021 we welcomed Dr. Natalie Cole as Head of Innovation. The Meath Foundation agreed with the TUH Leadership in 2020 to fund the establishment of this post. In the first six months Dr. Cole, with the assistance of Dr. Hannah O’Keeffe, SpR Innovation has made great strides in establishing TUH as a leader in Innovation and assisting staff in progressing their ideas.

At the 2021 Meath Foundation Research Symposium, Professor Stephen Lane, Chair, Research, Education, Quality Improvement & Innovation (REQII) Board Committee announced the establishment of the *Mairéad Shields Quality Improvement & Innovation Award - €40,000*.

This award will be awarded to a multi-disciplinary team. The theme for the 2022 award is ‘*Safer Mobility and Falls Prevention*’. In addition further QII Grants up to a value of €20,000 will be awarded

## Education

The implementation of the TUH Learning & Development Strategy 2018 – 2021 continued. Funding provided by The Foundation has assisted the development of the Strategy by supporting the following:

### *Establishment and expansion of Leadership Academy*

The following programs have assisted in expanding the Leadership Academy:

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

### *eLearning Programs*

The Meath Foundation continued to support the development of eLearning Programs. The following are in development:

- ‘Supporting Patients with Medication Adherence’
- ‘Venous Thromboembolism (VTE) Prevention’
- ‘Patient Nutrition’

Work on these eLearning Programs has been delayed due to the pandemic but are progressing.



*Pictured from left to right are Vivienne Dick, Clinical Facilitator Orthopaedic Nursing; Louise Power, Clinical Lead Vaccination Programme; Eoin Begley, Chief Medical Scientist Clinical Chemistry Laboratory; Rory Dignam, Staff Nurse ED; Jessica Peel Yates, Meath Foundation Board Secretary / Administrative Officer and Shauna Ennis, Head of Learning & Development. Missing from the picture Mairéad Shields, Chair of the Meath Foundation Board*

Meath Foundation MSc Fellowships were awarded to the following TUH staff in 2021:

- > Eoin Begley, Laboratory Directorate - Healthcare Management
- > Vivienne Dick, Nursing Directorate - Healthcare Management
- > Rory Dignam, Nursing Directorate - Quality & Safety in Healthcare Management
- > Louise Power, Nursing Directorate - Healthcare Management

As part of our funding for Education we support *Employee Wellbeing*. 10 presentations were delivered in 2021 all by Live Virtual platforms. Some of the sessions were recorded and made available to staff on TUH Intranet or HSeLanD. Feedback from these sessions is very positive.

The sessions on Employee Wellbeing included:

- > Sleep Coaching - Optimising your rest and wellbeing on the front line
- > Financial Wellbeing
- > Suicide Awareness & Prevention
- > Mental health among Health Care Workers during COVID-19
- > The Mental Health impact of the Pandemic on Healthcare Workers
- > Feeding your mental Health
- > Musculoskeletal disorders in the Workplace

## Tallaght University Hospital Foundation

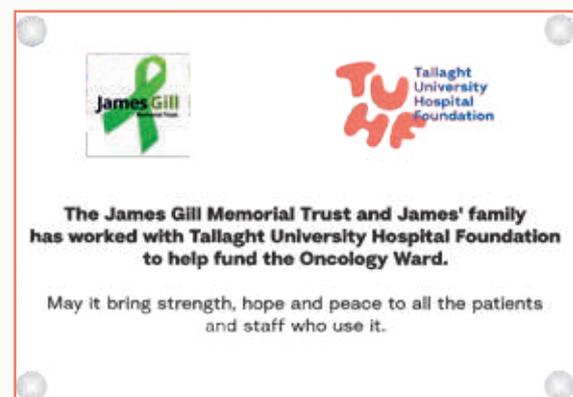
**Tallaght University Hospital Foundation (TUHF) was established by TUH as an independent registered charity in 2018 to support and facilitate the Hospital's mission and strategic objectives across innovation, integrated care, research and hospital expansion.**

Our mission is to establish Tallaght University Hospital as the partner of choice in terms of new innovations and large-scale health care investments as well as to fundraise in the wider community to support specific hospital projects. We are grateful for the incredible support we receive from our Board, the hospital, and the community, including generous support from individuals, community groups, trusts and foundations, and corporates, which continues to enable us to respond to the needs of the Hospital, its staff, patients and their families.

TUHF is committed to becoming a Foundation that attracts meaningful philanthropic support ensuring that TUH can lead through the integration of the most cutting-edge developments, pioneering medicine to benefit the whole community locally and nationally. The level of support required for such an ambition lies with our major donors. Through our strategic investment initiatives, we can continue to support innovation, better outcomes, and create an even longer lasting positive impact on the lives of the patients, staff, visitors, donors and community, setting new standards in Ireland and redefining healthcare for a better future for us all. Large scale strategic investments like the €2m million investment to fund the acquisition of the da Vinci Surgical System, the current standard in robot assisted surgery has strengthened and increased our efforts to push out our case for support to other investors. 2021 saw investors rally to support the purchase of a CT Scanner with Artificial Intelligence which will not only provide faster access to scans for all emergency patients, it will also include AI capabilities to bring instant analysis of patients for whom speed in diagnosis and treatment is vital, such as those who may have suffered a stroke. Thanks to the generosity of our major investors, we expect to be able to deliver the scanner later this year.

We also want to extend a massive thank you to Trusts and Foundations who have continued to support our extensive projects. To the HW Wilson Foundation who once again demonstrated their support for our hospital, gifting just over €100k to invest in ageing well healthcare. We also want to extend our heartfelt thanks to the James Gill memorial Trust who gifted €30,000 in memory of their son James.

Thanks also to the HW Wilson Foundation/ The Ireland Funds, the Hospital Saturday Fund, Amgen and the many others who supported our investment of €77,000 in the new oncology unit. The unit has a much larger footprint, a 50% increase in space for patients and staff with more single rooms, bathrooms and meeting spaces. This refurbishment has created a modern welcoming space in the Hospital, which allows for privacy and gives oncology patients the environment they deserve at a time when they are most vulnerable. A massive thank you to all those who gave so generously.





*Pictured from left to right before the opening of the Unit to patients were Jun Cao, Clinical Nurse Specialist; Jini Paul, Staff Nurse; Heather Sloane, CNM2; Sarah Farrell, Staff Nurse; Una Murtagh, Clinical Nurse Specialist; Helen Tobin, Staff Nurse; Gillian Gurhy, Healthcare Assistant; Marian Rock, Healthcare Assistant and Christine Leonard, Clinical Nurse Specialist*

To all the Med Day students who raised €35,000 for our hospital projects, thank you. Community events across the country came under significant pressure in terms of activation, participation, and execution and their efforts surpassed all expectations. TUHF recruited a community fundraiser to support them and others in our community drive. The team worked to promote and engage the community to get behind its Women's mini marathon campaign, Get Involved campaign and the annual TUHF cycle, which raised enough funds to build a brand-new sensory room in adult ED – building to start this year.



*Staff members from left to right Paula, Rory Dignam Dr. Aidan Grufferty; Alec Walker and James Power who all got up on their bikes for the fundraising initiative for ED*

We continued to connect, engage, inspire, and grow the local and corporate community to support our hospital. We delivered growth in our online followers, friends, and connections on our multiple platforms affording us a further opportunity to build on our brand and engage with people about our work thereby growing the prospect of raising funds.

We also continued to build connections in the corporate world and amongst influential networks which in turn has increased our credibility when we approach more high net worth individuals and organisations. The Dublin Postal Workers Union kindly donated panto tickets for us to sell to TUH staff at a reduced price helping us raise over €9,000. Tallaght's National Learning Network also chose TUHF as their 2021 charity partner. We will be building on these relationships to sustain support for our hospital in the long-term.

2021 also saw the installation of our tap and donate machines in the community, the roll out of our giving programmes (grateful patients, in memory and legacy) and the launch of TUHF lotto for staff. All opportunities for people to engage, give and support our ambitions for the Hospital.



*Karen Kelly, Clinical Chemistry; Sinead Feehan, Nutrition & Dietetics; Elizabeth Murphy, Medical Records; winners of the first draw in the Staff Lottery*

TUHF was deeply saddened by the death of our Chair, Dan Smyth in July 2021. Although Dan had only recently been appointed to the role, he significantly impacted all of us during his time as Chair. We send our condolences to his family. Margaret Considine, a TUHF Director of the Board, and experienced management consultant took over as Chair. She oversaw a variety of changes at Board level, expanded the number of Board sub-committees, which now includes a Board fundraising sub-committee /advisory group to attract philanthropic support and appointed additional board members with professional experience in relevant areas, Deirdre MacCarthy, Lillian McGovern and Derek Ryan. We bid farewell to two long serving board directors, Joe Hayes and Sharee Basdeo and thank them for their dedicated service to the organisation.

As we reflect on 2021, and look forward to leaving COVID-19 behind, we will continue to work closely with TUH, aligning the Foundation with their strategic priorities. We are privileged to play such a role in the healthcare of our community and look forward to strengthening our connection with our supporters and with local businesses and communities to investing in giving our patients and their families the very best care at TUH.



# 14

## Research & Publications

### ACADEMIC MEDICINE

- **A Cross-Kingdom View on the Immunomodulatory Role of MIF/D-DT Proteins in Mammalian and Plant Pseudomonas Infections.** Immunity 2021 (in press). Panstruga R, Donnelly SC, Bernhagen J.
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- **ANCA vasculitis induction management during the COVID-19 pandemic.** Kidney International Reports 6 (11), 2903-2907. Salas A, Kant S, Floyd L, et al.
- **Dynamic Assay for Profiling Anti-SARS-CoV-2 Antibodies and Their ACE2/Spike RBD Neutralization Capacity Viruses** 13 (7), 1371. Phelan T, Dunne J, Conlon N, et al.
- **A cohort study to investigate sex-specific differences in ANCA-associated glomerulonephritis outcomes** Scientific Reports 11 (1), 1-7. Scott J, Canepa C, Buettner A, et al.
- **Neutrophils: Need for Standardized Nomenclature.** *Frontiers in Immunology* 12, 1081. McKenna E, AMhaonaigh AU, Wubben R, et al.
- **Risk Factors for Severe Outcomes in Patients With Systemic Vasculitis and COVID-19: A Binational, Registry-Based Cohort Study.** *Arthritis & Rheumatology* 2021: 3. Matthew A. Rutherford, MA, Scott JS et al.
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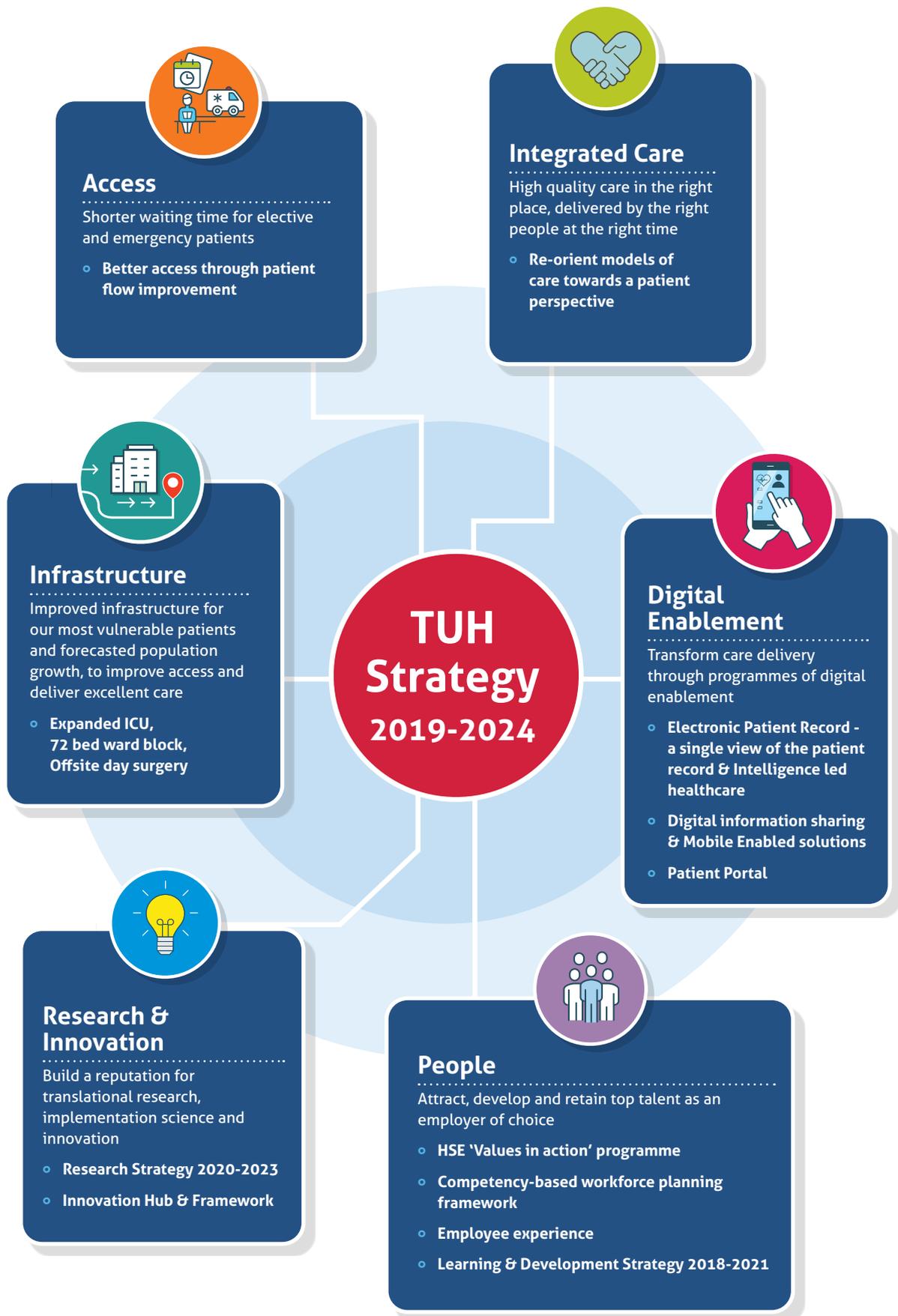
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