

Annual Review 2018



Pictured is Irish International and Munster Rugby legend Keith Earls with Mark Ruddle from Croom

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Pictured on the front cover is mum Sarah Dineen from Ballina Co. Tipperary with baby Fiadh born at University Maternity Hospital Limerick during 2018.

CEO & Chairman Overview

The vision for UL Hospitals Group is to 'be a valued, trusted and leading provider of excellence in healthcare which is patient-centred, clinically-integrated, team-based and research-driven'.

A survey of 2018 shows ample evidence we are advancing this agenda in every respect.

In spite of the challenging environment - increasing demand; international shortage of key healthcare professionals; financial realities etc - the Group continues to increase its clinical activity, grow its workforce, enhance its academic profile and achieve crucial targets in quality and patient safety.

During 2018, we were delighted to publish our five-year strategic plan. Every layer of the organisation is focused on its four strategic priorities of Clinical Transformation; Education, Research and Innovation; Collaboration and Alliances; and Digital Health.

Over the last 12 months, we have developed excellent new services, including: the UL Hospitals Ophthalmology Centre at Nenagh Hospital; new respiratory and medical social work clinics in Ennis and, at UHL, the Hybrid Operating Theatre. Together with our community colleagues, we launched the first perinatal mental health service in the country outside of Dublin.

In 2018 we sustained our excellent performance in terms of average length of stay while our readmission rates remained well within target. We are also among the best performing groups in the country in managing inpatient and day case waiting lists.

Attendances at our ED in 2018 rose by 6.4% to just shy of 72,000. Unfortunately, too many of our admitted patients continue to face long waits and addressing this through the various patient flow initiatives you will read about in this document is a matter of continuous focus.

Our fundamental challenge around bed capacity is also being addressed with approval for our 96-bed inpatient block confirmed in Project Ireland 2040. Detailed design work also advanced in relation to the 60-bed block, a project due to be completed at UHL in 2020.

In June, we hosted our inaugural Conference on Clinical Audit and Quality Improvement in Healthcare. This was an opportunity to showcase the excellent work being done locally as well as learn from the international experience. It was very satisfying to see our staff's work on quality improvement and quality assurance recognised in our excellent results on maternity patient safety and in UHL winning the inaugural Golden Hip Award for best meeting the national standards in the management of neck of femur (NOF) patients.

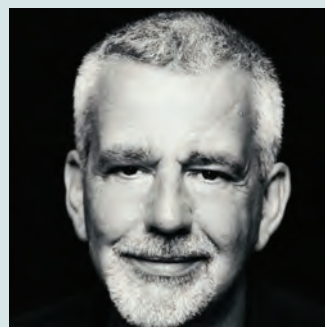
A critical part of our quality improvement work is, of course, acting on patient feedback. The National Patient Experience Survey 2018 has given us much to work on and highlighted strengths.

For example, the survey found that 98% of patients in Croom had complete confidence in staff; that 100% in Ennis and 97% in St John's felt that they were treated with respect and dignity; and 9 in 10 in Nenagh rated their hospital experience as good or very good. UHL was the only hospital in the country where there was a statistically significant improvement in admissions, with patients describing greater privacy during examinations in ED and greater dignity and respect shown by ED staff.

Such feedback is crucial in terms of identifying both strengths to build upon and areas that require focus. It was inspirational to see the sheer dedication of staff in March 2018 as they continued to provide essential care while the country was locked in the grip of Storm Emma. That spirit and devotion of frontline and support staff remains our greatest asset. We cherish and celebrate this above all as we look back at the activity and achievements of UL Hospitals Group in 2018.



Colette Cowan
CEO



Graham Knowles
Chairman

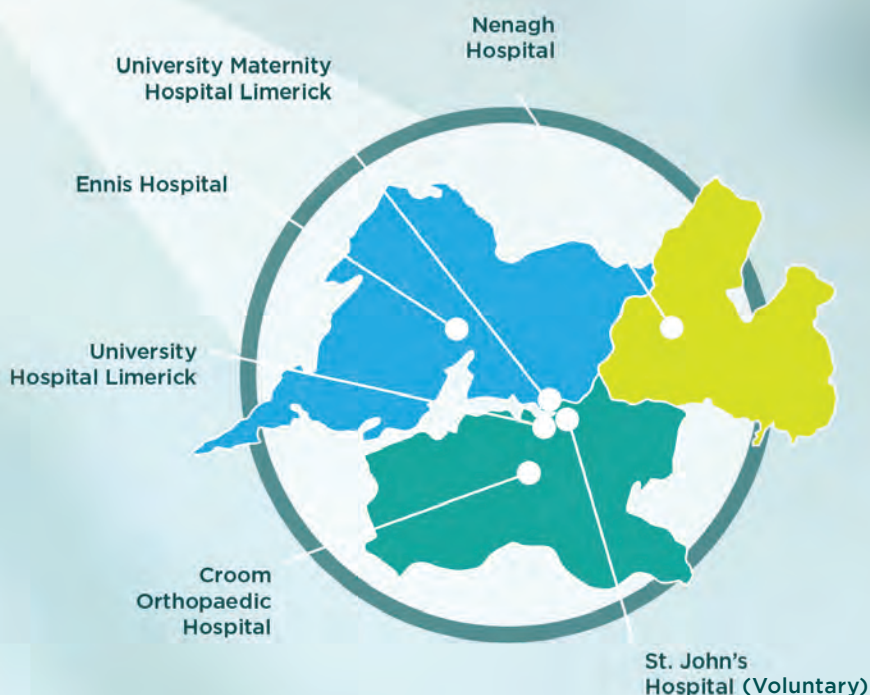
About UL Hospitals Group

UL Hospitals Group comprises six different hospital sites in the Midwest of Ireland (Limerick, Clare and North Tipperary).

- University Hospital Limerick (UHL)
- University Maternity Hospital Limerick (UMHL)
- Nenagh Hospital
- Ennis Hospital
- Croom Orthopaedic Hospital
- St. John's Hospital (Voluntary)

Operating on a hub-and-spoke system, the centralised critical care facilities at UHL are supported by local Model 2 and Model 2S (Specialist) hospitals. We operate on this basis to achieve economies of scale, to allow for a more streamlined and specialised regional service, and to ensure people can still be treated as close to home as possible. Together, these hospitals deliver a range of crucial services and provide a robust, comprehensive healthcare network for our patients across the Midwest.

Our academic partner is the University of Limerick (UL). Our relationship with UL is important in improving standards of care, fostering education, clinical research and innovation.



What does UL Hospitals Group do?

UL Hospitals provides emergency, surgical and medical services on an inpatient and outpatient basis to a population of some 473,000 people in the Midwest of Ireland.

Our 4,200 strong staff are proud to serve our community, and we are committed to treating our patients with care, compassion and kindness.

UL Hospitals Group average daily activity in 2018

197

PATIENTS
TREATED
IN OUR ED

A FURTHER

102

IN OUR
INJURY UNITS

857

PATIENTS
SEEN IN
OUTPATIENT
CLINICS

207

PATIENTS
DISCHARGED

240

DAY
PROCEDURES

12

BABIES
DELIVERED

University Hospital Limerick (UHL)

UHL is the largest hospital in the Group, providing emergency and critical care to the region's patients, especially those who require more complex medical and surgical care.



UHL is one of just eight specialist cancer centres in the country.

UHL has a dedicated coronary centre treating patients for serious heart attacks, and a thrombolysis centre, providing vital care for acute stroke.



UHL provides cutting edge surgical and non-surgical healthcare services.



UHL has the only ED in the Midwest, caring for patients 24/7, 365 days a year.

Ennis, Nenagh and St. John's Hospitals

Ennis, Nenagh & St. John's provide:

Treatment for
minor injuries
(Injury Units)

Medical
Assessment
through GP
referral

Day
Surgery

St John's Hospital also cares for more complex surgical patients who require a short hospital stay.



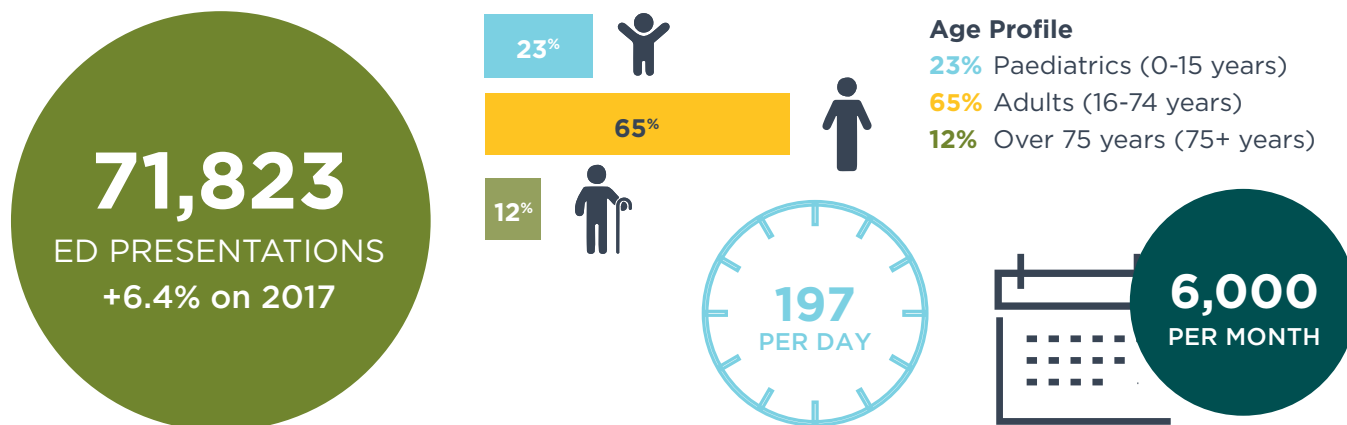
Specialist Maternity and Orthopaedic Services

The Group has two Specialist hospitals, one for maternity services (University Maternity Hospital Limerick) and the other for orthopaedic services (Croom Orthopaedic Hospital) both catering for specific needs in the community.

UL Hospitals Group: Our Year in Figures

Activity & Operational Performance

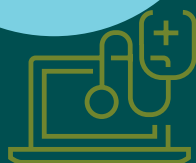
Emergency Department



Injury Unit

Injury Units presentations accounted for **31%** of all emergency presentations across the Group.

32,244
PRESENTATIONS
+6% on 2017



Readmission Rates

Medical



Emergency readmission rate for acute medical conditions, to the same hospital within 30 days of discharge. The 2018 national benchmark target was 11.1%. **ULHG came in under this target.**

9.5%

Surgical



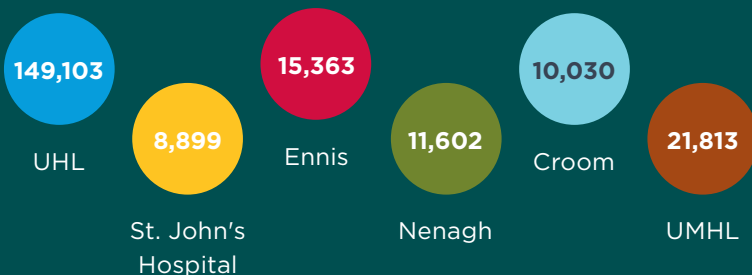
The Group's 2018 surgical readmission rate, to the same hospital within 30 days of discharge. The 2018 national benchmark target is 3%. **ULHG came in under this target.**

1.4%

Outpatient Attendances

Total of new and return outpatient attendances were

216,810



Average Length of Stay

MEDICAL 5.3 Days

ULHG consistently remained under the 2018 national benchmark target of **6.3 days** for medical ALOS.

SURGICAL 5.1 Days

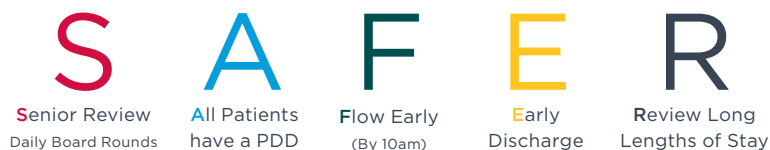
The 2018 national benchmark target is **5 days** for surgical ALOS.

Unscheduled Care Management

Weekly Unscheduled Care Operational meetings were held during 2018 with the aim of improving Patient Flow across our hospitals. Some of the key outputs were:

Red2Green

The Red2Green Quality Improvement Project forms part of our SAFER patient flow programme. This is a practical tool to reduce delays for patients and blends five elements of best practice:



A Red day is when a patient receives little or no value adding to their acute care.

A Green day is when a patient receives value adding acute care that forwards their progress towards discharge.

Red2Green approach which was first introduced in the NHS allows you to focus on the delays and constraints that increase length of stay. Red2Green places safe patient care at the centre of all that we do.

Whiteboards were introduced on all wards in 2018 to assist in implementing Red2Green.

Cohorting

Cohorting was introduced on Perioperative wards.



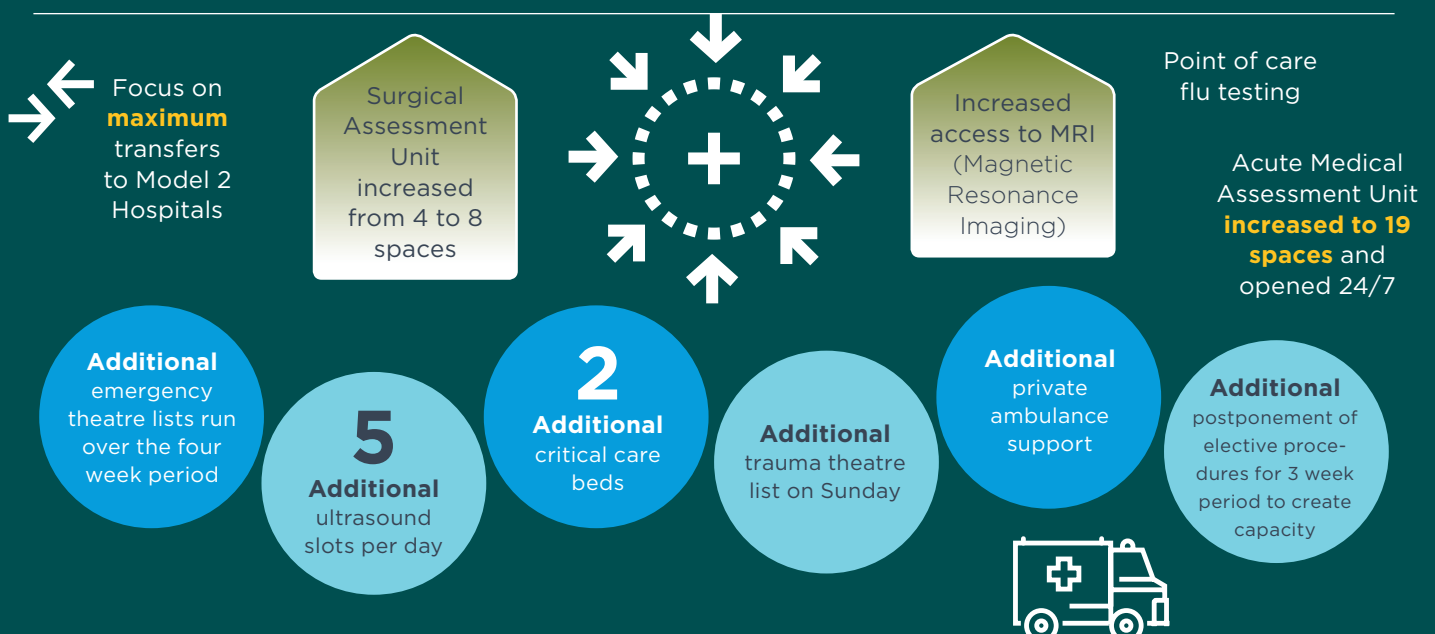
Optimend Research Trial

A research trial called Optimend commenced to explore the impact of early assessment and intervention by a multidisciplinary Health and Social Care Professions (HSCP) team in the ED.

Outcomes look very positive in terms of promoting safe discharge of frail older persons from the ED.



Winter Planning



Facts & Figures

Hospital Beds

Inpatient Beds

455

UHL

89

St. John's
Hospital

50

Ennis

49

Nenagh

37

Croom

102

UMHL

Day Case Capacity

144

10

18

21

13

2

INPATIENT

is a patient who goes into hospital to receive medical or surgical care and stays there one or more nights while they are being treated.

A Day Case:

- Patient admitted on an elective basis
- No overnight stay
- Admitted and discharged on same day



Patient care that resulted in a birth/delivery is not included in the day case capacity figures.

Births

4,441
BIRTHS
4,427 in 2017



University Maternity Hospital Limerick is the busiest maternity hospital outside of Dublin and Cork.

Staff Numbers

ULHG is a substantial employer in the Midwest region employing

4,000+
across 6 hospitals.



DOSA

Rate of elective surgical inpatients who had principal procedure conducted on day of admission was 91.4%. The 2018 national target rate was 81.7% with a ULHG specific target of 88%.

Inpatient & Day Cases

Medical

Day
Cases

***33,810**

30,487

Inpatients

*This includes
13,019 dialysis cases

Surgical

Day
Cases

26,600

11,147

Inpatients

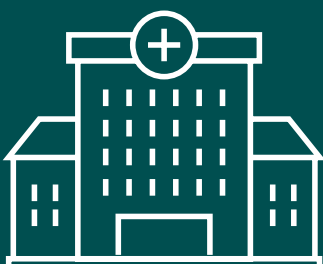
Maternal & Child Health

Day
Cases

1,594

10,997

Inpatients



Industry, Research & Professional Awards for staff

During 2018 our staff won many awards for their work. Congratulations to all.



1. Happy Heart Healthy Eating Award University Maternity Hospital Limerick. Front Row: Amanda Mullane, Helen Hayes, Des Hartnett, Mary Mullane. Back Row: Dora Flynn, Kathleen Ryan, Angela Holton, Celine Moore.

2. Happy Heart Healthy Eating Award Croom Orthopaedic Hospital. Front Row: Esther Quilty (MTA) Mary Ryan (Catering Officer). Back Row: Suzanne Reidy (Chef 1) Lisa Quaid (MTA) Catriona Gallagher (Senior Chef) Mary Delaney (MTA) Helen Scully (MTA).

3. Happy Heart Healthy Eating Award St. John's Hospital. Mr Tim Collins, CEO, Irish Heart Foundation, Rose Leo, Martina Ryan and Elma Herbert, St John's Hospital, Limerick.

4. Irish Association of Emergency Medicine, Valerie Smalle Bursary Award for Excellence in Emergency Nursing. Pictured are Dr Caitriona Mullarkey ED Consultant, Anne Scanlon Clinical Skills Facilitator.

5. Final of UHL-Janssen Gold and Silver Medals in Medicine. Pictured (l to r): Dr Brid Seoige, Dr Shereen Rafee, Gold Medal winner in Medicine, Prof Austin Stack, Dr Cara Weldrick, Silver Medal winner Medicine and Ms Aine Hussey.

Runners-up (not pictured): Dr Edward McMonagle (BST SHO) and Dr Emmett Jordan (BST SHO), Dr Andre Pozza (Respiratory SpR), Dr Aqeel Anjum (Rheumatology).

6. Golden Hip Award. Pictured, Dr. Jude Ryan Ortho-Geriatrician and Paula Lynch Orthopaedic CNS, who, with the Trauma team at UL Hospitals won the NOCA inaugural Irish Golden Hip Award 2017.

7. INMO Preceptor of the Year - Sandra Healy, Sandra's award was based on a submission by student midwife Deborah Hadley. Pictured (l to r) Martina Harkin-Kelly, Sandra Healy, Phil Ni Sheaghda, Deborah Hadley, Margaret Frahill.

8a. Irish Medical Times Healthcare Excellence Awards 2018. Staff at the Heart Failure Support unit (HFSU) and Cardiac Rehabilitation Services Nenagh Hospital: Noreen Hough, ADON; Cathrina Ryan, ODON; Sinead Killeen, A/Physiotherapy Manager; Kathryn O'Brien, CNS; Ann Cantwell, Cardiac Rehabilitation Coordinator, Jacinta Walsh, CNM2; Fiona Steed, Group Lead, Allied Health.

8b. Dr Rajesh Kumar, Cardiology Registrar and Dr Syed Abbas, Consultant Cardiologist.

9. National Hospital Professional Awards. Dr Casserly, Respiratory Consultant ULHG and his team nominated for Excellence in Respiratory Initiative of the year & Consultant led Team of the year awards. Pictured (l to r) Eilis Gleeson CNS Respiratory, Noelle Ryan CNS Respiratory, Dr Brian Casserly Respiratory Consultant ULHG, Maria Cullinan CNS Respiratory.

10. 5th National Sepsis Summit Dublin Castle, Compliance Award. Pictured (l to r) Yvonne Young, Siobhan Barrett, Dr Vida Hamilton.

11. Open Access Research Award - Stroke Team. Pictured (l to r) Dr. Keith McGrath, Specialist Registrar, Geriatric Medicine, Ana Terres, Head of Research and Development, Assistant National Director, HSE, Nora Cunningham, cANP, UL Hospitals Stroke Team.



The UL Hospitals Group annual Staff Recognition Awards celebrate the achievements of teams and individuals in the Group's six hospitals.

Unsung Hero Mary Hynan, Healthcare Assistant, Ward 1D, UHL pictured with UL Hospitals CEO Colette Cowan.

Staff Recognition Awards

Best Team Stroke Early Supported Discharge, UHL • **Innovation in a Clinical Area** End PJ Paralysis team at Nenagh Hospital • **Education and Training** Cecilia O'Sullivan, Staff Nurse, Ennis Hospital • **Quality Improvement** Paediatric Diabetes Team, UHL • **Innovation in a Non-Clinical Area** Catering Team, St John's Hospital • **Best Research** REDSPoT - the Retrieval, Emergency and Disaster Medicine Research and Development Unit, Emergency Dept, UHL • **Best Patient Experience** Triona Neenan, Clinical Nurse Specialist in Oncology, UHL • **Special CEO Awards to:** Main Reception team at UHL; ULHG Bed Management/Patient Flow team.

New choir at Ennis Hospital

A new choir was set up in Ennis in 2018. The Ennis Hospital Singers were among 8 HSE workplace choirs to perform in the HSE Staff 'Sing for Wellbeing Concert' at University Concert Hall, Limerick. Funds were raised for the Children's Ark at University Hospital Limerick and the initiative was part of the implementation of Healthy Ireland within our health service, which aims to support staff health and wellbeing.



Margaret Gleeson,
Chief Director of
Nursing & Midwifery

Expansion of Advanced Nursing and Midwifery Practice

UL Hospitals Group continued its expansion of advanced nursing and midwifery in 2018, with seven new posts in unscheduled care, rheumatology and care of the elderly approved. This is part of a wider national initiative that will see 700 ANPs and AMPs in post by 2021.



Inaugural Health & Social Care Professions Day

Health & Social Care Professions (HSCP) at ULHG marked the inaugural National HSCP Day on the 1st of February with a celebratory coffee morning in UHL. Joined by colleagues from the national office, the local HSCP staff also held an information presentation to highlight the 200 staff working in HSCP professions across the group. These include Occupational Therapists, Physiotherapists, Speech & Language Therapists, Medical Social Workers, Radiographers, Medical Laboratory Scientists, Dietitians, Neurophysiologists and Podiatrists.

Pictured (l to r) Rachel Casey, Aileen Collins, Julia Broderick and Sinead Taylor, Occupational Therapists at UHL, enjoying the inaugural National HSCP Day in UHL on February 1

Nenagh Patients Benefit from Trauma Assessment Clinic

A Trauma Assessment Clinic (TAC) trialled at Nenagh Hospital has helped reduce wait times and frequency of hospital visits, and improves the patient experience. The service allows for the remote assessment and management of



patients with certain fracture injuries who, until now, would have been referred to the Fracture Clinic at UHL.



Pictured (l to r) Aoife Gallagher, Radiation Protection Advisor, Ena Broderick, Radiographer, Eoin Martin, Consultant Radiologist, Caroline Lannon, Medical Physicist, Leanne McNamara, Senior Medical Physicist, Moira McMahon, Clinical Specialist Radiographer, Fiona Liston, Senior Radiographer, Lynda Madigan, Radiographic Service Manager.

Reopening of refurbished Nuclear Medicine Department

The Nuclear Medicine Department at University Hospital Limerick was re-opened after an extensive refurbishment programme within the department ahead of the installation of a new CT Scanner.

March



Pictured (l to r) are Suzanne Rowley, NOCA, Katie Sheehan, ADON Croom Orthopaedic Hospital and Mr Brian Lenehan, Consultant Orthopaedic Surgeon, Croom.

Croom goes live with Irish National Orthopaedic Register

Croom Orthopaedic Hospital became the third hospital in Ireland to go live with the Irish National Orthopaedic Register (INOR), a national electronic register of patients receiving hip and knee replacement surgery.

With the consent of patients undergoing joint replacement surgery, INOR collects data electronically at pre-operative, surgical and post-operative assessment stages, supporting early detection and implant performance, and improving the efficiency of the review process for patients attending Croom.

Walk-In Medical Social Work Clinic Opens

A new Walk-In Medical Social Work Clinic was opened at University Maternity Hospital Limerick as part of the UL Hospitals Group's efforts to provide more responsive and accessible services to women and their families. Until now, women seeking the support of Medical Social Work within the Group have been referred by healthcare professionals. The new clinic enables women to directly access Medical Social Work services for advice on a broad and diverse range of queries.



Pictured (l to r) Anne Hegarty, Head of Medical Social Work Services, UL Hospitals Group; Eimear Smalley, Medical Social Worker; Miriam Nolan CMM2, Antenatal Clinic and Ciara Lawlor, Medical Social Worker

Medication Safety at UL Hospitals Group

There were great strides made in Medication Safety at UL Hospitals Group in 2018. March alone saw the start of publishing of 'The Medication Safety Minute', bite-size learning in medication safety, on Q-Pulse. Also during March, the first Medication Safety Newsletter was published.

The Group strives to promote and sustain a culture of medication safety while caring for our patients.





Water Immersion in Labour commences at UMHL

April saw the introduction of water immersion in labour at University Maternity Hospital Limerick (UMHL) in the hospital's refurbished home birthing room the Danu Suite, to facilitate natural labour.

Water immersion is proven to be effective for pain relief, and this is just one element of the newly refurbished facility, which provides a number of other processes, including a birthing cube, birthing balls and a shower room, to facilitate more natural births.

Colette Cowan, CEO UL Hospitals Group (front right) pictured with staff of University Maternity Hospital Limerick at the opening of the Danu Suite.

Chief Clinical Information Officer appointed

In April, UL Hospitals Group appointed Dr Naro Imcha as Chief Clinical Information Officer (CCIO), to play a key role (the first such in an Irish hospital group) in realising the potential of digital technology to transform patient care for the better. A consultant obstetrician/gynaecologist with a significant research interest in health informatics and digital medicine, Dr Imcha will harness the perspectives of frontline staff and collaborate with the ULHG eHealth Division to plan the allocation of digital resources to the clinical areas where they will have most benefit across the Group's six hospital sites.



Pictured is Dr Naro Imcha with Brian McKeon Group Director of Informatics, Planning and Performance

New Acute Surgical and Pre-operative Assessment Units

A new Acute Surgical Assessment Unit (ASAU) opened in April at UHL, providing an improved clinical environment for patients. The Pre-Operative Assessment (POA) Unit also relocated as part of a €1m refurbishment of the old Intensive Care Unit at UHL. The ASAU, provides appointment-based, unscheduled care for rapid assessment and treatment of a variety of acute surgical conditions in such specialties as breast, general surgical or vascular, for patients over the age of 14. Once assessed, patients are admitted, treated in the ASAU, or discharged.

The POA provides pre-operative assessment of elective and Day of Surgical Admission (DOSA) patients.



Pictured (l to r) Deirdre Haugh, Staff Nurse; Valerie Sheehan, CNM2 and Michelle Cooke, CNM3

May



Pictured (l to r) Jose Espineira with Margaret Quigley, Director of Midwifery

International Day of the Midwife

International Day of the Midwife is celebrated on 5th May every year to highlight the care that midwives give to millions of women and newborns around the world. Celebrating in 2018 was the first male midwife at UMHL Jose Espineira, from La Coruna, Spain. He is one of around a dozen male midwives in Ireland and is the first to practice at University Maternity Hospital Limerick (UMHL).

A big Thank You to our volunteers after Storm Emma

A special breakfast was held during National Volunteers Week in May, in honour of the scores of volunteers who work to improve the patient experience across UL Hospitals Group, including those helped during Storm Emma. In attendance were volunteers from PALS (Patient Advocacy and Liaison Service); the Irish Cancer Society, the Children's Ark; the Cancer Information & Support Centre; and the Eucharistic ministers. Also represented were organisations that transported patients, staff and supplies to and from hospitals across the region during Storm Emma, including Tipperary Civil Defence; Limerick Civil Defence (City & County); Clare Civil Defence; the Irish Red Cross and the Irish Coast Guard.



Pictured is CEO Colette Cowan with PALS volunteers Mary (l) and Anna May (r).

"Volunteers give generously of that most precious resource, which is time, we are all inspired by them", CEO Colette Cowan.

'Healthy Ireland' lectures

UL Hospitals Group is committed to enhancing public engagement and as part of its Healthy Ireland programme, hosted a series of free public lectures in 2018. The May lecture was on services available to stroke patients, which took place at the Clinical Education and Research Centre in UHL. Other lectures were on Heart Health, Breast Cancer care, Diabetes care and Water Immersion in Labour.



Inaugural Clinical Audit and Quality Improvement Conference

ULHG hosted more than 200 delegates for Ireland's first ever national Clinical Audit & Quality Improvement Conference in June, featuring a range of national and international speakers exploring dozens of quality improvement projects that have been undertaken locally across the Group, nationally and overseas.

Speakers also focused on clinical audits, and how these can identify and eliminate any gaps in practice and raise standards of care through informed quality improvement projects.

Pictured (l to r) Prof Paul Burke, Chief Clinical Director, Dr Philip Crowley, National Director Quality Improvement, Dr Naro Imcha, Chairperson Quality Improvement Committee, Noreen Spillane, Chief Operations Officer and Dr John Kennedy, Ass. Clinical Director Quality and Patient Safety.

Multicultural Celebration

UL Hospitals Group celebrated its cultural diversity with an inaugural Multicultural Celebration Day at University Hospital Limerick (UHL) in June, a collaborative project between ULHG's Health & Wellbeing staff and the office of the Chief Clinical Director, Prof Paul Burke.

With staff from more than 50 different countries, stretching from Poland to the Sudan and the Philippines, numbers are set to expand and diversify further as the Group pursues its strategic priorities over the next five years.

Pictured is Dr. Abrar Haider with Kayla at the Multicultural Day



Rose Room re-opens for mothers and families

The Rose Room at University Maternity Hospital Limerick (UMHL) was re-opened after a special refurbishment project, involving parents and clinical staff, transformed it into an appropriate space for compassionate care of mums and families who receive bad news while attending UMHL.

The project was supported by grant funding from The Irish Hospice Foundation (IHF) and the HSE's Design & Dignity Grants Scheme.



Louise Higgins, Limerick & Marie Hunt, CMM2 Bereavement Counselling Midwife, UMHL. Limerick couple David & Louise Higgins, lost their beloved baby daughter Sarah in 2017.

Five-Year Strategic Plan launched

UL Hospitals Group published its five-year Strategic Plan in July 2018, setting out a roadmap for closer integration with community services; harnessing digital technology to improve patient outcomes; raising its research and innovation profile; building strategic alliances and much more.

The plan sets out goals under four key strategic priorities - Clinical Transformation; Digital Health; Research, Education & Innovation; and Collaboration & Alliances - aimed at improving health outcomes for the people of the Midwest and making ULHG a more attractive place in which to work, train and do research.



Pictured (l to r) Graham Knowles, Chairman UL Hospitals Group Board, Colette Cowan, CEO, UL Hospitals Group, John Connaughton Interim Director General HSE



Learning for Lives Ghana

A team from UL Hospitals Group (ULHG) and the University of Limerick (UL) returned from Wa in the Upper West region of Ghana, having delivered a training programme of crucial emergency care skills for community healthcare workers as part of its second annual training mission to the region.

The Ghana initiative realises a key strategic objective of the Group, prioritised by CEO, Colette Cowan, to establish links with the developing world in a sustainable, targeted and meaningful way.



Maria Gibbons, Mental Health Clinical Midwife Manager; Dr. Mendinaro Imcha, Consultant Obstetrician; service user Amie Naughton, Limerick; Mayor of Limerick City & County, Cllr James Collins; and Dr Mas Mahady Mohamad, Consultant Psychiatrist

Specialist Perinatal Mental Health Service

UMHL and HSE Midwest Community Healthcare launched a new Specialist Perinatal Mental Health Service to provide support for women in the Midwest experiencing mental health problems during and after pregnancy. The new service will improve access to mental health services and support as part of the maternity service, and standardise access to perinatal psychiatry and psychology service, as well as providing training for healthcare professionals to identify women at risk of developing mental health issues. Women can access the service through referral by their GP, midwife or obstetrician.



All-Ireland Hurling Champions visit UHL

Patients, visitors and staff at UHL were delighted when members of the victorious Limerick senior hurling squad paid a visit, bringing the Liam MacCarthy Cup with them. The team captured the imaginations of the nation in August when they brought the Liam MacCarthy back to the Treaty City & County for the first time in 45 years following their epic All Ireland final against Galway.

Victorious Senior Limerick Hurlers visit UHL

Staff charity 5K at UHL

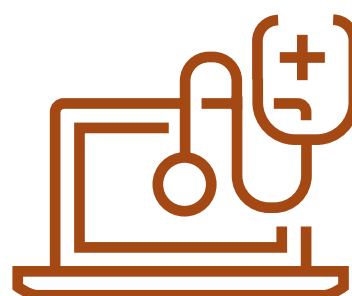
Young Adam Rankin was among the dozens of people including staff and their families, who turned out for the Group's annual 5K Charity Run/Walk in aid of Pieta House and Learning for Lives Ghana. Promoting exercise in the workplace is part of a commitment by ULHG to health and wellbeing, as set out in the Healthy Ireland Implementation Plan 2016-2019.



eDischarge continues roll out

eDischarge (electronic discharge) continued to roll out across UL Hospitals Group during 2018, going live on Healthlink in August 2018 and enabling the transmission of eDischarge summaries via the Internet to GPs' computer systems. An eDischarge - which replaces manual discharge forms - is an electronic summary, detailing a patient's primary and secondary diagnosis, comorbidities, medications and any procedures undertaken during a patient care episode.

Participating specialties saw the ratio of paper to eDischarges reverse within the space of six weeks, from 24% on July 28 to 82% electronic by September 8th.





Staff & Family Fun event in UL Sports Arena

It was high-energy fun and games at a Health & Wellbeing Staff and Family Fun Event run by UL Hospitals Group and HSE Midwest Community Healthcare at UL Sports Arena in early September.

The fun family events included activities for adults, teenagers and younger children too ranging from a 50k cycle, tag rugby and soccer to balloon making, crafts and a Paw Patrol mini disco. The event once again reinforced the Group's commitment to promoting physical and mental health and wellbeing.

Leg ulcer clinics an exemplar for Slaintecare vision

The expansion of community leg ulcer clinics across the Midwest was announced thanks to a joint education and training initiative, run by HSE Midwest Community Healthcare and UL Hospitals Group. Integrated patient-centred care is a principal foundation of the Slaintecare Implementation Plan, and management of leg ulcers in the Midwest is already a model service - providing quality, evidence-based care to patients closer to home.

Public Health Nurses and RGNs manage leg ulcer clinics in communities, allowing for timely ultrasound assessments closer to home that reduce demand on outpatient vascular clinics in UHL. There are 16 such clinics across Limerick, Clare and North Tipperary.



Pictured (l to r) Niamh Keane Assistant Director Public Health Nursing Practice Development; Avril Kenny, Chief Vascular Physiologist; Helen Meagher, Candidate ANP, Tissue Viability ; Fiona Hurley, Specialist Co-ordinator Centre for Nursing and Midwifery Education, and Pamela Ryan Vascular Clinical Nurse Specialist

Car-Pooling at UHL

UL Hospitals Group stepped up its efforts to promote Car-Pooling at University Hospital Limerick in 2018, with a range of dedicated spaces being made available across the UHL campus for registered groups of staff who car-pool to work. Since October 2018, a number of car parking spaces on the campus were designated for registered car-pooling, which, in addition to minimising parking hassle for everyone, also reduces traffic and saves resources.



All in a week's work

Putting our behaviours into action together

PERSONAL	WITH COLLEAGUES	WITH PATIENTS AND SERVICE USERS
Am I putting myself in other people's shoes?	Acknowledge the work of your colleagues	Use my name and your name
Am I aware that my actions can impact on how other people feel?	Ask your colleagues how you can help them	Keep people informed – explain the now and the next
Am I aware of my own stress and how I deal with it?	Challenge toxic attitudes and behaviours	Do an extra, kind thing

'All In A Week's Work'

In October 2018, staff from across UL Hospitals Group celebrated two years since the HSE's Values In Action movement began its campaign to translate service values into specific behaviours that would become the core of the culture of our health service. The 'All In A Week's Work' event, which ran from October 15th to 21st, focused on celebrating achievements to date, and encouraging others to get involved in shaping the culture of the health service for the better.

End PJ Paralysis

Nenagh Hospital launched a pilot project in October aimed at getting patients out of bed, dressed and moving to help them return home faster and healthier. The project was part of the global #EndPJparalysis campaign to promote early mobility and increased function and to reverse the trend of patients staying in pyjamas or a hospital gown from admission to discharge. Patients over 80 years old who spend more than 10 days in a hospital bed will lose 10% muscle tone, which can delay discharge due to weakness and frailty. The project was a joint initiative of nursing staff and health and social care professionals on two medical wards over 50 days.



The End PJ Paralysis team at Nenagh Hospital

IP&C Training Blitz

A TOTAL of 537 healthcare workers in University Hospital Limerick (UHL) received training and education in a range of infection prevention and control measures during a month-long IP&C Training Blitz across the Group in October. Training was provided in Epidemiology; MDROs; Isolation & Transmission-based Precautions; Standard Precautions; PVC; Care Bundles; ANTT; Blood Cultures; Hand Hygiene; Flu Education; PPE; Anti-Microbial Stewardship; and Sepsis. Weekly education sessions and demos were held in the Clinical Education & Research Centre.



New Cataract Centre at Nenagh Hospital

Minister for Health Simon Harris TD officially opened the UL Hospitals Cataract Centre at Nenagh Hospital in November. The new Centre is a national centre of excellence for cataract surgery, with all suitable cataract surgery within the Group to be migrated from University Hospital Limerick (UHL) to Nenagh. The Centre was made possible by just under €1m in capital investment, with expectations that the facility will ultimately see at least 2,000 procedures carried out in a full year, reducing waiting lists for cataract surgery in the Midwest and insourcing patients from other regions.

Pictured is Mr Simon Harris TD, Minister for Health with Angela Twohey, Secretary of Friends of Nenagh Hospital and CEO Colette Cowan

New Hybrid Operating Theatre at UHL

The new Hybrid Operating Theatre at University Hospital Limerick (UHL) marked its first 6-month milestone in November, having treated 85 patients since opening in May, ensuring that UHL remains a leading centre for vascular/endovascular surgery in Ireland. The new theatre, funded by a €1.5m donation from the Mid-Western Hospitals Development Trust with the support of the JP McManus Development Fund, allows for much shorter, minimally invasive and less painful procedures with better outcomes for vascular patients across the Midwest.



Pictured (l to r) Ursula Morby, CNMI, David Browne, Clinical Specialist Radiographer; Majella Corkery, ADON Perioperative; Mr Tony Moloney, Consultant Vascular Surgeon; Suzanne Dunne, Head of Strategy; Jim Canny, Chairman, Mid-Western Hospitals Development Trust; and Lisa Walsh, CNMI

Royal College of Physicians of Ireland opens regional office for UL Hospitals

Prof Mary Horgan, President of Ireland's largest postgraduate medical training college, the Royal College of Physicians of Ireland (RCPI), officially opened the new RCPI ULHospitals Group office in University Hospital Limerick in November.



Pictured (l to r) Prof Anthony O'Regan, Dean of Postgraduate Specialist Training, RCPI; Colette Cowan, CEO; Prof Mary Horgan, RCPI President; Prof Paul Burke, Chief Clinical Director, Dr Donal Reddan, Treasurer RCPI.

Part of a strategy to enhance medical training across all Irish hospital groups, the office supports 130 RCPI doctors in training across specialties in Obstetrics and Gynaecology, Paediatrics, General Internal Medicine and Occupational Medicine. The initiative also supports RCPI members and fellows in hospitals throughout the Group, promoting the highest standards of patient care.

Santa in Neonatal

The Neonatal Unit at University Hospital Limerick had a special visit from Santa Claus in December, when he met 20 babies and their families.

The annual visit is captured by Limerick photographer PJ Corbett, who specialises in newborn photography.

Pictured is Santa and baby Grace-Faith Gabbett with her brother Gerard and sister Isabelle. Grace-Faith was born at 29 weeks to proud parents Pauline Gabbett and Gerard Lawlor from Croom, County Limerick.

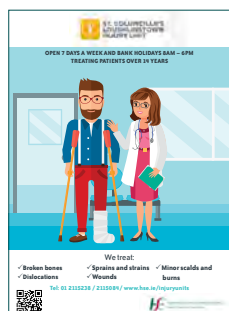
ULHG forms charity partnership with Limerick Suicide Watch

LIMERICK Suicide Watch (LSW) was chosen by all staff as the UL Hospital Group's charity partner for two years. LSW, established in 2016, has 72 volunteers who patrol the bridges and river banks in the centre of Limerick City late at night, seeking to help people who are in distress, in need of support or contemplating suicide. The Limerick Suicide Watch App is a one-stop shop for Limerick mental health providers to promote services that makes it easy for families or people in distress to access those services. The free App is available from limericksuicidewatch.ie



UL Hospital Group's three Injury Units dealing with increasing attendances

The UL Hospital Group's three Injury Units at St John's, Ennis and Nenagh Hospitals continued to deal with increasing attendances throughout 2018, with consistently high feedback and positive reaction from the patients treated there. Staffed by consultant-led teams of doctors, advanced nurse practitioners, nurses, radiographers and physiotherapists, IUs are for patients unlikely to require overnight admission, but who require treatment for broken bones, dislocations, sprains, strains, wounds, scalds and minor burns.



Patient Feedback

In the 2018 National Patient Experience survey, within UL Hospitals Group as a whole, **82%** of patients rated their overall experience as good or very good. Highlights included:

- **92%** of patients in St John's Hospital and 100% of patients in Ennis Hospital felt they had always been treated with dignity and respect while in Hospital
- **100%** of patients in Nenagh described their room as very (84%) or fairly (16%) clean
- **98%** of patients in Croom Orthopaedic Hospital always had trust and confidence in staff
- Ennis Hospital was recognised for the Best Overall Experience in a Hospital at an NPES conference attended by the Minister for Health Simon Harris



Pictured (l to r) Patrick Lynch, HSE National Director, Quality Assurance and Verification Division, Margaret Gleeson, Chief Director of Nursing and Midwifery, Patricia O'Gorman, Operational Director of Nursing, Ennis Hospital and Patricia Buckley, Clinical Placement Coordinator, Ennis Hospital

Feedback provided by the NPES is proving an invaluable driver for improving services:

- In 2018, UL Hospitals Group worked to improve our food service and ensure that, depending on a patient's medical condition, they would receive a replacement meal.
- Our patients told us they wanted more information about their care and discharge planning. ULHG worked with patients to develop a Patient Booklet to address this need.

Patient Council

The UL Hospitals Group Patient Council is a partnership of community members and hospital personnel committed to improving the patient care experience through the delivery of patient and family-centred care. Members of the Council were actively involved in various hospital committees and working groups throughout 2018, including end-of-life care, nutrition and hydration, directional signage/wayfinding, patient flow and the National Patient Experience Survey (NPES) working group.

John Hannafin, Chairman, Patient Council



"In recent years, the Department of Health and the HSE have expressed a desire for more efficient and effective care for patients and families accessing hospital services. Patient representatives are participating in a consultative capacity at hospital group level and on regional and national forums. The UL Hospitals Group Patient Council is a very good example of the desire to involve patients and relatives in contributing to further enhancing excellent standards and quality of care as evidenced by the patient participation surveys of the past couple of years."



Some compliments from our patients in 2018

"I want to express my gratitude to all, from cleaning staff to the professional care team across all disciplines that provided me with such excellent and expert care during my stay."

"Thanks for the excellent nursing and care I received at Croom during my stay in late June. I am now on the road to recovery and doing well."

"We would just like to express our sincere gratitude to all the staff at the Maternity Hospital Limerick, the level of care given to all was first class."

"Thanks so much to all staff, from the catering staff who are so friendly, helpful and can't do enough to ensure your needs are met, to the nurses who are kind, respectful and patient, making a person feel so comfortable."

"I recently had a minor day procedure and from admissions to the day ward, to the staff in the theatre I couldn't have been treated better."

