

Statement of Purpose

UL Hospitals Group

January 2022



University of Limerick is our Academic Partner





University Hospital Limerick
(UHL)



University Maternity Hospital Limerick (UMH)



Croom Hospital
(CH)



Ennis Hospital
(EH)



Nenagh Hospital
(NH)



St. John's Hospital
(SJHL – Voluntary)

Colin Conroy

Chair – Chief Executive Officer, UL Hospitals

Joanne Spillane

Chief Operations Officer, UL Hospitals

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Introduction

Description of UL Hospitals Group

UL Hospitals Group is made up of 6 hospital sites in the Midwest. The 6 sites function as a single hospital system.

UL Hospitals Group comprises six different hospital sites:

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

The six sites collectively function as one single hospital system. We have over circa 5,000 staff providing a range of emergency, surgical and medical services on an inpatient and outpatient basis to a population of over 385,000 people in the Mid-West.

UL Hospitals Group provides a service to the people of Limerick, Clare and North Tipperary; however various services (Primary Percutaneous Coronary Intervention service, Day Services, Oral Maxillofacial etc.) treat patients from neighbouring catchment areas. There are plans underway to relocate the University Maternity Hospital to the campus at Dooradoyle as per the national policy to ensure appropriate co-location of maternity and adult hospital services.

The catchment area associated with the Hospital Group has the same boundaries as the local community health service, HSE Mid-West Community Healthcare. Both organisations are committed to joint engagements to progress shared objectives. The fact that the geographical area covered by HSE Mid-West Community Healthcare and UL Hospitals Group is identical, which is unique within an Irish context currently, provides an ideal basis for integrating and implementing policy and procedures.

The group reports to the Acute Hospitals Division of the HSE and is governed by an Executive Management Team (EMT) led by the CEO. The EMT is supported by five Clinical Directorates (Medicine, Peri-Operative/Anaesthetics, Theatre & Intensive Care (ATIC), Child & Maternal Health, Cancer and Diagnostics) and one Non-Clinical Directorate (Operational Services) who are accountable for the operation of services across the sites.

Quality and Patient Safety, Health & Wellbeing, Scheduled Care, Unscheduled Care, Finance, e-Health, Human Resource and Communications Departments support the work of each of the Directorates.

With the University of Limerick (UL) as our Academic Partner, UL Hospitals Group is progressing the development of an Academic Health Science Centre. Our close relationship with UL is of huge importance in improving standards of care, fostering education, clinical research and innovation. Located onsite at UHL, the Clinical Education & Research Centre is a joint initiative with UL. It accommodates and supports the educational training and research needs of the UL Hospitals Group clinical community, the UL Graduate Entry Medical School, the School of Nursing & Midwifery and the School of Allied Health at UL.

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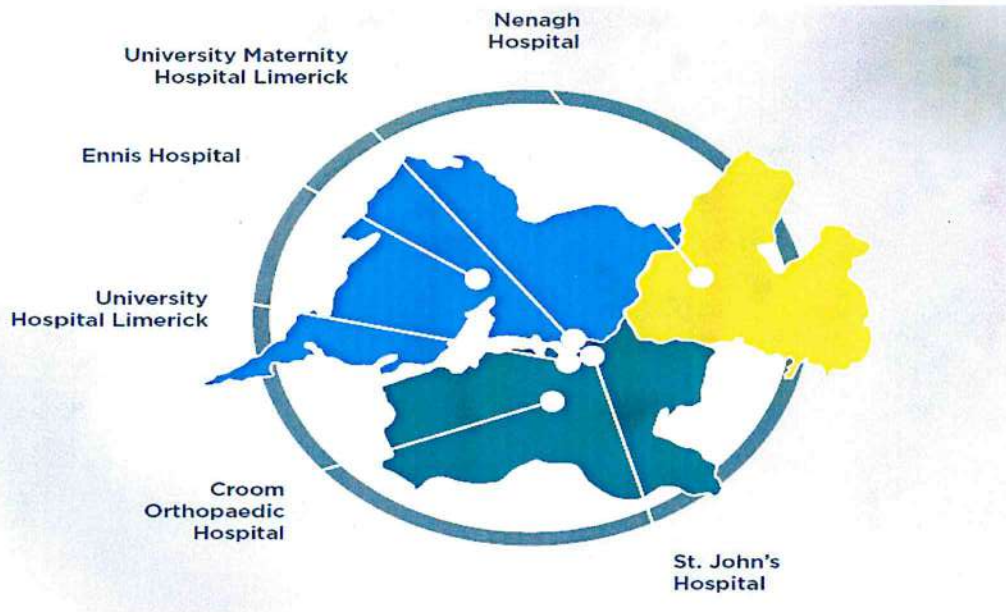


Figure 1 Location of UL Hospitals Group

Vision Statement

“Be a valued, trusted and leading provider of excellence in healthcare which is patient-centred, clinically-integrated, team-based and research-driven”

Mission Statement

Our aim has always been focused on delivering timely access to high-quality safe care. Our values underpinning the achievements are **Care, Compassion, Trust and Learning.**

Legal Entity

The HSE is the legal entity of which the UL Hospitals Group is part thereof.

Postal Addresses

University Hospital Limerick (UHL)

Address: St Nessian's Rd, Dooradoyle, Co. Limerick, V94 F858

Phone Number: (061) 301 111

Website: <https://www2.hse.ie/services/ul/hospital/universityhospitallimerick/ul01/>

University Maternity Hospital Limerick (UMHL)

Address: Ennis Road Limerick, V94 C566

Phone Number: 061-327455

Website: <https://www2.hse.ie/services/ul/hospital/universitymaternityhospitallimerick/ul05/>

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Nenagh Hospital

Address: Tyone, Nenagh, Co. Tipperary, E45 PT86

Phone Number: [067 423 11](tel:06742311).

Website: <https://www2.hse.ie/services/ul/hospital/nenaghhospital/ul03/>

Ennis Hospital

Address: Gort Rd, Lifford, Ennis, Co. Clare, V95 HN29

Phone Number: [065 686 3121](tel:0656863121).

Website: <https://www2.hse.ie/services/ul/hospital/ennishospital/ul02/>

Croom Orthopaedic Hospital

Address: Corrabul, Croom, Co. Limerick, QLJ32KV9

Phone Number: (061) 397 276

Website: <https://www2.hse.ie/services/ul/hospital/croomorthopaedichospital/ul04/>

St. John's Hospital (Voluntary)

Address: St. John's Square, New Rd, Limerick, V94 H272

Phone Number: [061 462 132](tel:061462132).

Website: <https://www.hse.ie/eng/services/list/3/acutehospitals/hospitals/stjohns/>

Aims and Objectives of the Service

UL Hospitals Group aims to deliver timely access to high-quality safe care. Our 2018-2022 Corporate Strategy provides the roadmap to work significantly towards that mission.

We have used this strategic planning process to consider:

- The needs and expectations of the people we serve.
- The environment in which we work.
- Our role and responsibility to build a better health service for the Midwest and Ireland.

Strategy Overview

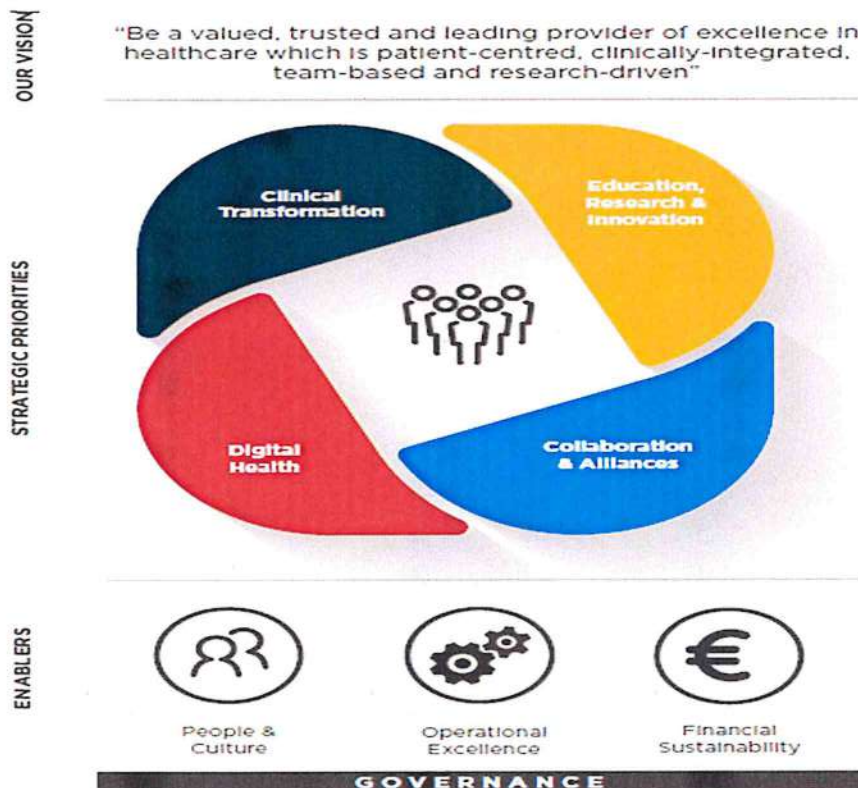


Figure 2 UL Hospitals Group Strategy

UL Hospitals Group, Strategic Plan 2018-2022 <https://healthservice.hse.ie/filelibrary/ul-hospitals-group-strategic-plan-2018-2022.pdf>

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Strategy Links

UL Hospitals Group Strategic Plan 2018-2022 Overview

Related topics

[UL Hospitals Group Strategic Plan 2018-2022 Overview \(size 6.35 MB\)](#)

[UL Hospitals Group Strategic Plan 2018-2022 \(size 6.4 MB\) 100 pages](#)

Strategic Objectives

1. Clinical Transformation
 - We will align, expand and redesign our services, to provide clinical excellence for our patients
 - We will optimise our resources and capabilities, building on our strengths
 - We will be pro-active and innovative in developing solutions to meet the health needs of the population
2. Education, Research & Innovation
 - We will improve the quality of the life of our patients and the population by developing by developing the skills and capabilities of the our staff
 - We will focus on research and innovation to make advances in the prevention, diagnosis and treatment of conditions
3. Collaboration & Alliance
 - We will work with key partners to improve our service delivery, technology, research and innovation
 - We will partner with public services in the Mid-West to improve health and well-being of the population
4. Digital Health
 - We will build our digital skills to enable our group to become a digital leader in Irish Healthcare
 - We will put in place national and local systems to enable clinicians to make more informed care decisions
 - We will provide digital systems to capture and analyse evidence

Services Delivered on the different Hospital Sites

University Hospital Limerick

University Hospital Limerick (UHL) is the only hospital in the group that has a full 24/7/365 emergency care and critical care service. UHL has 788 inpatient beds. It is one of the 8 designated cancer centres in the country.

The hospital has a dedicated 24/7 primary Percutaneous Coronary Intervention centre. This is for non-surgical procedures for STEMI's (serious heart attacks).

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Our Acute Medical Assessment Unit (AMAU) treats patients referred by GPs and Injury Units. The Unit is open 24/7.

The Acute Surgical Assessment Unit (ASAU) is a rapid access facility for acute surgical patients who are over 16. Patients must have been assessed by a GP or hospital doctor to the ASAU. The Unit is open 24/7.

The UHL Thrombolysis Centre is for the management of acute stroke. All stroke patients presenting to UHL are considered for thrombolysis. The service is 24/7. There is a dedicated stroke team and an Acute Stroke Unit in UHL.

University Maternity Hospital Limerick

University Maternity Hospital Limerick (UMHL) is a specialist maternity hospital. It is the sole provider of obstetric/midwifery and neonatology services in the Midwest region.

The hospital has 83 inpatient beds and 19 neonatal cots. There are up to 4,500 births in UMHL each year. Termination of pregnancy services are provided at the hospital. We also provide a perinatal mental health service and colposcopy services.

Croom Orthopaedic Hospital

Croom Orthopaedic Hospital has 57 inpatient beds. It is a specialist hospital with elective orthopaedic services for adults and children. The hospital accepts the transfer of orthopaedic patients from UHL for post-acute care. It also provides rheumatology and pain management services.

Ennis Hospital

Ennis Hospital has 50 inpatient beds. It provides day surgery and endoscopy. This is a nonsurgical procedure used to examine the digestive tract.

The hospital's Injury Unit treats broken bones, dislocations, wounds, scalds and minor burns in patients over the age of 5. The unit is open every day from 8am to 8pm and can be contacted on [065 686 3121](tel:0656863121).

The hospital's Medical Assessment Unit (MAU) treats patients referred by GPs and the Injury Unit. The MAU is open from 8am to 8pm, Monday to Friday and 9am to 6pm on Saturday and Sunday.

Nenagh Hospital

Nenagh Hospital has 52 inpatient beds. The hospital has both inpatient and outpatient services and provides respiratory services. Day surgery and endoscopy are provided at the hospital.

The hospital's Injury Unit treats broken bones, dislocations, wounds, scalds and minor burns in patients over the age of 5. The unit is open every day from 8am to 8pm and can be contacted on [067 423 11](tel:06742311).

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The hospital's Medical Assessment Unit (MAU) treats patients referred by GPs and the Injury Unit. The MAU is open from 8am to 6pm, Monday to Friday.

St John's Hospital

St. John's Hospital is an acute General Public Voluntary Hospital. It is a registered Charity and is governed by a Board. It is a service provider to the HSE under Section 38 of the Health Act 2004. The hospital has 89 inpatient beds and provides inpatient and outpatient services. It provides day surgery to patients.

The hospital's Injury Unit treats broken bones, dislocations, wounds, scalds and minor burns in patients over the age of 5. The unit is open every day from 8am to 7pm and can be contacted on [061 462 132](tel:061462132).

The hospital's Medical Assessment Unit (MAU) treats patients referred by GPs and the Injury Unit. The MAU is open from 8am to 6pm, Monday to Friday.

HSE Code of Governance

The UL Hospital Group adheres to the code of governance outlined in HSE Code of Governance, 2021. The HSE Code of Governance details the principles, policies, procedures, and guidelines by which the HSE directs and controls its functions and manages its business.

In support of a cohesive best practice corporate governance infrastructure, it is intended to guide the Directorate and Leadership Team and all those working within the HSE and the agencies funded by the HSE, in performing their duties to the highest standards of accountability, integrity and propriety.

<https://www.hse.ie/eng/about/who/directoratemembers/codeofgovernance/hse-code-of-governance-2021.pdf>

UL Hospital Group Organisational Chart

ULHG Organisational Governance
Structure V17
Nov 2021

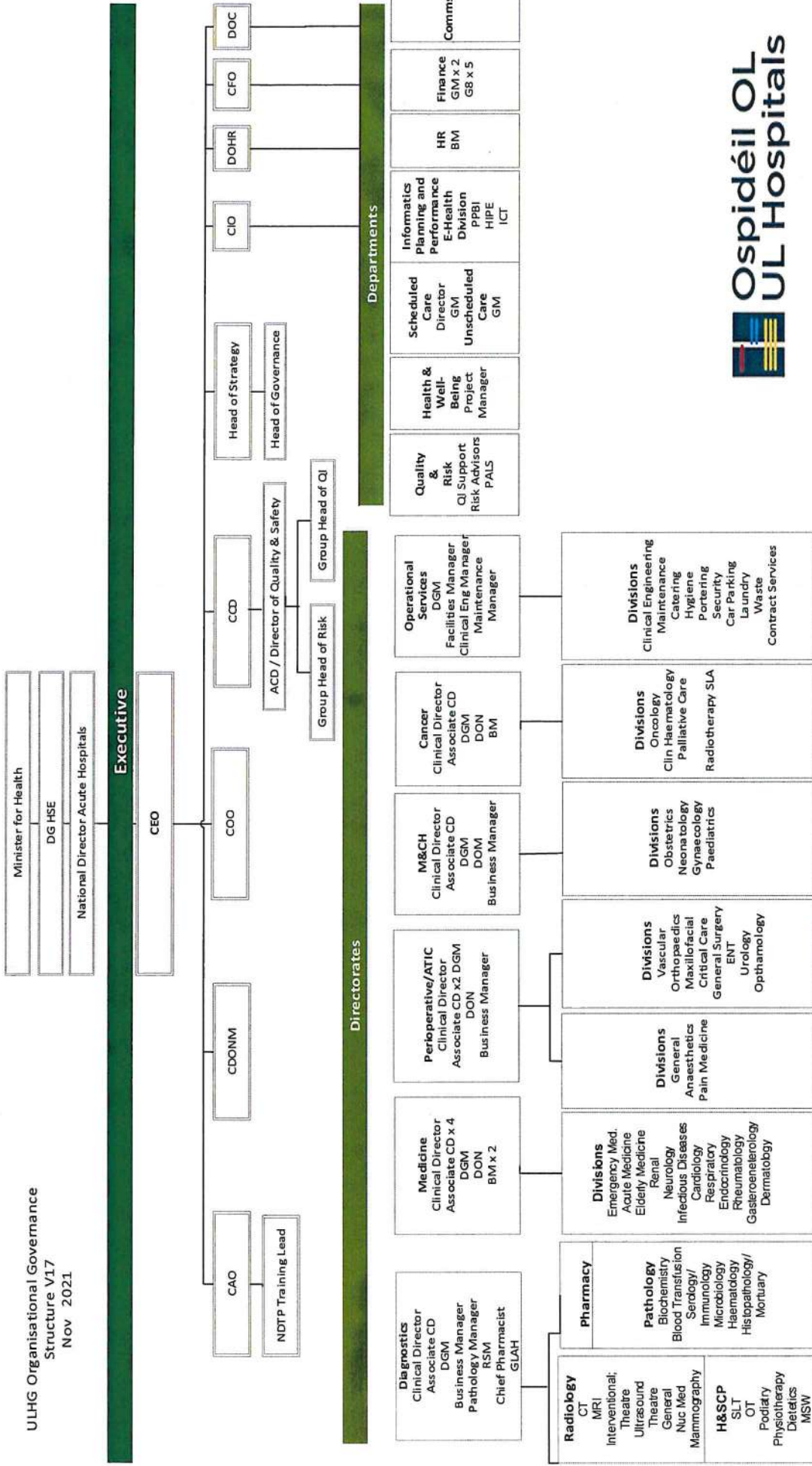


Figure 3 UL Hospital Group Governance Structure

Executive Management Team Contact Details

Chief Executive Officer: Ms Colette Cowan | ceoulhospitals@hse.ie

Chief Clinical Director: Prof Brian Lenehan | ccd.ulhospitals@hse.ie

Director of Human Resources: Ms Lorraine Rafter | dhrulhospitals@hse.ie

Acting Chief Financial Officer: Mr John Cowhey | john.cowhey@hse.ie

Chief Director of Nursing & Midwifery: Ms Margaret Gleeson | cdonmulhospitals@hse.ie

Chief Operations Officer: Ms Noreen Spillane | cooulhospitals@hse.ie

Communications Director: Ms Elaine Connolly | elainem.connolly@hse.ie

Head of Strategy: Ms Suzanne Dunne | suzanne.dunne@hse.ie

Acting Director of Informatics, Planning & Performance: Mr Robert Hamilton | Robert.hamilton@hse.ie

Interim Clinical Director, Medicine: Prof Alexander Fraser | alexander.fraser@hse.ie

Clinical Director, Perioperative Care: Mr Finbarr Condon | finbar.condon@hse.ie

Clinical Director, Maternal & Child Health Directorate: Dr Siobhan Gallagher | s.gallagher@hse.ie

Clinical Director, Diagnostics: Dr Tim Scanlon | Tim.Scanlon@hse.ie

Clinical Director, Cancer Directorate: Dr Denis O’Keeffe | denis.okeeffe@hse.ie

Description of Services aligned with Directorates

Medicine Directorate

The Medicine Directorate is the largest directorate in UL Hospitals Group. It provides a wide range of specialities and sub specialities on an inpatient and outpatient basis.

These specialities include:

- Acute Medical Assessment Unit (AMAU)
- Cancer medicine (Oncology)
- Cardiology
- Dermatology
- Elderly medicine
- Emergency medicine
- Endocrinology
- Gastroenterology
- General medicine
- Infectious diseases

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- Injury Units
- Neurology
- Palliative medicine
- Renal medicine
- Respiratory medicine
- Rheumatology

Medicine contact: [061 301 111](tel:061301111)

Perioperative/ATIC Directorate

The Perioperative Directorate manages quality, safe patient care before, during and after surgery. It provides emergency, elective surgical and anaesthetic services across our six hospital sites.

Services include:

- Acute Surgical Assessment Unit (ASAU)
- Anaesthetics
- Breast services
- Colorectal surgery
- Dental surgery
- Endoscopy
- General surgery
- Gynaecology
- Ophthalmology
- Oral and Maxillofacial surgery
- Orthopaedic surgery
- Otolaryngology
- Pain Service
- Plastics Service
- Urology
- Vascular Service

Perioperative contact: [061 485 022](tel:061485022)

Maternal and Child Health Directorate

The Maternal and Child Directorate provides Obstetric, Midwifery, Neonatal and Paediatric inpatient and outpatient services.

Services include:

- Antenatal
- Antenatal feeding class
- Community antenatal clinics
- Obstetrician led high-risk clinics
- Bereavement and Loss

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- Colposcopy
- Diabetic service
- Early Pregnancy Assessment Unit
- Maternity Emergency Unit
- Midwifery
- Infant feeding clinic
- Neonatology
- Obstetric led consultant maternity care
- Pastoral care
- Paediatric services
- Perinatal Mental Health services
- Physiotherapy
- Termination of Pregnancy

Maternal and Child Health contact: [061 585 578](tel:061585578)

Diagnosics Directorate

The Diagnosics Directorate includes Radiology, Pathology, Pharmacy and Allied Health Therapy services.

Services include:

- Laboratory
- Medical Physics
- Pharmacy
- Radiology
- Physiotherapy
- Occupational Therapy
- Speech and Language Therapy
- Podiatry

Diagnosics contact: [061 585 822](tel:061585822)

Cancer Directorate

The Cancer Directorate provides Rapid Access Clinics for Prostate, Breast and Lung cancer. It provides Palliative Care and Radiotherapy to all cancer patients. The Directorate has a dedicated Clinical Trials unit and Cancer Research Centre.

Services include:

- Oncology
- Haematology
- Rapid Access Clinics (Prostate, Breast and Lung)
- Palliative Care
- Radiotherapy
- Cancer Research
- Clinical Trials

Cancer Directorate contact: [061 727008](tel:061727008) / [061 585839](tel:061585839)

Operational Services Directorate

The Operational Services Directorate supports the work of the 5 Clinical Directorates.

Its remit is the management of:

- Car Park
- Catering Services
- Clinical Engineering
- Helipad
- Hygiene Services
- Main Reception at University Hospital Limerick
- Maintenance
- Minor capital works
- Nursing Administration Staff
- Porter Services
- Security
- Waste management

Operational Services contact: [061 482 510](tel:061482510) / [061 585 677](tel:061585677)

Notification of and consultation with relevant stakeholders prior to service changes

UL Hospitals has a responsibility to support change and engage purposefully with service users, families, citizens, communities and staff supporting successful intervention in complex systems. People's Needs Defining Change – Health Services Change Guide, addresses these challenges and assists leaders and staff at all levels to take responsibility to improve service user and staff experiences.

This work is based on an organisation-development approach.

- It is also founded on the principles of co-production, acknowledging that people who receive and deliver services are best positioned to guide change.
- Multiple cycles of engagement are central – actively involving people from the outset in designing change.
- This leads to a much greater chance of success as 'people support the change they help to create'.

Quality and Safety Culture Objectives

UL Hospitals Group promotes a culture of quality and safety through the adaptation and implementation of the following strategic quality objectives which have been developed in line with the eight themes and standards of **HIQA's National Standards for Safer Better Healthcare (2012)**. Assurance of the implementation of these

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objectives is through the Quality and Patient Safety Department under the leadership of the Chief Clinical Director and the Director of Quality and Patient Safety.

1. To ensure **effective leadership, governance and management** arrangements are in place thus ensuring a sustainable delivery of safe, effective, person centred care and support. There are clear lines of accountability throughout service provision at individual, team and service levels so that healthcare professionals are aware of their responsibility and accountability to ensure services are planned and managed effectively, efficiently and safely.
2. To achieve **person centred care** and support that places service users at the centre of all that the service does. UL Hospitals Group will continue to work with service users, staff, community partners and the public in advocating for the needs of services users and actively involving them in the provision of care.
3. To achieve **effective care and support** that is delivered consistently and to the best achievable outcomes for the people using our services within the context of the service and the resources available to it. UL Hospitals Group is committed to using evidence based data to drive and implement change.
4. To ensure the provision of **safe care and support** and to recognise that safe care is paramount for service users. UL Hospitals Group will identify, prevent and minimise risks wherever possible. In the event that adverse events do occur and the service user is harmed, we have formal arrangements in place to respond to this event and support the service user and their family. As providers of high quality safe services we aim to learn from all information relevant to the provision of safe services and from situations where things have gone wrong.
5. To **promote better health and wellbeing** through our interactions with the population we serve. Through the provision of a high quality, safe and reliable service we will constantly look for ways and opportunities to do this. We will work in partnership with people promoting a culture of better health and wellbeing which will enhance the care we provide enabling people to increase control over their own health and wellbeing and the factors that influence it.
6. To provide a skilled, knowledgeable, **competent workforce** committed to providing a high quality, person centred and safe service. UL Hospitals Group will endeavour, within the resources available to it, to ensure its workforce has the required competencies to deliver high quality, safe and reliable healthcare. In order to achieve this we will continuously work with our academic partners.
7. To **use the resources** available to us to provide high quality, safe care to support the services both now and into the future. UL Hospitals Group aims to plan, manage and deliver service through effective responsible stewardship and decision making on allocation of resources to deliver a high quality, safe and reliable care and support.
8. To **use quality information** to assist in the planning, management, delivery and monitoring of healthcare to ensure high quality safe services are provided. Quality information is accurate, valid, reliable, timely, relevant, legible and complete within an information governance framework in line with current best standards and legislative requirements.

UL Hospitals Group: Patient Experience Council

The Patient Council advises hospital management on ways to improve hospital services. Council members inform and contribute to our efforts in providing patient-centred healthcare service. The Patient Council is made up of 12 members of the public and 7 staff members. It was set up in 2016. The council are active partners in our hospitals. They provide a strong, independent voice for patients, service users and their families.

The Patient Council is involved in committees and projects within our hospital group. These projects included work on planning our new Emergency Department and recently completed inpatient accommodation such as the 60-bed block at University Hospital Limerick.

Members of the Council take part in various committees.

These include:

- End-of-life care
- Nutrition and hydration
- Directional signage
- Patient flow
- Developing improvement plans in response to the National Patient Experience Survey.

Quality and Safety Governance Structures



Figure 4 Governance Structure for Quality & Patient Safety

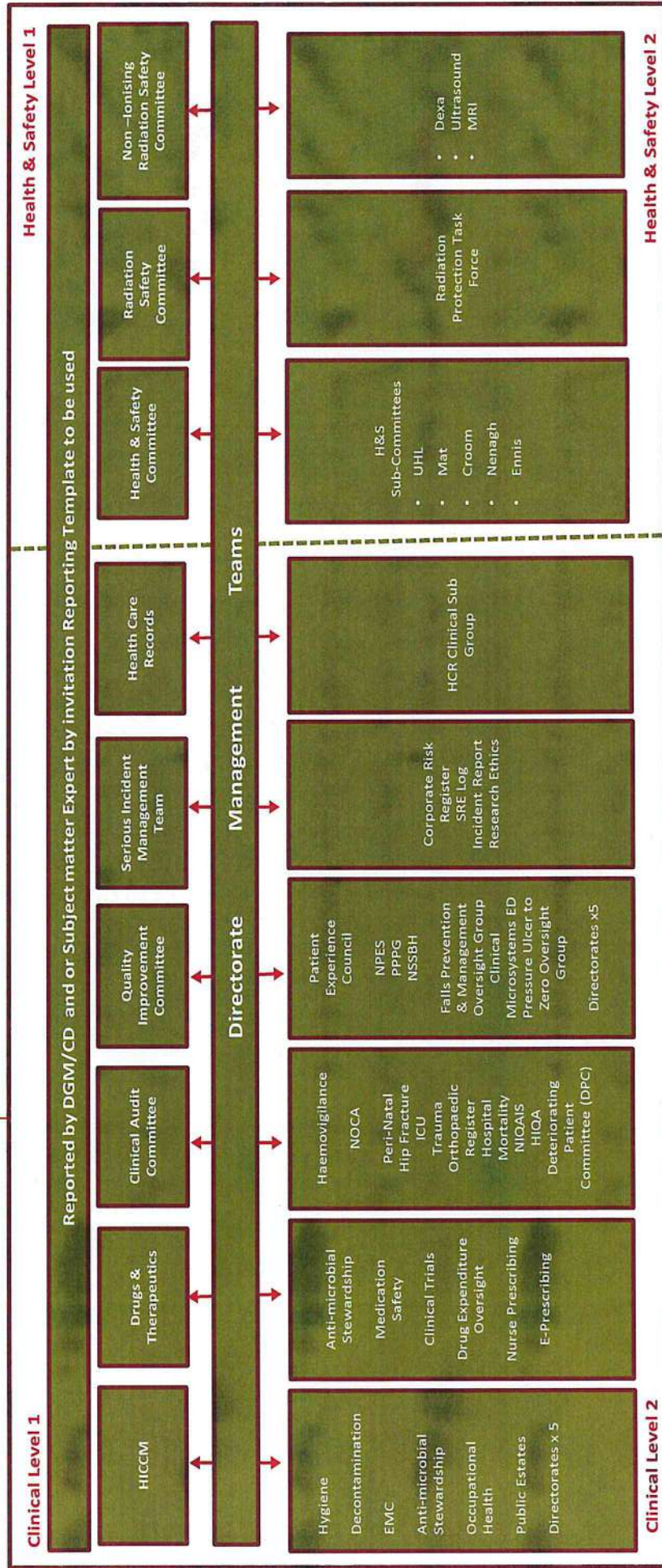
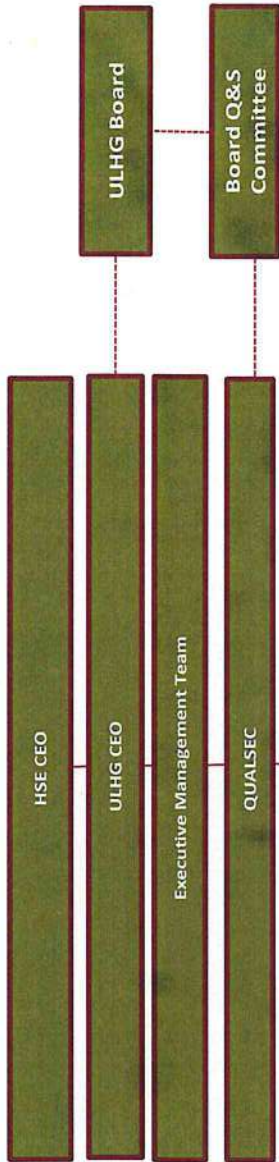


Figure 5 Level 1 & Level 2 Quality & Patient Safety Committees with Sub-Committees

Promotion and Assurance of the Quality of the Services Provided

The following arrangements are in place in UL Hospitals Group and ensure that services are delivered in line with this statement of purpose and its quality and safety objectives.

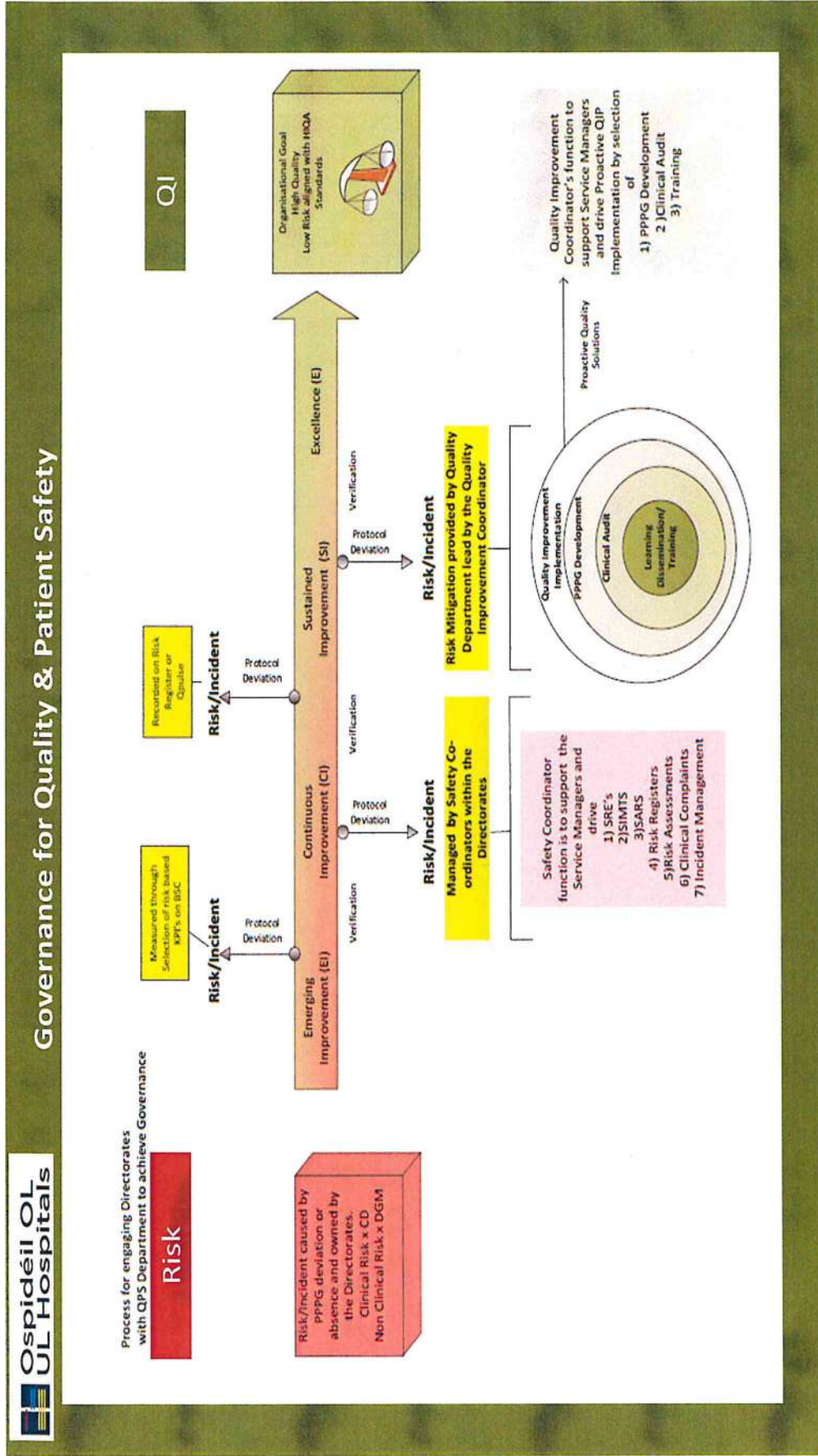


Figure 6 Quality & Risk Management Process

Risk and Incident Management

All incidents are managed in line with UL Hospitals Group's procedure to implement the HSE Incident Management Framework (2020) and supporting documentation. Similarly for risk management, policies are in place that describe UL Hospitals Group's implementation of the Integrated Risk Management Policy and Guidance's (HSE, 2017).

Complaints Management

Complaints are managed according to the complaints procedure of the HSE, Your Service Your Say, Policy with a "no wrong door" approach.

Patient Specific Policies

Patient policies are managed on the Q-Pulse System, a document framework to provide clarity to all HSE staff to ensure that the appropriate processes are adhered to in the development of the various policies, protocols and procedures. The core policies are accessible on the HSE website. They include the following:

- National Standards for Safer Better Healthcare
- Slainté Care Implementation Plan
- National Service Plan
- Healthy Ireland Framework 2013-2025
- Your Service Your Say Managing Feedback 2018
- Children First: National Guidance for the Protection and Welfare of Children 2017
- Patient Safety Strategy 2019-2022
- ULHG Corporate Strategy 2018-2022
- HSE Open Disclosure Policy 2019, Communicating with Patients Following Patient Safety Incidents

Quality & Patient Safety - Monthly Reports

- Monthly report from Chief Clinical Director to Executive Council which includes specific section on Quality and Patient Safety
- Monthly Report from Chief Clinical Director reporting on Key Quality and Safety Performance Indicators,
- Monthly National Performance Meetings
- Bi-monthly at Performance meetings with each Directorate Management Team,
- Quarterly (QUALSEC) Quality and Safety Executive meetings with sole focus of meeting on Q & S
- Quarterly Board Quality and Safety Committee meetings
- Quarterly National Clinical Performance Meetings
- Bi- Monthly Performance Meetings with QPS Department

Key Performance Indicators for Risk & Incident Management

- % of Serious Reportable Events being notified within 24 hours to the Senior Accountable Officer and entered on the National Incident Management System
- % of complaints investigated within 30 working days of being acknowledged by the complaints officer
- No of Complaints accepted from complaints officer
- TAT for close out of complaints
- % of complaints escalated to incident
- % of claims received by State Claims Agency that were not reported previously as an incident
- % of safety incidents being entered onto NIMS within 30 days of occurrence by a hospital group
- No of risk assessments completed

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- No of incidents
- No of new risks
- No of internal reviews completed
- No of system analysis completed

Healthcare Audit Program

Clinical Audit Program

A clinical Audit Program is in place to stimulate quality improvement through the provision of comparative information on: the structure and activity of services; the access to, appropriateness and quality of care against national standards; outcome for patients such as complications, adverse events and death/survival. The overall aim to improve the quality of care, services and clinical outcomes for patients. All clinical staff are expected to carry out clinical audits to meet their professional training requirements. These audits are logged on Q-Pulse.

Non-Clinical Audit Program

Healthcare Audit is a cornerstone of good healthcare. Audits provide unbiased, objective assessments of whether the use of public resources and the delivery of services are managed responsibly and effectively to achieve the intended results. These assessments help ULHG achieve accountability and integrity, improve operations, instil confidence amongst stakeholders and assist with the creation of a safety culture. Currently audits are being overseen by the relevant Directorate and the audit steering committee. Audit plans are a requirement for all directorates.

Continual Quality Improvement

Quality improvement is about giving the people closest to issues affecting care quality the time, permission, skills and resources they need to solve them. It involves a systematic and coordinated approach to solving a problem using specific methods and tools with the aim of bringing about a measurable improvement. Within the group a QI department is in place with resources to support the directorate teams. A number of just do it projects are in place with the governance of all QI initiatives through the designated clinical lead, head of service and appropriate committee

Document Review

This document will be reviewed yearly (earlier if indicated through service changes) from the date shown in order to ensure that the information detailed is up to date and it will be stored centrally on Q pulse

Communication Plan

The statement of purpose will be communicated to the public through the UL Hospitals Group on the HSE Website.

The statement of purpose will be communicated to staff in the following ways:

- Intranet
- Email to Departmental Heads/ CNMs
- Departmental Head Meetings
- Ward / department meetings