



Tallaght
University
Hospital

Ospidéal
Ollscoile
Thamhlachta

An Academic Partner of Trinity College Dublin



Tallaght University Hospital

Annual Report and Accounts 2018

People caring for people

Statement of Values



**Tallaght
University
Hospital**

An Academic Partner of Trinity College Dublin

Ospidéal
Ollscoile
Thamhlachta

Tallaght University Hospital 2018 at a Glance



420,640

PATIENT EPISODES OF CARE



163,136

Diagnostic
images taken



285,193

Medicines
dispensed



Over 1.25m

tests were processed by the Laboratory

Numbers attending the ED by ambulance increased from approximately 9,000 in 2014 to over **10,719**



Patient Activity

Adults & Children

83,508

ED Attendances

24,268

Inpatient Admissions

267,623

Outpatient Attendances

45,241

Day Case Admissions

An Academic
Teaching Partner of
Trinity College Dublin



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin



€244.9m

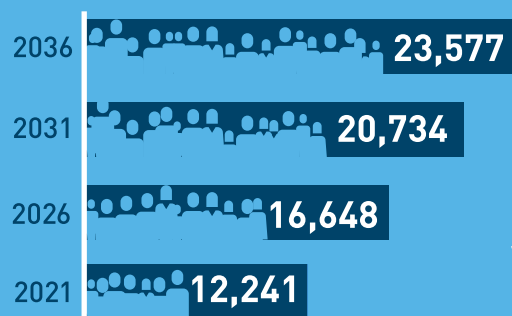
Hospital Financial Outrun

Catchment population
of approximately

650,000

80% of which are located
in South Dublin and parts of
Kildare

Population in South Dublin
- future projection



increase
2016-2036

163%



Contents

1.	Message from the Chairman	2
2.	Hospital Board / Executive Organisational Structure	4
3.	Message from the Chief Executive Officer	10
4.	Operational Performance	12
5.	Financial Management Performance	19
6.	People Caring for People	24
7.	Enhancing the Environment for Patients and Staff	42
8.	Interdisciplinary Approach to Healthcare	50
9.	New Ways of Caring for People	55
10.	Awards and Achievements	61
11.	Research	70
12.	Foundations	72
13.	Publications	79

1

Message from the Chairman



Liam Dowdall
Chairman

The year 2018, when Tallaght University Hospital (TUH) celebrated its 20th anniversary, has been a very important and busy one for our Hospital.

There were many exciting developments during the year, with the opening of new units and services and work started on a number of long planned capital developments.

I would like to acknowledge the commitment of my colleagues on the Hospital Board and thank them for their time and the wisdom which they brought to guiding the work of TUH during the year. Their leadership, expertise and experience in their many different fields have been crucial to the on-going governance and development of the Hospital.

I would like to pay tribute to Mr. Andreas McConnell, who resigned from the Board in January 2018 and our Vice Chairperson, Dr. Jim Kiely, who resigned in January 2019 and thank them for their dedication and guidance over the years.

I would also like to welcome Mr. Mark Varian and Professor Ann-Marie Brady, who joined our Board in March 2018 and Mr. Edward Fleming, who was appointed in December 2018.

The year 2018 also saw changes in our hospital management, with the appointment of Ms. Lucy Nugent as our Chief Executive Officer, following the departure of Mr. David Slevin. David expertly provided leadership to the Hospital through turbulent times initially as Director of Finance and then CEO. The Hospital is indebted to him for his energy, commitment and drive that has built a solid foundation on which the Hospital can grow and we extend our best wishes to him in his future endeavours.

His successor, Lucy, has been Deputy CEO of the Hospital since mid-2016, so her leadership qualities and impressive abilities are well known to us. I would like to take this opportunity to thank her and her Executive Management Team for their work in 2018 and wish her well in her new and demanding role.

I also wish to thank Dr. Siobhán Ní Bhriain, Chair of the Medical Board, who stepped down from her post in September 2018 and welcome Professor John Quinlan as the new Chair.

TUH is one of the country's largest acute academic teaching hospitals, with a long and proud affiliation to Trinity College, reaching back to our founding Hospitals. Therefore, it was fitting that this was recognised in 2018, with the re-naming of our Hospital as Tallaght University Hospital.

I am particularly pleased with the level of research and translational medicine which we carry out, in partnership with Trinity College and our Foundations. The Foundations are generous in their support of education and research to which they contribute significantly each year.

The recent relocation of the Institute of Population Health (TCD) to the Russell Building in the nearby Tallaght Health Quarter adjacent to the Hospital has afforded additional collaborative opportunities.

At the end of 2018, the National Children's Hospital was demerged from Tallaght University Hospital secondary to the Children's Health Act. During this time of transition the TUH Executive and the Children's Health Ireland (CHI) Executive worked together to prepare the Tallaght Paediatric Directorate for a change of governance and transfer of employment for circa 290 staff.

“I am particularly pleased with the level of research and translational medicine which we carry out, in partnership with Trinity College and our Foundations”

We concentrated on patient safety and staff engagement and through the development of an agreed Service Level Agreement and Business Transfer Agreement we successfully transitioned all of the Paediatric acute and scheduled services to the CHI on January 1st 2019.

Work was completed during the year on the decant and crèche works to facilitate the building of the new Paediatric Outpatient and Urgent Care Centre and this is scheduled to open in 2020. The decant buildings are a welcome addition to the campus.

Our Hospital also made major progress in the development of clinical services during the year, with the introduction of new structures and treatments to care for our patients.

During 2018, the Hospital continued to play a major role in the work of the Dublin Midlands Hospital Group and in the implementation of the Group's five-year strategic plan in conjunction with the Hospitals own Clinical Services Strategy 2016-18. Both strategic plans focus on improving access for patients.

The Group's five key strategic aims are to deliver excellent standards of quality and patient safety, optimise service delivery, ensure patients are treated in the right place, at the right time, by the right people, develop integrated care with our Community Primary Care Partners, foster education, academic research and innovation and strengthen co-operation and collaboration between the Group Hospitals, which aligns well with TUH.

TUH is more than an acute Hospital. It always aims to reach out to our community, of which it has been an integral part over the last two decades.

Community engagement is vital to our work and I am very proud that we expanded and developed this during 2018.

The Opening of the SIMMs building in September 2018 was an important milestone for the Hospital, as it was the first in a series of developments in which the Hospital will bring speciality clinical services into the community. This initiative is just one of the many steps that the Hospital will be taking as we work towards developing a sustainable modern healing healthcare environment.

During the year, the Hospital continued to work closely with the Patient Community Advisory Council (PCAC), and our staff held a series of health talks in the community on chronic health conditions.

The ethos of People Caring for People is at the heart of everything we do in the Hospital and I want to take this opportunity to thank our wonderful staff for the enthusiasm and dedication which they bring to their work each day, often in challenging circumstances. We are all aware that they frequently go above and beyond the call of duty and they have made our Hospital a centre of excellence. I am also delighted to see this recognised in awards and honours which they have won nationally and internationally in 2018.

Liam Dowdall
Chairman

2

Hospital Board/ Executive Organisational Structure



TUH Board members from the back left to right: Mr. Mark Varian, Ms. Anna Lee, Mr. David Seaman, Mr. Edward Fleming and Professor Patricia Barker. Front row left to right Mrs. Mairéad Shields, Ms. Lucy Nugent, Mr. Liam Dowdall and Professor Anne-Marie Brady

Absent from the picture are: Archdeacon David Pierpoint and Ms. Kathy Monks

The Board of TUH consists of 11 members appointed in accordance with Tallaght Hospital Charter bye-laws, November 2014. They are 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 by 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.

In accordance with the HIQA report of 8 May 2012, no employee of the Hospital can be a member of the Board. However, the Chief Executive and appropriate members of the senior management team generally attend and participate in Board meetings. This is designed to ensure, on the one hand, that Board members are fully aware of the practical impact on the Hospital of their decisions, and on the other hand, that the senior management team is fully aware of the governance and other requirements of the Board. The aim is to achieve a corporate approach by all concerned. Decisions are generally taken by consensus involving both the Board members and the management team but, should a vote be required, voting is confined to Board Members.

Board Members (11)

1. Mr. Liam Dowdall Chairman
2. Mr. Andreas McConnell (resigned January 2018)
3. Mrs. Mairéad Shields
4. Professor Patricia Barker
5. Mr. David Seaman
6. Ms. Anna Lee
7. Archdeacon David Pierpoint
8. Professor Kathy Monks
9. Dr. Jim Kiely (resigned January 2019)
10. Mr. Edward Fleming (appointed to the Board December 2018)
11. Mr. Mark Varian (appointed to the Board in March 2018)
12. Professor Anne-Marie Brady (appointed to the Board in March 2018)

Executive Management (10)

- Mr. David Slevin, Chief Executive Officer (CEO) Resigned January 2019
- Ms. Lucy Nugent, Deputy Chief Executive Officer (Deputy CEO) Interim Director of Quality, Safety & Risk Management (QSRM) August 2018 to January 2019 - Appointed CEO January 2019
- Dr. Siobhán Ní Bhriain, Chair Medical Board (Stepped down September 2018 from post as Chair of the Medical Board)
- Dr. Catherine Wall, Clinical Director, Medical Directorate
- Professor Paul Ridgway Clinical Director, Peri-Operative Directorate (First Board meeting March 2018)

- Dr. Daragh Fahey, Director of QSRM Resigned August 2018
- Ms. Sharon Larkin, Director of HR
- Mr. John Kelly, Chief Operations Officer (COO) Appointed D/CEO in February 2019
- Ms. Áine Lynch, Director of Nursing Interim Director of QSRM January to date 2019
- Professor John Quinlan, Chair Medical Board October 2018
- Mr. Dermot Carter, Director of Finance
- Ms. Madeline O'Neill, Board Secretary

Board Committees

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

Audit Committee

- Professor Patricia Barker (Chair)
- Ms. Anna Lee - Board member joined the committee September 2018
- Mr. Seán Quigley (External Member)
- Mr. Peter Dennehy (External Member)

Staff & Organisation Development Committee

- Mr. David Seaman (Chair)
- Mr. Brendan Mulligan (External Member)
- Professor Kathy Monks (Board Member)

Quality, Safety & Risk Management Committee

- Mrs. Mairéad Shields (Chair)
- Ms. Anna Lee (Board Member) resigned from this committee September 2018
- Mr. Ciaran Young (External Member)
- Dr. Gerard O'Connor (External Member)
- Professor Anne-Marie Brady (appointed to the Committee in November 2018)

Nominations Committee

- Mr. Liam Dowdall (Chair)
- Dr. Jim Kiely (Vice Chair) (Resigned January 2019) Vacant at present
- Mr. David Seaman (Board member)

Finance Committee

- Dr. Jim Kiely (elected Chair in June 2017)
Resigned January 2019
- Mr. Mark Varian (appointed to the committee
August 2018)
- Mr. Edward Fleming (External Member) now
Board member and Chair of the committee
December 2018
- Mr. Declan Lyons (External Member)

Hospital Board Meetings attended in 2018

Name	Expected no. of meetings to attend 2018	No. of meetings attended 2018
Mr. Andreas McConnell	1	1
Mrs. Mairéad Shields	9	8
Mr. Liam Dowdall	9	9
Archdeacon David Pierpoint	9	5
Professor Patricia Barker	9	8
Mr. David Seaman	9	8
Ms. Anna Lee	9	9
Professor Kathy Monks	9	6
Dr. Jim Kiely	9	9
Mr. Mark Varian	8	5
Professor Anne-Marie Brady	8	7



2.1 Executive Organisational Structure (November 2018)



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

DR. CATHERINE WALL

*Clinical Director Medical
Directorate and Lead
Clinical Director*

Clinical Services Organisation and Delivery Assurance

PROFESSOR PAUL RIDGWAY

*Clinical Director
Perioperative Directorate*

Implementation on National Clinical Care Programmes

Management of all Staff in Directorate:

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

DR. CIARA MARTIN

*Clinical Director Paediatric
Directorate*

DR. RONAN BROWNE

*Clinical Director Radiology
Directorate*

Management of Budget for Clinical Directorate

Quality, Patient Safety & Risk Management

DR. MICHAEL JEFFERS

*Clinical Director Laboratory
Directorate*

MR. DAVID WALL

Director of ICT

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

MR. CIARAN FAUGHNAN

*Director of Estates &
Facilities Management*

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

VACANT

*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 | Occupational Health | Ethics Programme

MS. ÁINE LYNCH

Director of Nursing

Nursing Standards | Nursing Practice/Professional Development | Nursing and Allied
Education Development | Clinical Information Centre | Patient Advocacy and User
Involvement | Pastoral Care | Arts | End of Life Services

MR. JOHN KELLY

Chief Operations Officer

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

3

Message from the Chief Executive Officer



Lucy Nugent
Chief Executive Officer

Welcome to the 2018 Annual Report of Tallaght University Hospital, my first as CEO, which sets out the challenges our Hospital faced and its many achievements during the year.

It was a year where we celebrated new initiatives such as the introduction of the staff recognition awards "Tallaght Heroes" and successfully rose to the challenges of service delivery such as increased demand and adverse weather conditions.

With rising service demands and an ever-increasing population in our catchment area, this means we face ongoing challenges as we work to provide the best services possible, including new and expensive treatments, from limited resources.

It was also the year that saw our Hospital change its name to Tallaght University Hospital, reflecting our teaching, research, proud heritage and our long association with our academic partner, Trinity College Dublin.

There have been many service developments in 2018 focusing on improving patient access, which is a key priority for the Hospital. We opened the Simms Building, a €5m capital investment project commissioned in collaboration with the HSE. The care of our Endocrinology, Diabetes and Podiatry clinics which treat over 12,000 patients per year now takes place in this new modern building. This move has enabled us to provide patients with more comfortable, spacious treatment rooms and for colleagues working there, an improved working environment. Plans are now underway for our Neurology Clinics to move in 2019.

To address the increasing number of older patients presenting to the ED, a Gerontological ED intervention (GEDI) team was established in late 2018, which assesses and proactively manages the medical and social care needs of frail older patients who present to the ED. This has helped us to reduce the need for acute hospital admission, reduced the length of hospital stay for those who are admitted and reduced the likelihood of dependence on residential care for these vulnerable patients.

In June 2018 the Post-Operative Surgical Assessment Unit (POSU) was opened in TUH. This has facilitated an improved access to appropriate critical care beds for post-operative patients.

We introduced GP led Clinics and ring-fenced elective surgical beds in the second quarter of the year. These and our ongoing collaboration with the NTPF contributed to a decrease in inpatient and day case waiting lists in 2018, with inpatient waiting list numbers at their lowest level in over two years. We also instigated a number of other initiatives in 2018, which when fully implemented will have a positive impact on reducing our waiting lists, such as Physiotherapy lead clinics in Gynaecology.

Our ethos is grounded in working with and for the community through prevention, diagnosis, treatment and rehabilitation and I want to pay tribute to our world class dedicated and committed staff for their work during 2018 in the Hospital and the community. Our staff is diverse and experienced. In 2018, we employed over 3,000 people from 53 different countries across the world working both in direct healthcare provision and vital support roles.

They provided state-of-the-art care and treatment ranging from prevention to acute care to chronic care and rehabilitation in a year when we had over 420,000 patient attendances/admissions.

“Our staff is diverse and experienced. In 2018, we employed over 3,000 people from 53 different countries across the world working both in direct healthcare provision and vital support roles.”

Staff were also constantly innovating to improve patient care, quality and safety and introducing efficiencies to tackle waiting lists within limited resources. Their extraordinary commitment was evidenced by the fact that during Storm Emma they managed to continue caring for patients, often by leaving their own families and remaining overnight in the Hospital.

I would like to take this opportunity to acknowledge our new EMT members, Professor Paul Ridgway, Dr. Orla Buckley, Dr. Johnny McHugh and the work and contribution of Dr. Ronan Browne, Dr. Michael Jeffers and Dr. Daragh Fahey for his work as Director of QSRM. I would also like to thank Dr. Siobhán Ní Bhriain for her dedicated work and commitment as Chair of the Medical Board and welcome Professor John Quinlan as the new Chair.

In 2018, we had a marvellous opportunity to showcase how TUH works all year round, but particularly at Christmas, when our Hospital hosted Saturday with Cormac Ó hEadhra on RTE Radio 1.

We should also be proud of the level of satisfaction with TUH among our local community. Research carried out by Professor of Psychiatry at TCD and Consultant Psychiatrist at TUH, Brendan Kelly among residents of the area and released in 2018, revealed satisfaction with the Hospital at an unprecedentedly high level of 86%.

I also wish to thank our Chairman, Mr. Liam Dowdall and all the Board members for their direction and invaluable assistance during 2018, for which they all freely give of their time and also our Foundations for their support for education, research and hospital developments that support enhancement of patient care. In addition 2018 saw the establishment of the Tallaght University Health Foundation (a registered charity) which is an exciting development for the Hospital.

Our previous CEO, David Slevin, regularly said 'I am only as good as the people around me' which I also truly believe. To each and every member of staff thank you for your commitment, care and compassion for the patients and families we care for and also each other. I hope that this annual report provides some insight into the ethos and workings of TUH.

Lucy Nugent
Chief Executive Officer

4

Operational Performance – Improving Access

Operational Achievements and Performance 2018

In 2018, the number of Adult Emergency Department (ED) attendances increased by 2% over the previous year, bringing the total to over 51,000. Although there was an increase in the number, age and acuity of patients presenting to the ED, there were almost 400 fewer patients admitted. Several initiatives were implemented throughout 2018 which contributed to this reduction, including the introduction of the GEDI team for older people, an additional ED registrar at night and extended opening of the Rapid Assessment and Treatment Unit in the ED.

In line with previous years, there was a further increase in the number of patients over the age of 75 who attended the ED. There was also an increase in the number of these patients requiring immediate or very urgent attention. (Triage category 1 and 2 presentations).

To address the increasing number of older patients presenting to ED, a Gerontological ED intervention (GEDI) team was established in late 2018. The purpose of this service was to identify, assess and proactively manage the medical and social care needs of frail older patients who presented to the ED. It is run by our health & social care, nursing and medical staff. It has resulted in reduced mortality and has assisted us to reduce the need for acute hospital admission, reduced the length of hospital stay for those who are admitted and reduced the likelihood of dependence on residential care for these vulnerable patients.

In the latter part of 2018, our HSE colleagues in Community Health Organisation 7 (CHO7) introduced a similar team in the community.

This has further enhanced the quality of service provided to this group of patients. Both teams work in close collaboration with the integrated care team for Older Persons, under the clinical governance of the community Geriatrician.

There was a total of 16,054 Adult Inpatient Emergency admissions during 2018. The increase acuity, age and complexity of patients admitted resulted in an increase in Medical and Surgical Length of Stay (LOS) in the first three to four months of 2018. A number of quality improvement projects were implemented in Q2/ Q3 2018, with a focus on patient flow and reducing LOS. The benefits of these initiatives have contributed to reducing average length of stay by over one day for each patient in the second half of 2018.

There were 2,640 Adult Elective Inpatient Admissions to TUH in 2018. The first half of 2018 proved to be very challenging for facilitating inpatient and day case elective patients. At the end of May 2018, a decision was made to allocate and ring-fenced beds for elective patients. The implementation of this initiative greatly helped with an increase in the volume of elective inpatient procedures in the second half of 2018. This initiative has continued into 2019.

The Hospital saw an increase in demand for critical care beds in 2018, leading to challenges in accessing high dependency post-operative surgical beds. Funding was approved by the Dublin Midlands Hospital Group (DMHG) in early 2018 to open three additional beds. In June 2018 the Post-Operative Surgical Assessment Unit (POSU) opened. This has facilitated an improved access to appropriate critical care beds for post-operative patients. The Hospital continues to be challenged by a lack of critical care beds. This will be addressed with a new ICU capital build, which is at an advanced stage of planning.

*There was a total of **16,054 Adult Inpatient Emergency admissions** during 2018*



The opening of the SIMMs building in September 2018 was an important milestone for the Hospital as it will be the first in a series of developments in which the Hospital will bring speciality clinical services into the community. This initiative is just one of the many steps that the Hospital will be taking as we work towards developing a sustainable, modern, healing healthcare environment. The Simms Building is a €5m capital investment project commissioned in collaboration with the HSE. The care of our Endocrinology, Diabetes and Podiatry clinics which treat over 12,000 patients per year will now take place in this new modern building. This move enables us to provide patients with more comfortable, spacious treatment rooms and our colleagues working there, an improved working environment. Plans are now underway for our Neurology Clinics to move in early 2019.

Waiting Lists

The Hospital continued to develop initiatives and to work with the NTPF to reduce outpatient and inpatient waiting lists, in the face of an increased referral rate.

These, included the introduction of GP led Clinics and the introduction of ring-fenced, elective surgical beds in the second quarter of the year. These and ongoing collaboration with the NTPF contributed to a decrease in inpatient and day case waiting lists in 2018, with inpatient waiting list numbers at their lowest level in over two years. The Hospital instigated a number of new initiatives in 2018, which when fully implemented will have a positive impact on reducing our waiting lists. These included Headache clinics in Neurology, Physiotherapy led clinics in Gynaecology and additional clinics funded through the NTPF.

Similar to trends nationally, outpatient waiting lists increased again in 2018, with the adult OPD waiting list at over 24,000, the Adult Day Case waiting list stood at 2,895 and the Adult Inpatient Waiting List was 943.

The Paediatric Inpatient and Day Case Waiting List reduced to their lowest levels in four years. There were 265 on the Paediatric Inpatient Waiting List, 166 on the Paediatric Day Case Waiting List and 5,184 on the Paediatric Outpatient Waiting List. Although new outpatient attendances increased by 17%, the outpatient waiting list increased by 7%. There is an ongoing focus on Ear Nose and Throat (ENT), Dermatology and Immunology.

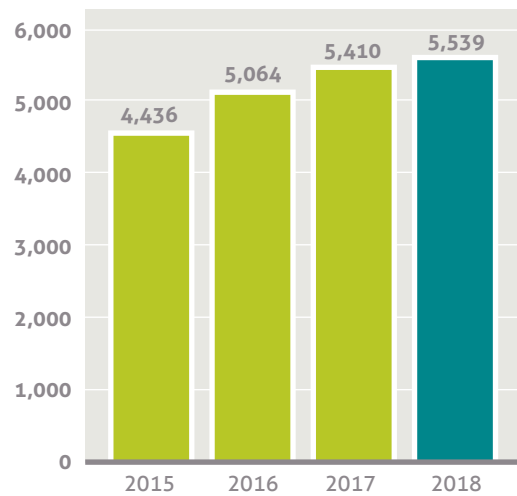
Adult ED Attendances

Number of patients



≥ 75 years old Attendances from ED

No. of Patients



Although there was an increase in the number, age and acuity of patients presenting to the ED, there were almost 400 less patients admitted. There were several initiatives implemented throughout 2018 which contributed to this reduction, including the implementation of the GEDI team, an additional ED registrar at night and extended opening of the Rapid Assessment and Treatment Unit in ED.

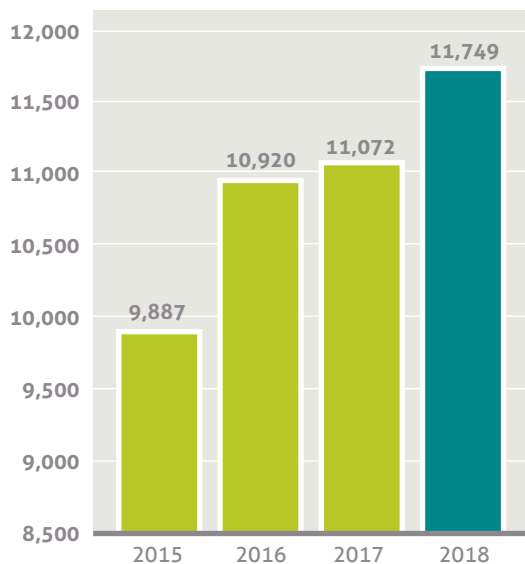
Adult Inpatient Emergency Admissions

Number of patients



ED Attendances Triage Category 1 & 2

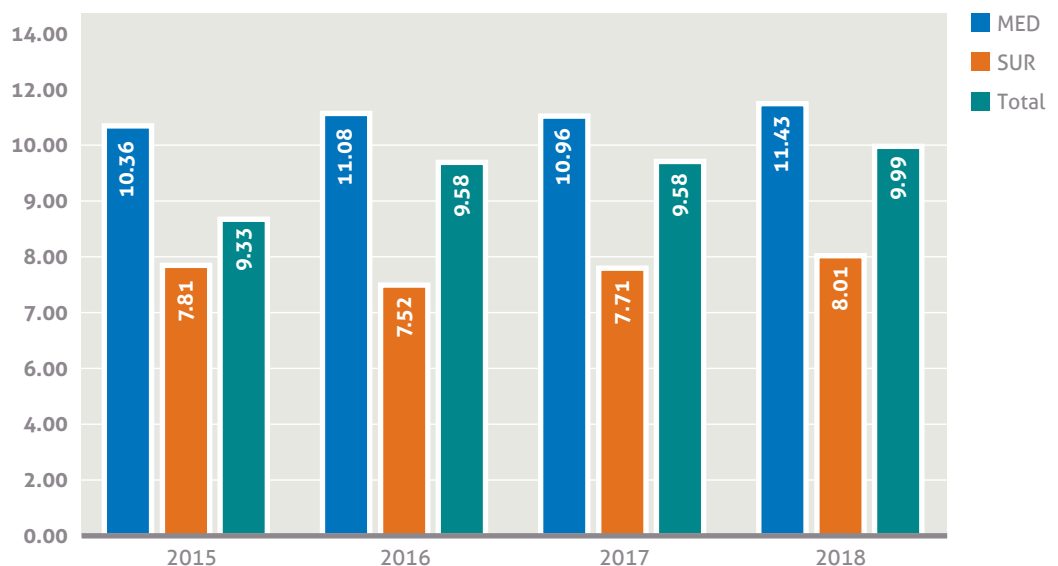
Number of patients



The increase acuity, age and complexity of patients admitted resulted in an increase in Medical and Surgical Length of Stay (LOS) in the first three to four months of 2018. There were a number of quality improvement projects implemented in Q2/Q3 2018, with a focus on patient flow and reducing LOS. The benefits of these initiatives have contributed to reducing average length of stay by over one day for each patient in the 2nd half of 2018.

Average Length of Stay

ALOS (Days)



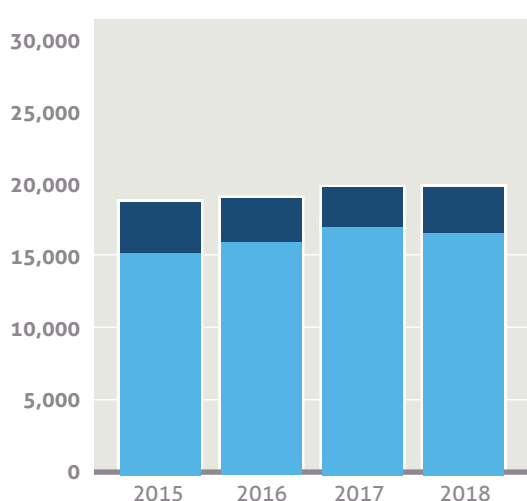
Adult Scheduled Care

The first half of 2018 proved to be very challenging for facilitating inpatient and day case elective patients. At the end of May 2018 there was a decision to allocate and ring-fence beds for elective patients. The implementation of this initiative greatly helped with an increase in the volume of elective inpatient procedures in the second half of 2018. This initiative has continued into 2019.

Adult Inpatient Admissions

Number of patients

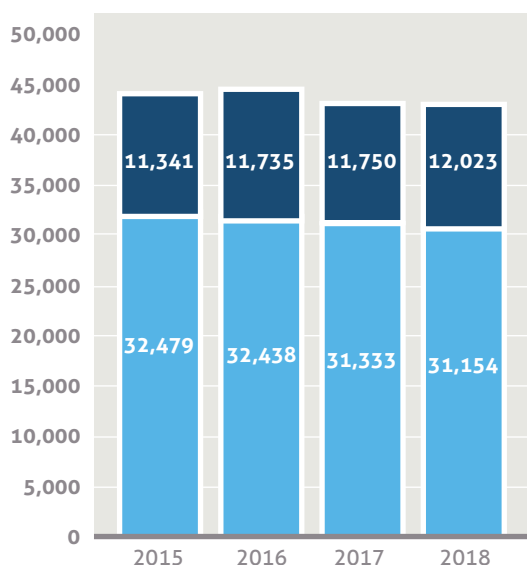
■ Emergency ■ Elective



Adult Day Case Admissions

Number of patients

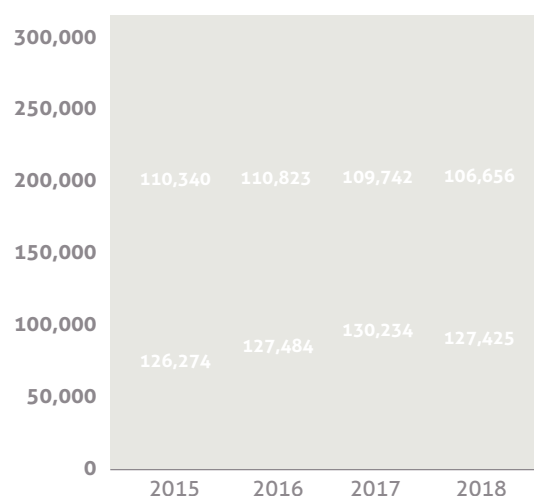
■ Day case Admissions ■ Dialysis



OPD Attendances

Number of patients

■ OPD Consultant Led ■ OPD (Nurse & HSCP)

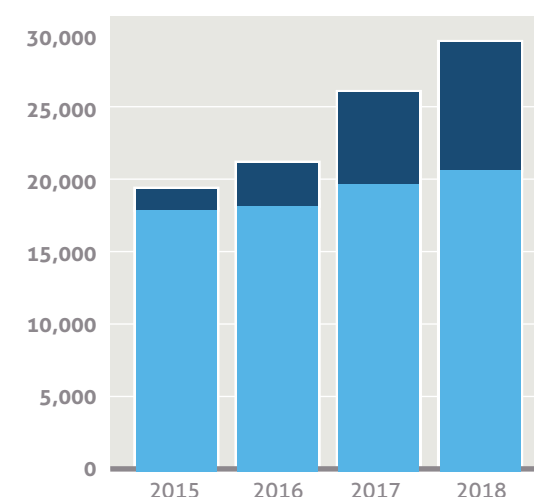


Similar to trends nationally, outpatient waiting lists increased again in 2018. The Hospital instigated a number of new initiatives in 2018, when fully implemented will have a positive impact on reducing waiting lists, these included Headache clinics in Neurology, Physiotherapy lead clinics in Gynaecology and additional clinics funded through the NTPF.

Adult OPD Waiting List

Number of patients waiting

■ 0-15 Months ■ 15 Months+

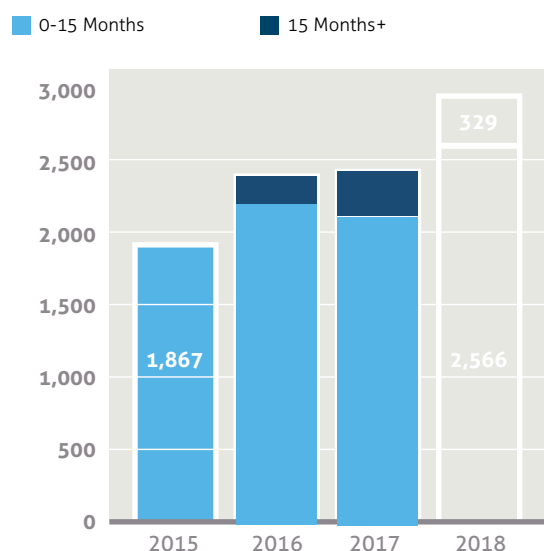


Adult Elective Waiting Lists

The ring-fencing of elective surgical beds and ongoing collaboration with the NTPF contributes to a decrease in inpatient and day case waiting lists, with inpatient waiting lists numbers at their lowest level in over two years.

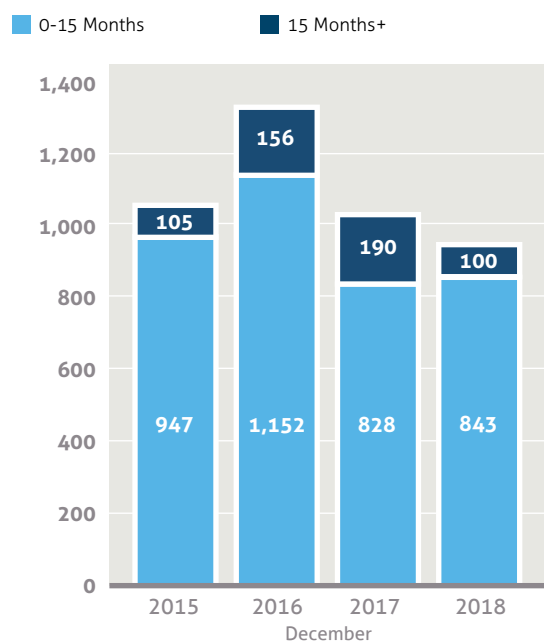
Adult Day case Waiting List

Number of patients waiting



Adult Inpatient Waiting List

Number of patients waiting



Inpatient waiting list numbers at their **lowest level** in over **three years**

Paediatric Unscheduled & Scheduled Care

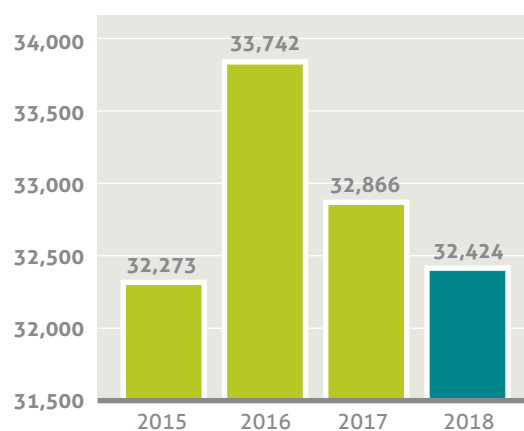
Paediatric Emergency Department Attendances

In 2018 there was a marginal reduction in Paediatric ED attendances, with 32,424 attendances.

There were 4,936 Paediatric Emergency Inpatients Admissions, a reduction of 6% on 2017 figures.

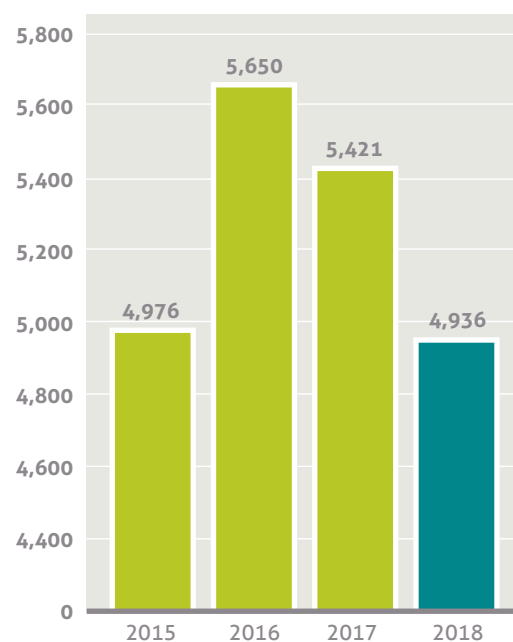
Paediatric ED Attendances

Number of patients



Paediatric Emergency Inpatient Admissions

Number of patients



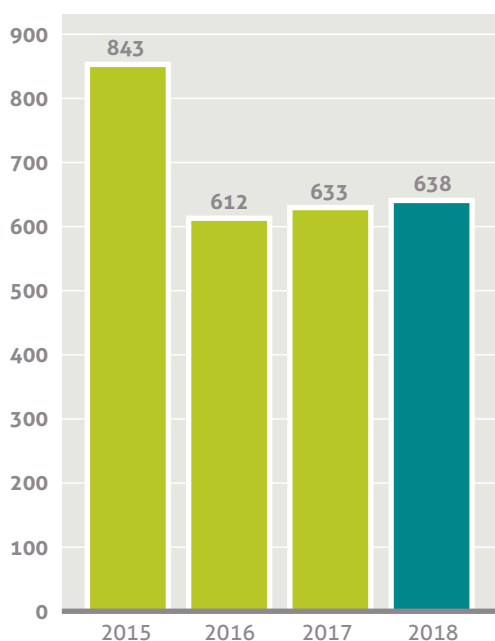
Elective Admissions & Waiting Lists

Inpatient and day case waiting list reduced to their lowest levels in four years. There were 638 Paediatric Elective Emergency Admissions, 2,064 Paediatric Daycase Admissions and 34,062 Paediatric Outpatient Attendances.

Although new outpatient attendances increased by 17%, the outpatient waiting list increased by 7%. There is an ongoing focus on Ear Nose and Throat (ENT), Dermatology and Immunology.

Paediatric Elective Inpatient Admissions

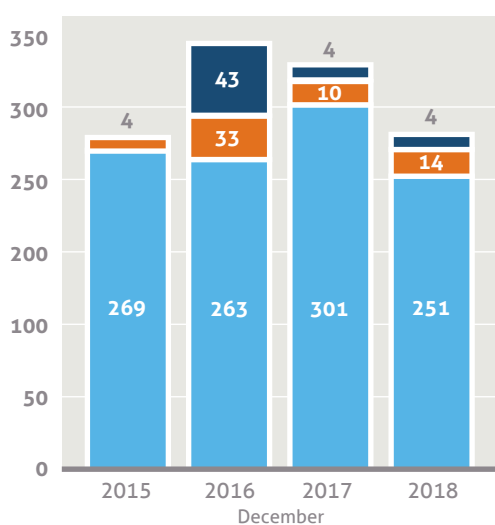
Number of patients



Paediatric Inpatient Waiting List

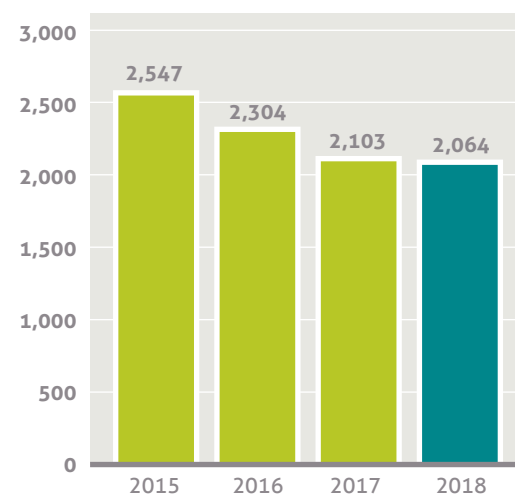
Number of patients

0-12 Months 12-15 Months 15 Months+



Paediatric Day Case Admissions

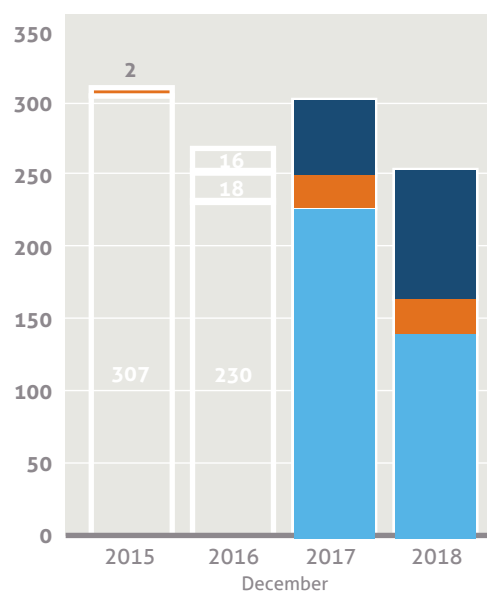
Number of patients




Paediatric Day Case Waiting List

Number of patients

0-12 Months 12-15 Months 15 Months+

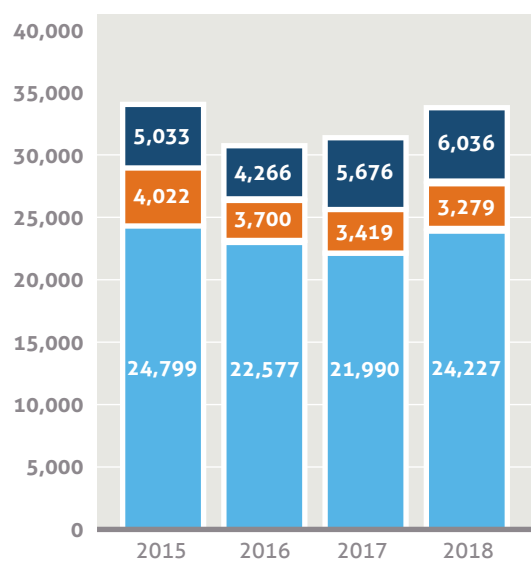



 Outpatient attendances increased by **17%**
 Outpatient waiting list increased by **7%**

Paediatric Outpatient Attendances

Number of patients

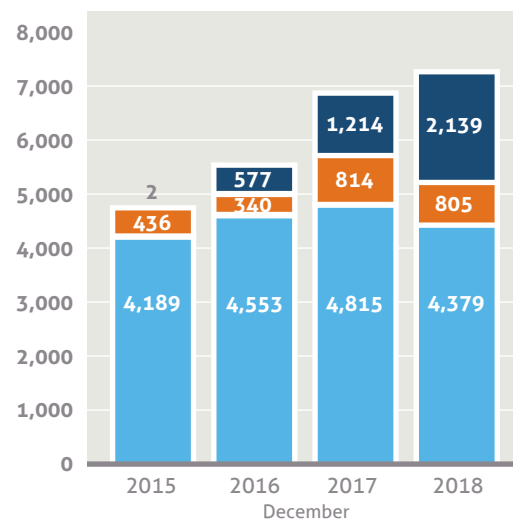
OPD (Consultant Led) OPD (Nurse Led) HSPC



Paediatric OPD Waiting List

Number of patients

0-12 Months 12-15 Months 15 Months+



5

Financial Management Performance

Financial Review

TUH had a total of €240.67m to run its services in 2018. This was an increase of €12.7m.

The major challenge for TUH is to maximise the level and quality of service delivery within the resources that are allocated to the Hospital.

TUH is experiencing increased demands for care because of the population growth, increased life expectancy and the availability of new and effective treatments.

The 2016 census has shown a 12% increase in population since 2005, while a recent ESRI study projected that the population would increase by up to 23% between now and 2030. Life expectancy in Ireland has risen 2.4 years since 2006 and almost 13% of the overall population is now aged 65 or older. It is also expected that the number of people aged 65 and over will increase by 21% by 2020 with the number of adults aged over 85 rising by 4%.

For TUH this has meant increased demands for emergency admissions, which have reduced our capacity to provide elective treatment. This is extremely difficult for our patients who are waiting for scheduled care and has also reduced our ability to generate revenue from private patient care, which is part of our projected income through the current HSE funding model.

Under these circumstances, it remains extremely challenging to allocate financial resources in an equitable and value based manner, to ensure that the community which the Hospital treats are provided with a quality service within the parameters of the funds.

The Hospital continued to strive for value for money at all times and has introduced a number of cost saving initiatives during this year. One of these is the "Scan 4 Safety" project within the theatres. This is a new digital strategy which has improved patient safety and operational efficiency and reduced costs. All products used in the theatres are scanned to the patient which is safer as, if necessary, they can then be traced to each individual patient. When a product is scanned to the patient, a replacement is ordered automatically, which means we do not run out of products and products do not go out of date. The project is a collaboration between clinical (theatre), QSRM, and non-clinical (finance & logistics) areas. The objective is to link patient level costing with patient activity to ensure the Hospital receives the appropriate level of funding not just for activity levels but also for complexity of care.

"Under these circumstances, it remains extremely challenging to allocate financial resources in an equitable and value based manner, to ensure that the community which the Hospital treats are provided with a quality service within the parameters of the funds."

Allocation

The increased allocation of 5.6% (€12.7m) for 2018 was welcomed by the Hospital, but unfortunately, this increase was insufficient to meet the combination of the increase in costs of patient care and the reduction in our income for the year.

Expenditure Overview

The Hospital's outturn for 2018 was €244.9m. This represented a growth in costs of 6.8% (€15.5m) over the full year 2017 outturn of €229.4m. This growth in cost can be attributed to the following - increase in costs associated with funded service developments (€4.3m), reduction in patient income (€4.7m), increase in Laboratory activity (€0.9m), increase in cleaning costs associated with CPE (€0.5m), full year effect of 2017 national pay awards (€0.4m), 2018 national pay awards (€3.1m), increase in Bad Debt Provision (€1.2m), and increases in other non-pay costs (€0.4m).

Staff levels for 2018 increased by 44 WTE (€2.1m) as a result of approved frontline service posts for Consultants (10), NCHD (7), and Nursing posts (22). Agency and overtime costs grew by €2.2m due to the Hospital being in escalation mode for longer periods of 2018 and the requirement to provide 24/7 supervision to higher dependency patients.

Non-pay expenditure increased by €5.7m. This increase in cost can be attributed largely to an increase in drugs of €2.3m of which €2.1m is funded through income from the Primary Care Reimbursement Service (PCRS) scheme. The Bad Debt Provision also increased year on year by €1.2m. CPE related cleaning costs grew by €0.5m. There were further increases in laboratory costs primarily due to increased activity for reagents of €0.9m and increased costs to building maintenance and other of €0.8m.

Income year on year has decreased by €2m, predominantly due to a reduction in patient income of €4.7m. A factor in reduced income, is apparent communications from insurance companies to patients advising on their options not to use private health insurance in public hospitals unless accommodated in a single room. This is a national issue and needs to be addressed directly between the Department of Health and the insurance companies. The challenge for the Hospital is that we do not have the capacity to offer single rooms to all private patients due to constant pressures associated with escalation and isolation of sick patients. The reduction in patient income was offset somewhat by the growth in PCRS income of €2.1m and an increase in pension levy of €0.5m. PCRS income more than doubled in 2018 when compared to 2017.

Finance Division / Systems Upgrades

The Hospital continued to enhance and upgrade the new HR and Payroll SAP system. This continued focus has created better reporting and transparency in relation to pay. The Hospital continues to work with St. James's Hospital in relation to the shared development and enhancement of the SAP financial management system.

In 2018 the Hospital completed its seventh annual Patient Level Costing study. The Hospital continues to build its competencies in this area. Patient Level Costing is one of the key building blocks for the roll out of Activity Based Funding (ABF). The objective is to link patient level costing with patient activity to ensure the Hospital receives the appropriate level of funding not just for activity levels but also for complexity of care.

The Hospital is at the forefront in relation to income collection and continues to lead and advise in relation to the continuous development of accounting treatment in relation to HSE patient income charging structures.

TUH Finance Directorate is a modern day finance function. It incorporates the following functions, Accounts Payable, Accounts Receivable and Payroll. The technical areas include Management Accounting, Compliance Unit and Procurement. In 2018 TUH the ABF Unit was extended to include the HIPE dept.

Financial Accounts

Expenditure and Income Overview

In 2018 the net expenditure increased by €15.5m when compared with 2017. Pay expenditure increased by €7.8m, Non-pay expenditure increased by €5.7m and Income decreased by €2m. The principal elements of increases/(decreases) in expenditure and income for the year related to the following:

Expenditure Description	2018	2017
	Inc/(dec) €'m	Inc/(dec) €'m
PAYROLL RELATED		
Pensions, Lump Sums and Gratuities	(0.531)	1.549
General Payroll Expense	8.289	10.046
Sub Total Payroll Related	7.758	11.595
NON PAY RELATED		
Drugs and Medicines	2.342	(0.035)
Blood/Blood Products	(0.247)	(0.344)
Medical and Surgical Consumables	(0.828)	4.798
Medical Equipment and Equipment Maintenance	0.359	0.155
X-ray Equipment and Supplies	0.157	0.215
Laboratory Equipment and Supplies	0.607	(0.320)
Light and Heat	0.089	(0.227)
Cleaning and Laundry	0.511	0.269
Maintenance	0.488	0.231
Transport of Patients	(0.036)	0.868
Professional, Insurance, Audit & Legal Services	0.157	1.046
Office Expenses and Supplies	0.583	0.385
Bad Debt Provision	1.202	(0.208)
Computer Equipment/Supplies	0.115	0.167
Other Miscellaneous	0.215	0.158
Sub Total Non-pay Related	5.714	7.158
INCOME RELATED		
Patient Accommodation Income including Government Levies	(4.667)	(3.272)
Superannuation and Pension Levy	0.425	(0.108)
Income from External Agencies	0.181	0.024
Other Miscellaneous Income	2.020	1.705
Sub Total Income Related	(2.041)	(1.651)
Total Net Expenditure	15.513	20.404

Financial Statements

Income and Expenditure Account for the reporting period 1st January to 31st December 2018

	2018	2017
	€'m	€'m
Pay Expenditure	206.777	199.019
Non Pay Expenditure	94.202	88.488
Gross Expenditure	300.979	287.507
Income	(56.026)	(58.067)
Net Expenditure for the year	244.953	229.440
Allocation in year	(240.671)	(227.938)
Deficit in year	4.282	1.503
Cumulative deficit brought forward from previous year	20.456	18.953
Cumulative deficit carried forward to following year	24.738	20.456

Financial Statements

Balance Sheet as at 31st December

	2018	2017
	€'m	€'m
FIXED ASSETS		
Tangible Assets	36.703	26.653
CURRENT ASSETS		
Debtors	47.427	34.802
Stocks	5.020	4.690
Bank and Cash balances	4.645	3.994
	57.092	43.486
CREDITORS - LESS THAN ONE YEAR		
Creditors	(67.339)	(43.348)
Bank Overdraft	(10.346)	(11.854)
Bank Loan	-	(0.432)
	(77.685)	(60.634)
NET CURRENT LIABILITIES	(20.593)	(17.148)
TOTAL ASSETS LESS CURRENT LIABILITIES	16.110	19.505
CREDITORS - MORE THAN ONE YEAR	-	(1.712)
NET TOTAL ASSETS	16.110	17.793
CAPITAL AND RESERVES		
Non Capital Income & Expenditure Account Deficit	(24.738)	(20.456)
Capital Income & Expenditure Account	4.145	1.596
Capitalisation Account	36.703	36.653
	16.110	17.793

6

People Caring for People

In line with our ethos, "People Caring for People," we are continually seeking for and implementing initiatives to improve the care we provide for our patients, our community and our staff. These developments are aimed at improving specific services and the overall experience of patients who use our hospital, the staff who work here and our community generally. We are including here a few of these initiatives.

The People We Care For

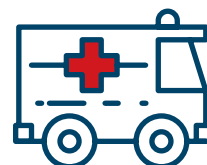
Respiratory

Each year the number of respiratory patients attending TUH ED and outpatient department has been increasing. The numbers attending ED increased from approximately 9,000 in 2014 to over 10,719 in 2018, while the numbers attending the OPD increased by nearly 2,000 to 8,781 in the same period. These numbers will only continue to rise with an aging population.

We are delighted that our respiratory services has been enhanced by the introduction of Registered Advanced Nurse Practitioners (RANP), who are independent and expert practitioners within their scope of practice (NMBI 2017). Ms. Lisa Glynn was appointed and commenced work as the first Respiratory Candidate RANP in TUH in January 2018.

This initiative has enhanced the care of patients in TUH.

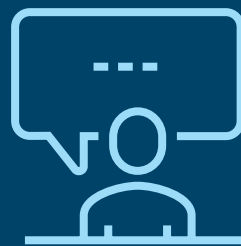
Respiratory RANP clinics have enabled patients to avoid hospital admission, facilitated early discharge and reduced waiting lists.



**Numbers attending the ED
by ambulance increased
from approximately 9,000
in 2014 to over**

10,719

“The feedback was excellent with people really believing these talks helped them to better care for themselves”



Community Engagement goes from Strength to Strength

TUH's ethos is grounded in working with and for the community through prevention, diagnosis, treatment and rehabilitation. Our aim is keep people well and out of hospital, to ensure they are aware of symptoms which should be checked out, look after them when they need hospital care and provide rehabilitation. We also try to help them manage their conditions as well as possible in conjunction with hospital and community staff.

The Hospital works closely with the Patient Community Advisory Council (PCAC). In 2018, the PCAC held a series of 15 health talks in the community on chronic health conditions, in conjunction with community and healthcare professionals across the Hospital.

Catherine Heaney, Chairperson of the PCAC and Fettercairn Community Health Project Co-ordinator said that the 2018 talks were based on feedback from the first series which had been launched the previous year. “The feedback was excellent with people really believing these talks helped them to better care for themselves,” she said.

Dr. Catherine Wall, Clinical Lead at TUH, said, “The ethos of People Caring for People is at the heart of everything we do in the Hospital. I am delighted with this initiative and I believe it is making a real difference to the people we serve and I would like to thank clinicians and health care professionals for their on-going support.”



Chair of the PCAC Catherine Heaney and Dr. Catherine Wall launch the Autumn / Winter Series of Health Talks



Advanced Nurse Practitioner Sinead Cleary, Physiotherapist Eimear Lee Moloney and Patricia Keating from An Cosán at the Women's Health Talk held in September

2018 Schedule of Community Talks

FEB 27	"Falls" Dr. Paul McElwaine, Fiona Tobin & Lorraine Holden, Trustus Day Centre, New Seskin Court, Whitestown Way, Tallaght	SEPT 11	"Cholesterol" – Everybody has it, but this talk will explain what you need to know about it and why it is so important Professor Vincent Maher, Tallaght Health Fair, Fettercairn Community Centre
APR 18	"Bowel Cancer Awareness" Anthony O'Connor, Tallaght County Library, Tallaght	SEPT 20	"Understanding and living with Dementia" Professor Sean Kennelly, Cathy McHale & Eimear Digan, 20th September, Kilnamanagh Family Recreation Centre, Treepark Road, Kilnamanagh
APR 24	"Stroke" Dr. Dan Ryan, Tallaght Library Conference Room, Belgard Square, Tallaght	SEPT 25	"Women's Health" Sinead Cleary, Colleen Byrne & Rachel McCormack, An Cosán, Kiltalown Village Centre, Jobstown, Tallaght
MAY 1	"Kidney Health for Women – why is it important?" Dr. Peter Lavin & Oonagh Smith, An Cosán, Kiltalown Village Centre, Jobstown, Tallaght	OCT 10	"Arthritis" - Prevention; How to Minimise Risk Professor Ronan Mullen, Firhouse Community Centre, 24 Ballycullen Road, Tallaght
MAY 15	"Sun protection and Skin Cancer" Dr. Asad Salim, Fettercairn Community Centre, Tallaght	OCT 17	"Let's Talk Clots" Dr. Johnny McHugh, Professor Rónán Collins & Dr. Áine Connolly, Rua Red, Tallaght
JUL 14	"IBD School" Dr. Anthony O'Connor, TCD Institute of Population Health, Russell Building, Tallaght	NOV 15	"COPD - Never Too Early, Never Too Late" Dr. John Cullen, Red Rua Theatre, Tallaght
SEPT 11	"Making Stroke History – How to recognise the signs and symptoms of Stroke" Professor Rónán Collins, Tallaght Health Fair		
SEPT 11	"Are You Winter Ready" – Advice and practical tips for children, how to prevent and treat common winter illnesses such as colds, flu and winter vomiting. Where and when you should get medical help Dr. Turlough Bolger, Tallaght Health Fair, Fettercairn Community Centre		

All the staff within our Hospital play a critical role in the delivery of safe and professional patient care. Our motto is "People Caring for People".



Another first in community engagement last year was attendance by a number of services across the Hospital at the annual Tallaght Fest in July. This is an annual Town & Country Fair which takes place on Tallaght Main Street and is attended by over 15,000 people. The event is organised by Tallaght Community Council and TUH was represented by our Epilepsy, Stroke, Respiratory (adult & children's), Arts and Volunteers services.

The Hospital also continues to support the Tallaght Person of the Year Awards and provides a representative for the judging panel. This initiative is organised by Tallaght Community Council and is an opportunity to provide a snapshot of the vibrant, progressive and resilient Tallaght community – which has, since the first families moved here in the late 1960s, grown into a community, developed and driven by its people. In 2018, the Tallaght Easter chicks received a Merit Award for their fundraising efforts for the Children's service at TUH over the last number of years.

Green Ribbon Month

In the last few years TUH has worked with various mental health community groups, staff and South Dublin County Council to promote conversations around mental health. In 2018, the Centre for Learning & Development in partnership with South Dublin County Council organised a health and wellbeing seminar for those aged 55 and over in the community.

Over 60 people attended the three hour event in Tallaght Library. It looked at raising awareness of the importance of healthy living and self-care. The topics covered included dealing with depression, how to be happy and the local support services that are available. Speakers at the information morning on Mental Health & Wellbeing included Dr. Siobhán Ní Bhriain Consultant Old Age Psychiatrist, Clinical Director, Dublin South Central Mental Health Service, Professor Brendan Kelly, TUH Consultant Psychiatrist and Trinity College Professor of Psychiatry and Dee Lynch, Training & Recruitment Officer, Aware.

In addition to this event staff from Psychiatry and local community groups hosted a Green Ribbon information stand in the main atrium over three days where many conversations were had on mental health. Grand Rounds also turned green with presentations from Dr. Kieran O'Loughlin on Obsessive Compulsive Disorder and Professor Brendan Kelly on "Health and Mental Health in Tallaght: HANA 2018"

Green Ribbon is an important opportunity to remind one another that we can each play a part in supporting the Green Ribbon campaign by wearing a green ribbon and having a conversation about mental health.



Pictured at the Health & Wellbeing Seminar in Tallaght Library were Sandra McCarthy, Head of Learning & Development, Centre for Learning & Development (CLD), Dr. Siobhán Ní Bhriain, Consultant Old Age Psychiatrist, Clinical Director Dublin South Central Mental Health Service, Christina Lydon, Education Advisor, CLD, Frank Price, Community Worker with his colleague Valerie O'Brien, Community Worker, South Dublin County Council and Sharon Larkin, HR Director

Our People

In 2018, TUH employed 2,885 staff (whole time equivalents) from 53 different nationalities, compared to 41 different nationalities the previous year.

The 2,885 WTEs equates to 3,287 individual people who provide our services. Our staff are employed across 15 different Directorates and all contribute to the care of our patients in a direct or indirect basis.



All the staff within our Hospital play a critical role in the delivery of safe and professional patient care. Our motto is "People Caring for People". To support our Hospital in delivering on this promise HR has a key role to play by ensuring all our staff have the relevant knowledge, skills, and competencies to do the job. We continuously offer expert advice and guidance to support managers and assist with informed decision making. The Hospital offers all staff the opportunity to professionally grow and develop while working here supported by our HR Directorate teams in Learning and Development, HR Operations and the HR Medical Division.

The Human Resources Directorate in 2018 celebrated many achievements thanks to the continuous hard work and support of the HR and multi-functional teams within the Hospital. The Hospital strives for continuous improvement, the desire for increased staff engagement and commitment will ensure that HR will evolve and develop new initiatives to support its greatest assets, its staff. As we progress so too will the HR Strategy for the Hospital.



“The Hospital employs over 3,000 staff from 53 different nationalities.”



HR Highlights 2018

TUH Heroes – Staff Recognition Scheme

As part of the Hospital's 20th anniversary celebrations in 2018, an employee recognition scheme was introduced to recognise the efforts to which staff go in caring for our patients, their families and one another.

The objective of the TUH Heroes initiative was to provide an opportunity for our patients, their families and our staff to celebrate staff from across every discipline who contribute to the care of our patients and the smooth running of the Hospital.

These Heroes support our ethos of People Caring for People. They are people who go above and beyond in their roles. The Judging Committee comprised one member of the Executive Management Team, one Clinical Director and six peer representatives from clinical and non-clinical areas. The community was included in this initiative and so the judging committee invited the chair of the Patient Community Advisory Council to represent the patient/community.

The categories were:

- People Caring for People Award
- Unsung Hero Award
- Service Excellence Award
- Mentoring Award
- Teamwork Award
- Patient Experience
- CEO Awards

The scheme was launched in February 2018 and over 100 nominations were received. All staff member who were nominated received a letter from the CEO congratulating them on their nomination. The first TUH Hero Awards Ceremony took place on June 21st 2018 and was the culmination in our 20th anniversary series of events. Nine awards were presented to Heroes across a wide variety of roles involved in the care of the patient including nursing, portering, medical, catering and health care assistants.

A video of the Awards Ceremony is available on the Hospital YouTube channel which has been viewed by over 5,000 people around the world.

https://youtu.be/D9sX_htPLAA

The first TUH Heroes Awards made an incredible positive impact and created a sense of achievement amongst the staff and the community. Working in a hospital can be challenging and extremely busy, so it was very rewarding to have the opportunity to formally acknowledge staff who continually go above and beyond in their care for patients and their families. Such was the success of the initiative it has been decided to make it an annual event.



David Slevin CEO and Director of HR Sharon Larkin with the 2018 TUH Heroes

2018 TUH Heroes

Patient Experience – Liz O’Connell, Haematology Nurse Co-Ordinator

Liz was nominated by a patient who said in her submission ‘Liz is the definition of ‘People Caring for People’ she was my first point of contact after my diagnosis. If anyone is to make you feel calm, at ease and well looked after, it’s Liz. She is an angel. She was always at the end of the phone or around without hesitation if needed. She is always on the go and multitasking. Nothing is ever too much for her. I’m glad I met Liz even through unfortunate circumstances.”

People Caring for People – Susanne Foxton, CNM2 Adult ED

Submissions were made by a number of Susanne’s colleagues in the ED who felt “she not only cares for patients but also for the wellbeing of her staff too who are an inspiration and role model for other nurses.”

Unsung Hero - Gerry Tyrell, Porter and Marian Rock, Oncology Day Ward

The Unsung Hero category was open to members of staff who demonstrated exceptional service to the organisation. The category attracted a large volume of entries and the judging panel decided there should be two awards.

Gerry Tyrell, Porter – Physiotherapy

Submissions were made by a number of Gerry’s colleagues in the Physiotherapy Department who felt “the high-quality care and heartfelt interaction he has with every patient he deals with makes their stay in TUH a better experience.”

Marian Rock, Health Care Assistant - Oncology Day Ward

The Oncology Day Ward team nominated Marian who “is a great advocate for the patients and their families. With her lovely bedside manner, everyone confides in her. She goes above and beyond the call of duty with patients and their families in so many ways and she is always willing to take on new tasks to improve the oncology service. She is one of the most generous people we know.”

Service Excellence – Imelda Francis, Household Catering

In the submission received for Imelda there were a number of examples of the wonderful service she provides to patients that celebrates the uniqueness of the values and spirit of the Hospital.



In summary her submission read ‘I could give examples of so many patients with whom Imelda has demonstrated compassionate person-centred care. Imelda is a wonderful example of kindness, she has a huge heart and a wonderful spirit of individual attention to the patients in her care.’

Mentoring Award – Professor Sean Tierney, Consultant Vascular Surgeon

Professor Tierney received a number of nominations from colleagues throughout the Perioperative Directorate. In summary ‘Professor Tierney is a great mentor, he is patient and helpful, always making time for those that need help or guidance. How he gets the time to teach so many doctors and nurses while caring for so many patients is just amazing. He is an excellent teacher and teaches with such kindness and humour never making the student feel like they are asking a ‘stupid’ question.’

Teamwork Award – Karen Massey, Emergency Response Team Nurse

Submissions were made by a number of Karen’s colleagues for her “professional, caring and understanding ways. For the education she provides to her colleagues while inspiring them to have confidence in caring for their patients. Karen has the ability to calm and relax her patients, she is always patient and caring.”





Special Merit Award – Dialysis Team

During the application process for the Awards, Storm Emma hit the country and brought it to a standstill but healthcare in an acute setting continued to be provided. This was because many staff across all disciplines made herculean efforts to get to work and care for patients.

A large number of applications referred to the efforts by the Dialysis Team in the Hospital. The dialysis team run a very busy service as TUH is the second largest provider of dialysis in the country. Many members of this team stayed in the Hospital throughout Storm Emma to ensure patients who came in for dialysis received their treatment, demonstrating their caring skills in the face of adversity.

There were two further awards nominated by the CEO on behalf of himself and the management team recognising individuals that go above and beyond, often behind the scenes that may not be evident to all staff.



Fr. John Kelly - Exceptional Dedication Award

"There are many staff who go above and beyond in providing patient care, but I believe John Kelly is an exception. He, and his team exemplify the core values of the organisation. I know the care and compassion he provides to patients and their families is greatly valued and appreciated. I am also aware of how this care extends to his colleagues throughout the organisation. Presenting this award to John is a gesture in recognising all that he does and the incredible commitment he has shown to the organisation over a long number of years. I appreciate the limelight is not something he would ever actively seek out, but I am delighted to present the Award to him and publicly thank him for his service and the exemplary care he provides to not just our patients but all of the staff in TUH."

Joanne Coffey - Special Merit Award

"Joanne goes above and beyond in terms of working tirelessly to ensure all events are coordinated to the finest detail, ensures that hospital-wide recognition is given to individuals and departments for their achievements in terms of implementing projects, initiatives or awards received and also ensuring the Hospital's profile, both in the community and nationally, receives the recognition for the staff and the services TUH provides."



Pictured from left to right at the graduation ceremony were Sharon Duke, WALK Job Coach; Sharon Larkin, HR Director TUH; Marie McCarthy, HR Business Partner TUH; Daragh Flanagan, Trainee; ChiHung Wan, Trainee; Laura Irving, Trainee; Patrick Brennan, Trainee; Julieanne Cummins, Trainee; Minister of State, Finian McGrath TD; David Flanagan, Trainee; Sarah McNulty, Trainee; Mark McQuillan, Trainee; Clare Nolan, Trainee; Vicki Hogan, WALK Project liaison officer and Catherine Kelly WALK Director of Services. Graduates in absentia were Kathryn Griffin and Kristina Tully



Pictured from left to right are: Emma Synott, Sarah Carroll, Gavin Burke, Fiadhnaith Canning, Leia Donnelly, Michael Boylan, Gavin Gilvarry, Laura Delaney, Riona Cullen and Ross Hughes

Diversity

TUH had been looking for an opportunity to get involved in a Diversity Project. This programme aligned with our hospital values, which include respect for each other, partnership and teamwork, fairness and equity and promotion of diversity in the workplace. WALKways at TUH was officially launched in September 2017. As part of their formal education, the interns obtained or part obtained QQI level qualifications at level III depending on their ability, as the approach to the programme is person-centred. All interns who participated in 2017 completed the programme and an official graduation was held on the August 29th 2018 attended by Minister Finian McGrath TD, Minister of State with responsibility for Disability Issues.

Since then, in terms of the employment outcomes from our graduates in 2018:

- 54% of the programme graduates have achieved paid employment
- 18% have gone onto a new equivalent programme launched in Leinster House "The OWL Programme" in September 2018
- Remaining 27% are perusing further training with the support of WALK

Implementing this initiative has had such a positive impact on our working environment. Feedback from staff across our adult and children's service where the interns have worked has been overwhelmingly positive.

The interns have developed their employment skills and life-long friendships have been made.

TUH welcomed 10 interns who commenced in September 2018 for the second year of the programme some of whom are pictured below.

HSE Staff Survey

The HSE staff survey "Your opinion counts" was launched on the 1st September 2018. HR, with the support of TUH staff and champions, promoted this launch to encourage staff to participate in the survey. This survey provided staff with the opportunity to provide input and have their voices heard in order to help build a better health service for all. Employees' opinions were sought on topics such as their job, role, the organisation, Leadership within the Hospital, Line Management, Training and Development, Health and Wellbeing, Dignity at Work and Standard of Care and Service.

The HSE achieved an overall response rate of 15%. TUH achieved a response rate of 18% with 528 employees responding. The results will assist the Hospital in identifying opportunities for improvement, change and development.

Recruitment & Retention

The Hospital has successfully completed over 500 recruitment campaigns in 2018, recruiting on a national and international basis.

The focus is on ensuring the most competent skilled staff are appointed with the most relevant experience to ensure the delivery of an exceptional patient experience within the Hospital. Interview training workshops are regularly held where participants gain an insight into interviews skills in accordance with best practice.

HR Medical Division Highlights

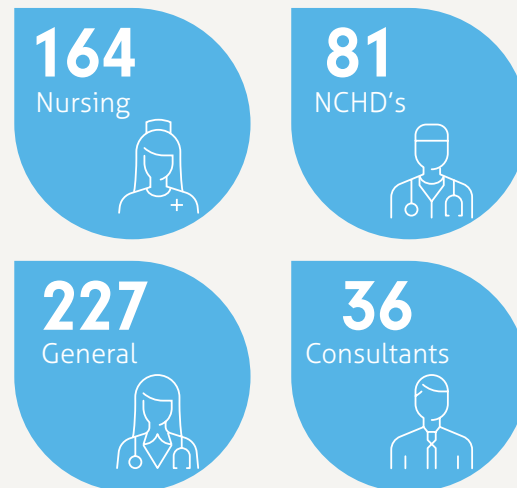
In order to build on the success of the NCHD (Non-Consultant Hospital Doctor) Lead role and in recognition of the numbers of NCHDs employed, the Hospital further increased the NCHD Lead numbers and three were recruited for 2018, further enhancing engagement with this group of staff.

In recognition of the fact that the HR Department has moved offsite, a pilot 'walk in' clinic for NCHDs was commenced in August 2018. This is located in the Doctors' Residence reception area and enables NCHDs to call in to HR Medical Division staff where queries can be answered. A survey of this new service is now planned in order to assess the value of the service and gain feedback on where improvements can be made.

The Irish Medical Council conducted an accreditation inspection in TUH in November 2018, as part of a nationwide inspection process, in relation to NCHD trainees. A report is expected in the coming months which will also be available on the Irish Medical Council website.

Following the implementation of the National Agency Framework Agreement as regards medical locum staff, HR Medical Division adopted an electronic booking system for locum medical staff. This system complies with the timeframes associated with the terms of the agreement.

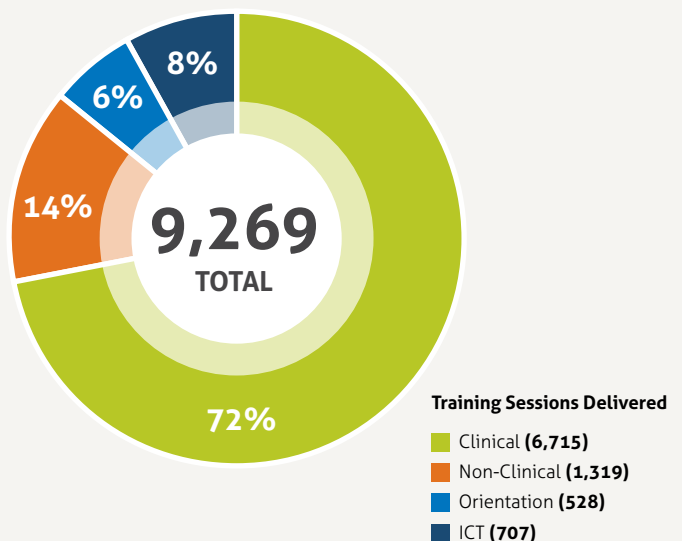
Recruitment Activity for 2018



Centre for Learning & Development

During 2018, we continued to embrace an innovative approach to education, from traditional classroom based face to face teaching to innovative interactive clinical skills and simulation labs and eLearning programmes. The number of eLearning programmes completed by staff almost doubled in 2018 in comparison to the previous year. A complete refurbishment and audio visual upgrade was undertaken in several classrooms to improve the learning experiences of staff and students and an expanded Learning and Development Prospectus was launched in October 2018.

Activity Levels 2018 - Overall Totals





The 2018 Graduating Nursing class was made up of 54 Registered General Nurses and 13 Children's & General Nurses, 85% of the graduating class chose to stay and work across the Hospital's adult and child health services

Partnership within the CLD

Nurse, Midwifery Planning & Development Unit; Dublin South, Kildare & Wicklow

As part of a collaborative initiative, with the Nursing, Midwifery Planning & Development Unit (NMPDU), Dublin South Kildare and Wicklow, a Regional Nurse Tutor co-ordinated and delivered a range of education and training programmes to nurses working in the region in 2018. These included those working in mental health, intellectual disability, care of the older person and public health services. The education focused on enhancing knowledge and skills of registered nurses with a view to improving the physical health and wellbeing of clients in those services. The initiative will continue in 2019 with the valuable support of the NMPDU.

Continuing Projects in CLD

Nurse Graduate Education

The long established graduate education pathways continued to progress in 2018. TUH staff have had increasing opportunities to access high quality evidence based education. Our own in-house module programmes continued to provide learning growth and progression to registered nurses. In 2018, a total of 32 nursing staff members undertook programmes in acute medicine/surgery, peri-operative, emergency, gerontology, acute stroke and critical care nursing. In addition, work commenced on a module in haematology and cancer care nursing which will be launched in Q1 2019.

QQI Level 5 Award

In 2018, 20 healthcare assistants completed the QQI level 5 major award "Health Service Skills". New partnerships with St. James's Hospital and Moore Abbey were established to deliver components in Intellectual Disability care.

Hospital Major Incident Medical Management & Support (HMIMMS) course

Several senior clinical and non-clinical staff undertook the HMIMMS course. This internationally recognised course is designed for senior hospital staff who may be called upon to plan or manage a major emergency/incident within the Hospital.

Non-Clinical Programmes

#hello my name is...

Hello my name is...Campaign

The Human Resources Directorate launched the "Hello my name is..." initiative in TUH in 2018. The aim of the initiative is to enhance communication between staff and patients.

This initiative started with a hospital consultant in England, Dr. Kate Granger, who became a patient herself and noted that many staff failed to introduce themselves to her. She started a campaign to remind staff to introduce themselves properly as the first step in building a therapeutic relationship. Kate died in 2016 but her campaign continues to grow in the UK, Ireland and across the world. All TUH staff name badges now have the "hello my name is..." logo included above the name of each staff member.



Dr. Catherine Wall, Lead Clinical Director with her Hello my name is badge talking with a patient



A cross section of "Hello My Name Is..." Ambassadors from across TUH at the launch of the campaign in the Phoenix Restaurant

Employee Workplace Wellbeing Programme

The Employee Workplace Wellbeing Programme continued with the financial support of The Meath Foundation. There was a specific focus on mental and social wellbeing.

Some of the topics presented in 2018 included:

- Wellbeing and Resilience
- Self-Care
- Living with Grief and Loss
- Meeting Breastfeeding Goals - A Team Approach
- Positive Aging

Transition year Programme & Work Experience

The Transition Year two day classroom based programme was delivered twice during the year with a total of 95 attendees. Students particularly enjoyed the practical side of this programme during which the Red Cross came in to do first aid training. Tutors from both the Hospital and Trinity College also facilitated basic clinical skills demonstrations enabling students to roll their sleeves up for some hands on learning.



Pictured at the launch of the TUH Learning Station were from left-right: Pat Kenny - HSELand Project Lead, Tom Martin - Educational Technologist, Sandra McCarthy - Head of Learning & Development, Dr. Maureen Murphy - Aurion Learning, Sharon Larkin, Director of Human Resources Department and Tony Liston, General Manager, Leadership, Education and Talent Development - HSELand

Launch of the TUH Learning Station

The TUH Learning Management System, Learning Station, went live on 30th July 2018. This project undertaken in collaboration with HSELand provides a centralised software application for the administration, documentation, tracking, reporting and delivery of both classroom & eLearning programmes.

It enables the electronic capturing of attendances, education alerts and reminders to staff who are self-enrolled on programmes. By the end of December over 2,000 staff in TUH had registered with the Learning Station. Three bespoke eLearning education programmes were developed and uploaded onto the system and work commenced of a further three eLearning programmes due to be launched in 2019.

The Library at TUH

The Library is a service dedicated to supporting TUH staff, in the delivery of evidence-based medicine and in their professional development. They provide research support, expert search assistance for systematic reviews, information literacy training and a general advisory service. Open five days per week fully staffed by professional librarians, the service also provides remote, 24-hour access to online resources. Staff can also avail of a range of apps and in 2018, the Library acquired a new full-text journals app, BrowZine.

In 2018, as in other years, the Library continued to add to its extensive book collection, which now has over 12,000 titles. In addition to the clinical literature, the Library has a wellbeing collection and a popular non-fiction section.



There is also a book recommendation and request service, which was particularly well used by staff throughout the Hospital during 2018.

In 2018, an area of the library was refurbished to make it possible for one-to-one reference consults with a librarian. There were also improvements to the study area with a new set of customised desks.

The library also grew its outreach programme with a number of events on Hospital Street and a series of library information sessions delivered in Departments around the Hospital.

People Caring for People

In conjunction with the Centre for Learning & Development, in 2018 our Pastoral Care team launched a new educational video introducing their service. The video demonstrates the care and support offered to all staff and provides information on aspects of the services provided as we embrace the mission and values on the Hospital.

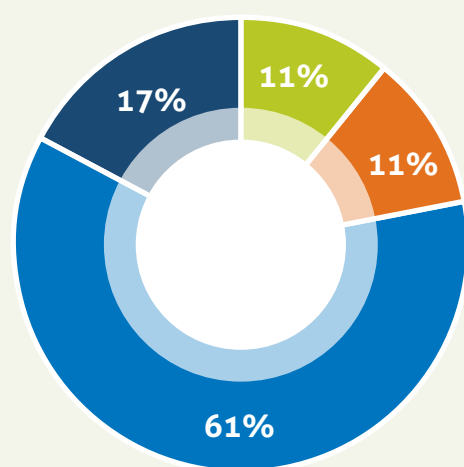
The video is available for all TUH employees to access via TUH Learning Station on www.hseland.ie and is also hosted on the Hospital's YouTube channel.

Health & Wellbeing

Occupational Health & Wellbeing

The Occupational Health & Wellbeing Department (OHWD) provides a service for all staff in the Hospital as well as Trinity College medical and 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 and controlling risks while also maintaining and promoting the health and wellbeing of staff. The graph below outlines the overall activity level of the department during 2018.

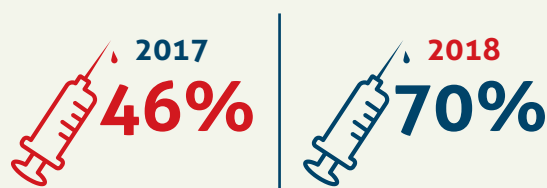
Activity Levels 2018



- Management Referrals (705)
- Pre-employment Medicals (698)
- Vaccination/Screening (3,949)
- Injuries/Consultation (1,125)

An essential element of the work undertaken by this Department is to roll out the Flu vaccine each year as healthcare workers can prevent the spread of flu and save lives by getting the flu vaccine. The Department delivered a peer led programme in 2018 increasing the number of flu vaccines administered to staff, students, contractors and volunteers to over 2,000, marking a 24% increase on the number of staff vaccinated in 2017.

FLU VACCINATION RATE



A further 340 students, contractors and volunteers received the vaccination at TUH. As they were not included in our staff numbers they were not included in the TUH vaccination rates.

In addition, the OHWD offered night work assessment, skin assessments, display screen assessments and vision screening aimed at protecting employees from possible ill effects of work related activity and promoting and enhancing a safe working environment.

Gold for TUH

The Staff Health & Wellbeing Committee established in 2016 has continued to focus on promoting a more physically active workforce and encouraging healthier behaviours. Their efforts were recognised at the Active@Work Awards in November, 2018. The awards are presented every year by the Irish Heart Foundation and for the second year in a row they collected Gold!

The Committee was delighted to have received the Gold Award which recognised the efforts put into promoting physical activity and greatly appreciated the support of the management team for the 2018 initiatives, including a series of Pilates Classes for staff run throughout the year, free exercise classes by members of the Physiotherapy team each Monday all year around, a regular nutrition column from our colleagues in Nutrition & Dietetics in the staff newsletter TouchPoint and what has now become a January staple, Operation Transformation.

Members of the Committee included:

Mairéad Holland Flynn - Registered Advanced Nurse Practitioner, Occupational Health

Shauna Ennis/Clodagh Mc Loughlin - Learning & Development

Sinead Feehan - Head of Nutrition & Dietetics

Frances Ni Fhlannchadha - Safety & Risk Lead

Ian O'Gorman - Head of Catering

Áine O'Brien - Deputy Physiotherapy Manager

Joanne Coffey - Head of Communications

Ursula Ryan - Projects Officer

Melíosa Moran - OCS Officer

Alison Baker Kerrigan - Arts Officer

The installation of outdoor gym equipment on the Hospital campus, with the support of funding secured from Healthy Ireland and support from Facilities, is part of plans for 2019 from the group.

Summer 99

The Hospital service to benefit from the proceeds raised from the fourth Summer 99 Charity Cycle in 2018 was the End of Life Care Services. The monies raised are funding the refurbishment of two family rooms on the Crampton and Maguire Wards. These rooms will provide families with a quiet and peaceful environment to meet members of the medical team caring for their relative, receive bad news in private and also enable family members to stay overnight if their loved one is seriously ill or dying.

On June 23rd, a group of 156 cyclists left the TUH campus to embark on the cycle, all safely returning to the post cycle celebrations. A large team of staff volunteers support the cycle each year taking part in stationary cycles before the big day, manning the registration desks, driving support cars and providing medical support on the day. Particular credit goes to the team in the Catering Department who take great care of everyone on the day ensuring no one goes hungry! The event has become an important date in the Hospital diary for colleagues, former colleagues and our community to get together and raise monies for a service within the Hospital.

A total of €19,238 was raised for the refurbishment project. Commenting at the presentation of the cheque, Ann Hickey, End of Life Co-Ordinator said, "I wish to acknowledge the incredible support from colleagues and the wider community for their support of our end of life care service. The target was ambitious and I am delighted it has been achieved. I and the staff on Crampton and Maguire Wards where the family rooms will be located are most grateful, the refurbishment project will make a real difference to the quality of care we can provide to patients and their families.



Pictured' at the presentation of the funds raised by the Summer 99 Crew were from left to right were David Slevin; Lucy Nugent; Ann Hickey; Áine Lynch; Liam Dowdall, Chairman of TUH Hospital Board; Summer 99 Crew members Joanne Coffey; Caoimhe Ni Dhuibhir, Peter Irvine and Stuart O'Connor presenting the monies raised for the 2018 cycle. The Summer 99 Crew have raised over €85,000 for services within the Hospital in the four years since the annual cycle started.*

**Missing Summer 99 Crew members were Muireann de Roiste, Linda McEntee, Pat Conroy, Dermot Carter and Ian O'Gorman*



Christmas

Planning for Christmas starts in the Communications Department in August each year! With the growing list of patient and staff activities in the lead up to Christmas, the December calendar is getting busier and busier each year.

In 2018, the regular December events were hosted, including the visit by Santa to children of the staff who work here. The Phoenix Restaurant was transformed into a very large grotto. This increasingly popular event could not be the success that it is for staff and their children without the small army of staff volunteers who come in each year to support it with a very special effort by our Catering Team and Hospital volunteers.

In addition to the music provided by the Hospital Choir and local choirs, patients, visitors and staff were treated in 2018 to a performance by the award winning Adolf Fredrick's Choir from Sweden. The choir was visiting Ireland to perform in Christ Church Cathedral and contacted the Hospital to see if we would be interested in their performing for us. They performed excerpts from 'Darkness to Light' a traditional Swedish St Lucia procession. We hope they will return again this year.

December 2018 presented the Hospital with two very different opportunities to showcase the work that is done over Christmas, as well as the efforts that are made to celebrate Christmas in the Hospital for patients but also for staff who are away from their own families.

The first opportunity was for a number of our staff and services to participate in a HSE video which showcased staff working on Christmas Day. Launched on Christmas Day by the HSE, the video was viewed by over 100,000 people.



The award winning Adolf Fredricks Choir from Sweden

The second opportunity involved hosting the RTE Radio 1 Saturday with Cormac O hEadhra programme live on Saturday, December 22nd. This was a mammoth task, particularly for our ICT Department.

The hour long programme featured interviews with 15 members of staff across the Hospital providing a very unique insight not just into the healthcare provided in TUH at Christmas but all of the other functions that support that care i.e. the laboratory, radiology, catering and pastoral care. There were also contributions from the Chair of our Patient Community Advisory Council providing a community and patient perspective of the care provided by the Hospital.

The Hospital Choir also participated in the programme. Feedback was tremendously positive, both from internal and external points of view. The Hospitals social media channels were particularly busy after the programme aired, with feedback from around the world from people who worked or trained in the Hospital over the years.



Contributors during the Saturday with Cormac Ó hEadhra Radio Show which was broadcast from the NCH Tutorial Room on Saturday, December 22nd

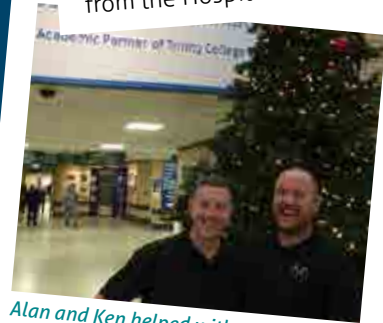
Each year Wards and Departments throughout the Hospital go to extraordinary lengths to create a unique Christmas for patients, visitors and colleagues who are in the Hospital during the month of December. An incredible amount of thought, planning and creativity goes into putting the 'Tree' displays together – often they come with a medical, environmental, historical or infection prevention message. Other times they are just 'fun' trees. The TUH Choir provided the soundtrack to the video of the trees which is always very popular for staff, their families and community of Tallaght and beyond to view each year.



Pictured from left to right Marie Barnes, TUH Volunteer; Aine Lynch, Director of Nursing; Carol Roe, Volunteer Services Manager and Lucy Nugent, Deputy Chief Executive as the annual distribution of gifts provided by Volunteer Services to our adult patients in Hospital on Christmas morning begins



The Heartbeats - December is a busy month of the TUH Choir performing in the atrium and bringing Carols to the wards in the run up to Christmas. They also performed on the RTE Radio 1 programme that was broadcast live from the Hospital on December 22nd.



Alan and Ken helped with putting up the Candy Cane themed tree in the atrium



Winner of the TUH Christmas Tree competition was the Haemodialysis Unit staff who created a fairy village around their tree. They involved their Dialysis patients who helped out on the project by decorating their own fairy door which was part of the unit decorations over Christmas.



Special mention also to the ICU team who came third in the TUH competition but were awarded First Prize in the popular vote on the HSE Christmas tree competition.



For the last two years one of our surgeons. Ms. Amy Gillis, has developed a theme for the tree in the atrium, very ably assisted by a small team of elves who help put her plan into action. The support the team received from the Technical Services team is invaluable in getting the over seven foot tree up with a lot of lights and we won't mention the number of baubles!

7

Enhancing the Environment for Patients and Staff

Reconfiguration and upgrade of the Haematology Laboratory

The year 2018 saw a number of major milestones in the Haematology Laboratory. A full renovation of the routine Haematology and Coagulation Laboratories took place. Planning for this work started over a year earlier, with input from both Laboratory Management, Finance, Procurement, IT and Estates & Facilities Departments as well as an in-house team of Medical Scientists led by the Chief Medical Scientist, Ms Dymphna Murphy (retired).

This refurbishment project has been of great benefit to the Haematology service for patients of TUH, resulting in a more efficient service, incorporating enhanced technology. It has facilitated greater cross discipline interaction between sub-specialties on a daily basis and has resulted in improved working conditions for the Haematology staff. The team effort involved in completing this project and maintaining the service for both hospital and community-based patients, was recognised by the shortlisting of the Haematology Laboratory team at the Irish Laboratory Awards ceremony.

TUH Data Centre Relocation

The TUH ICT team, with the support of HSE ICT and our external partners, successfully relocated the Hospital's data centre to a new state of the art facility located in the HSE Rivers National Data Centre. The data centre relocation project was a complex move, which necessitated over 18 months of planning and preparation prior to the relocation, which was completed on time in July 2018.

The data centre is at the heart of all the Hospitals IT systems and is a complex interconnected array of equipment, software and data that drives ICT systems used throughout the Hospital. The successful data centre relocation has completely transformed the operating environment on which the ICT systems are based, aging equipment has been replaced with modern equipment which can be built upon to meet the future needs of TUH in a way that has significant, lasting benefits.

TUH Simms Building

The systems in the TUH Simms building went live in September 2018, successfully moving endocrinology, podiatry and diabetes daycare out to the local community. The TUH ICT team expanded the virtual desktop environment program providing TUH medical staff the same level of systems access as experienced on campus. The virtual desktop has reduced the level of technical issues for users, resulting in more time for patient care. A state-of-the-art saviance patient flow and self-service check-in system has been installed in Simms to streamline the patient check-in experience and clinic patient flow.

“The data centre is at the heart of all the Hospitals IT systems and is a complex interconnected array of equipment, software and data that drives ICT systems used throughout the Hospital”



The new check in area for patients as they enter the Simms Building

Plans are in place for part of the Neurology Outpatients clinics to move to Simms in 2019 with all of the ICT, telephony and the virtual desktop environment now established to ensure a smooth transition of the service from the TUH campus to the Simms building.

Caring for Patients/Families

Last year was another successful year with rooms for families across the Hospital transformed. In addition to the support received from the Summer 99 Charity Cycle to enable the refurbishment of two family rooms the End of Life Care Service saw the completion of the Rosheen Suite in the adult ED.

The Viewing room, situated in the Rosheen suite of the Adult ED, was officially opened in December. This project was funded by a Design and Dignity grant - a collaboration of The Irish Hospice Foundation, the HSE and TUH.

Artist, Peter Young, created 'Nadur.' It is a wonderful artistic design of the Wicklow Mountains, created in glass and is a focal point in the room. The opening of this room completed the work on the Rosheen Suite, these three rooms are used at times of great stress pain and grief in people's lives. The suite is a dignified, restful, peaceful environment for families to process bad news.



Artist Peter Young pictured with his Nadur installation in the viewing room



Pictured from left to right Ann Hickey, End of Life Co-ordinator; Sharon Foley, CEO of the Irish Hospice Foundation; Ciaran Faughnan, Director of Facilities & Estates and Lucy Nugent, Deputy Chief Executive

Additional projects supported in the Hospital to enhance the environment included the supply of 12 new recliner chairs from the Adelaide Health Foundation across the adult wards. These chairs are used by patients or by their family member who stay overnight with their critically ill or dying relative 24/7.

The Volunteer Coffee shop in the atrium is a space where visitors and patients can take some time out from the busy schedule of the Hospital, where volunteers engage with their clients, providing on occasion some light relief or a listening ear.

In 2018, Carol Roe the Volunteer Services Manager introduced a voucher system for a refreshment project for family members who are caring for their critically ill or dying relative. This thoughtful support offers the person an opportunity to leave the ward, changing their environment for a brief break and some very important self-care. This refreshment voucher is available on all acute wards plus on Maple and Oak wards in the Children's Hospital.

Oncology Day Unit

The Oncology Day Unit provides medical and nursing care for patients with cancer in conjunction with specialist support services within a multi-disciplinary setting. As well as scheduled patient treatments, the unit also provides a walk-in service for cancer patients who feel unwell. Approximately 30 to 40 patients are treated at the Oncology Day Unit on any given day.

Following a successful application by Ms. Maria Gillespie, CNM2 Oncology Clinical Trials to Med Day (a voluntary group of Trinity College Dublin Medical Students who raise money for hospital projects) the unit was presented with €18,000. These monies funded a refurbishment project creating a multipurpose room for patients and refurbished patient toilet facilities. The renovations when completed will rival any Room to Improve project!

The Oncology Day Unit is ever grateful to Med Day group who raised the money for this project and indebted to various Hospital Departments that assisted in the project but particularly the Facilities and Technical Services team.



Pictured from left to right Maria Barnes, TUH Volunteers, Áine Lynch, Director of Nursing, Orla Crowley, CNM2 Ruttle Ward; Ann Hickey End-of-Life Care Coordinator and Terry Ward TUH Volunteer pictured in the Volunteer Coffee Shop with the vouchers that were introduced



Pictured from left to right at the opening of the new rooms were Paul Elmes, Technical Services; Liz Kinlan, Nursing ADON; Heather Sloane, CNS Medical Oncology; Maria Gillespie, Medical Oncology and Ailish Naughton, former Chairperson of Med Day

Planting Challenge

There is a small garden area alongside our Hospital Chapel. Sometime ago the Pastoral Care Department was provided with plans showing what it could look like with some planting. The challenge they had was finding the time to plant 1,000 spring bulbs!

In 2018 the annual Shire Global Day of Service came to the rescue planting over 1,000 spring bulbs in the garden along the path and the newly opened entrance from the Luas to the Hospital.

The mother of a deceased relative shared with the Shire staff her experience of the pastoral care garden space in the hours following the loss of her young son and the special place it had in her heart and memory following the sudden death.

Our patients in the Wards are also enjoying the view of the spring colour of these flowering bulbs.



Members of the Shire Global Day of Service team that planted over a 1,000 spring bulbs in the garden

New Look Intranet

After months of hard work and planning the ICT Department officially revealed the new look intranet for hospital staff. The intranet is an invaluable resource for sharing and accessing important information. In a 24x7 environment, it is a very important hub of communication in the Hospital. It provides staff with access to the tools they need to improve patient care and also helps enhance staff education and training.

The new intranet provides a clearer layout, structure and design to help staff find what they are looking for more easily. There is also a news section and diary on the home page for the first time helping to keep everyone up-to-date with hospital news and events.



Meliosa Moran, project lead on the new intranet with Deputy CEO Lucy Nugent having a look at the new Intranet

Arts in Tallaght University Hospital

“I use the word nursing for want of a better. It has been limited to signify little more than the administration of medicines and the application of poultices. It ought to signify the proper use of fresh air, light, warmth, cleanliness, quiet, and the proper selection and administration of diet - all at the least expense of vital power to the patient.” - Florence Nightingale, 1860.

The importance of the arts in patient care and recovery is being increasingly recognised both in Ireland and internationally. In TUH, we believe the “variety of form and brilliancy of colour in their surroundings are an actual means of recovery,” and we are indebted to our staff and our volunteers for the work they have done to bring this about.

In 2018, Alison Baker-Kerrigan, the Arts Officer for TUH approached The Gaslamp Gallery in Gorey, Co. Wexford to collaborate with the Hospital for an exhibition. This featured artists Yvonne Coomber, Paul Evans, Matylda Konecka, Dylan Lloyd and Aaminah Snowdon. It included quirky humour, thought-provoking illustrations, quiet floral gardens and the lyrical explosion of flowering brilliance as seen in Yvonne Coomber’s ‘I Adore You,’ which was kindly donated to TUH for a new family room on Crampton Ward. We look forward to hosting many more shows in the coming years.



‘I Adore You’ the painting kindly donated by Yvonne Coomber to the new family room on Crampton Ward



‘Spring is in the Air’ Mairéad Shields, Chair of the Meath Foundation, Claire O’Connell, The Gaslamp Gallery; Alison Baker Kerrigan, Arts Officer and Professor Des O’Neill, Chair Arts & Health Committee picture at the recent opening of the ‘Spring is in the air’ exhibition which is on display on Hospital Street

'A Portrait of Me'



Dr. Niall Muldoon Ombudsman for Children and Aimee O'Neill NCH Art Therapist listening to Sophie Brophy describe her work

Aimee O'Neill Art Therapist and Catherine Garland Hospital Play Specialist in the children's service invited young patients from the Oak and Maple Wards to respond to Rights in their Eyes and the 25th Anniversary of Ireland's Ratification of the UN Convention on the Rights of the Child (UNCRC) by creating self-portraits for a special exhibition to run alongside Rights in their Eyes.

The show featured 21 self-portraits each capturing the unique qualities of the young person who created the artwork. The project promoted conversations amongst the patients whilst gathered around the art table in the play department, discussing the importance of children's rights with a focus on the right to access to healthcare. The project promoted inclusivity and celebrated individuality and the importance of every child.

Rights in their Eyes'



The Ombudsman for Children's Office invited seven winners from the 2017 Texaco Children's Art competition to choose a right from the UNCRC and create a new piece of art expressing their views on what it is like to be a child or young adult growing up in Ireland today.

The above 11 framed artworks toured with accompanying explanations from the young artists themselves and formed the Rights in their Eyes exhibition. The exhibition launched in September 2017 at the RHA Gallery, Dublin, followed by an exhibition run in Temple Street Children's Hospital, Our Lady's Hospital for Sick Children in Crumlin with a final exhibition in TUH on behalf of the National Children's Hospital.



Equality by Eabha Grant



Education by Emily Cullen



Healthcare by Finn Burnett



Be Heard by Holly McDermott

In TUH, we believe the “variety of form and brilliancy of colour in their surroundings are an actual means of recovery.”

The Sky's the Limit – TSTL

The wider Tallaght Community, Patients, Staff and Visitors of TUH were invited to get involved in a collaborative art project by designing their own hot air balloon for the TSTL project at the colouring competition launch during Tallaght Fest in July 2018.

There was an outstanding response with over 290 hot air balloon designs submitted, presenting an enormous challenge in editing down to 35. Celebrating Culture Night at TUH, design winners were invited to a creative workshop on Culture Night and given the opportunity to see how the balloons would be created. With the support from lead artist Lucia Barnes and the Arts Team many winners took on the opportunity to paint their design onto a balloon.

From September to December the Arts Team worked with Hospital inpatients through the Hospital Arts Programme and ran a series of painting workshops in TUH and RUA RED Art Centre. The Arts Team will complete the final stages of assembling the balloons, designing layout and site installation in 2019.

Once complete the Hot Air Balloon display will form a permanent exhibition above the Volunteer Coffee Shop in the main atrium of the Hospital. The project is kindly funded by the Meath Foundation, facilitated by lead artists Lucia Barnes and co-ordinated through the NCAH.

Music and Wellbeing

The Hospital music programme continues to host a series of musical events throughout the year much to the joy, entertainment and surprise of many unsuspecting visitors. Favourite monthly lunchtime sessions are provided by Jon Henderson – Classical Guitarist and Volunteers the RAMS in Rhythm alongside visiting musical acts: The RUG's – Rathfarnham Ukele Group, Singer Songwriter Clara Rose, visiting choirs such as CORus Choirs and the award winning Adolf Fredrick's Choir from Sweden who wowed listeners with their stunning performances in the Atrium and Age Related Unit in December.

Heartbeats – TUH Choir

The Hospital choir directed by Michael Fay continues to grow in numbers and we enjoy the many pop up performances in the Atrium celebrating Valentine's Day, Culture Night, entertaining patients with Christmas Carols on the Wards and performing our unique Hospital Work-song created by Composer George Higgs and Artist Fiona Dowling as part of their 'In Context 4' project funded by the Arts Council. This song was created based on material gathered from the choir members during interviews with Fiona.



The TUH Heartbeats Choir singing in the Hospital Atrium to celebrate St. Valentine's Day

Heartbeats also performed their annual concert in the Centre for Learning & Development in May 2018 to an audience of almost 200. They performed alongside special guests Clara Rose and An COR Choir. This forms an essential PR and fundraising event to assist in the running costs of the choir. The choir received support for the event from the NCH Foundation, Adelaide Health Foundation, the Meath Foundation and many staff members who support the annual Choir Raffle.

Creative Arts Therapy

The Art & Music Therapy services held their first educational day in March as part of a series of events happening across the three Children's Hospitals. The day included a drop-in info stand outside the canteen with poster and leaflet displays encouraging staff to enter a quiz. Followed by a 'Lunch and Learn' session with presentations by Alison Sweeny, Aimee O'Neill and guest Áine Mohoric.



Pictured left to right at the Arts Therapy Information Day stand were Music and Art therapists from TUH Alison Sweeny, Aimee O'Neill, Rory Adams, Aine Mohoric, Music Therapist from Our Lady's Children's Hospital Crumlin and Alison Baker Kerrigan, Programme Manager at the National Centre for Arts & Health TUH

8

Interdisciplinary Approach to Healthcare

Memory Hut

The month of September marks an international campaign to raise awareness and challenge the stigma that surrounds dementia. Following the launch of the Hospital's Memory Clinic in 2016, TUH officially launched the first hospital based drop-in service to focus on brain health and dementia in Ireland.

This is a result of a novel collaboration of staff from the specialist memory service, TUH volunteers and the Alzheimer's Society of Ireland. The informal weekly "drop-in or drop-by" service for people living with memory difficulties, members of the public, staff, patients and their families right at the heart of the Hospital. The Hut is already proving to be a valuable service promoting a greater awareness of early and sustained approaches to brain health and dementia prevention as well as giving vital positive support to those living with dementia in our community and those who support them. The 'Memory Hut' is open in the main hospital atrium from 2pm–4pm every Wednesday, staffed by trained volunteers.

Commenting at the opening of the 'Memory Hut' Professor Sean Kennelly, Consultant Physician in Geriatric Medicine said "this innovative collaborative initiative between the specialist memory service, our Hospital Volunteers and the Alzheimer's society of Ireland is the first of its kind in Ireland.

It creates a friendly and informal area where people living with dementia and those who support them, can come and ask questions they may often put off asking, or forget to ask, when in our clinic. It also promotes the very important message that over a third of cases of dementia are preventable - with the right lifestyle choices."

The opening of the Memory Hut is a long term commitment to ensure there is an opportunity every week of the year for people to learn more about brain health and dementia. Available advice and Information at the Hut includes:

“The opening of the Memory Hut is a long term commitment to ensure there is an opportunity every week of the year for people to learn more about brain health and dementia.”



Pictured from left to right at the launch of the Memory Hut in TUH were Teresa Quinn, TUH Volunteer; Professor Sean Kennelly, Consultant Geriatrician; Mary Kelly, TUH Volunteer; Cathy McHale, Clinical Nurse Specialist and Aine Bennett, Dementia Adviser from the Alzheimer's Society of Ireland

General brain health advice

What to do to support our brains to age successfully—especially dispelling the myths and giving the facts on the relevance of lifestyle, exercise, and dietary interventions

- Stresses the importance of social engagement and signposts to community outlets for stimulation therapy

Dementia and memory concerns

- Information on how to go about seeking a diagnosis
- Educational resources for the person living with dementia and their supportive others
- Information on assistive technology to support independent living

- Issues around diagnosis and symptom management
- Advice about maximising good health e.g. managing stress/awareness of mood
- Future planning - legal and financial advice
- Driving concerns and advice
- Living well with dementia and maintaining independence and personhood
- Signposting to available supports

To further support World Alzheimer's Month, an opportunity to focus awareness and challenge the stigma that surrounds dementia, TUH staff, volunteers and the Alzheimer's Society of Ireland participated in the autumn/winter series of health talks in the community. Professor Kennelly also participated in a number of media interviews to contribute to this awareness raising.



*“If you want to heal the body,
you must first heal the mind.”*

Psychology & Stroke Service

With advances in early diagnosis and treatment for stroke there have been significant improvements in the delivery of stroke care and outcomes. The Psychology service has worked with Stroke Care to help improve patient outcomes from the acute phase of their illness to recovery through increased patient access to neuropsychological support and appropriate interventions.

Pastoral Care & Haematology

The Haematology Department provides services for patients with benign and malignant haematological (blood) disorders. This includes the care of patients with acute and chronic leukaemias, lymphoma, myeloma and myelodysplastic syndromes. Services are provided to inpatients, outpatients and through the dedicated Charlotte Haematology Day Ward. The department is staffed with specialised medical, nursing and allied health professional staff. The Department is also recognised internationally as a Centre of Excellence for the Diagnosis and Management of Myelodysplastic Syndrome and is recognised by the International Myelodysplastic Syndromes Foundation as a Centre of Excellence for the diagnosis and treatment of Myelodysplastic Syndromes (MDS). Tallaght is the only such recognised centre in Ireland.

Each year the Haematology Department and Pastoral Care Department host a special 'Service of Light' evening in the Hospital Chapel to remember deceased patients of the service. In 2018, this interdisciplinary approach provided bereaved family members with an evening where support was offered to them in their time of loss. It also gave staff an opportunity to remember former patients who had died. Following the service bereaved families had the opportunity to meet with the consultants and interdisciplinary team members for refreshments.

Adaptation & Assessment

In 2018 the Nursing Directorate welcomed 49 nurses from overseas to undertake Clinical Adaptation & Assessment in order to register with the Nursing & Midwifery Board Ireland (NMBI). These nurses are now working in a range of disciplines across the Hospital, including five in the paediatric service.

An initiative such as this can only succeed with strong collaboration between HR, the Centre for Learning & Development and the Adaptation Team, as well as commitment by frontline Staff Nurses and Clinical Nurse Managers to teach, mentor, support and assess these candidates to provide the highest level of care.

A further 45 candidates were supported by the Adaptation Team to work in Nursing homes across the country once registered, extending TUH's ethos of care across the country.

Introducing GEDI to TUH

The Gerontological Emergency Department Intervention (GEDI) team is a novel interdisciplinary initiative which aims to meet the needs of a growing frail older population and to enhance patient access to the provision of Comprehensive Geriatric Assessment at TUH. The team includes Specialist Nursing, Occupational Therapy, Physiotherapy, Social Work, Speech and Language Therapy, Dietetics, with a Geriatrics Registrar and with oversight from our Consultant Geriatrician Dr. Derek Hayden and ED Physician Dr. Jim Gray.

GEDI team members proactively screen patients aged 75 years and older presenting to the ED to achieve early identification and proactive management of their physical, functional and social care needs. The overarching aims of the service are to Gerontologically attune Acute Floor processes, to optimise and maintain physical and cognitive function of older adults whilst promoting wellness and independence.

Objectives and targeted Benefits from GEDI

- Early identification and comprehensive multidisciplinary assessment of frail older patients at risk of deconditioning
- Early access to Comprehensive Geriatric Assessment for frail older patients
- Holistic approach to facilitate patient centred care and enhanced patient experience
- Early initiation of MDT input in establishing care plans as well as timely discharge planning
- Working in partnership to achieve streamlined and integrated acute care services for frail older patients
- Support admission avoidance strategies and patient discharge to their own home with community follow up
- Support the development and acute floor implementation of clinical care pathways for frail older patients including those presenting with falls/immobility, delirium, incontinence and polypharmacy
- Delivery of the National Frailty Education Programme

Since its introduction in December 2018, the GEDI team has already seen over 130 patients in the ED with an average age of 82 years, over 40% of whom have been discharged home from ED. When all team members are in position the GEDI service aims to review approximately 2,500 ED patients in a full year.

Functional Gastrointestinal Disorders

Patients with Functional Gastrointestinal Disorders (FGID), including irritable bowel syndrome (IBS) account for up to 50% of a gastroenterologist's caseload. Previously there was no clinical pathway for patients with IBS, leading to a revolving door of appointments and investigations, long waiting lists and poor patient outcomes. Diet and lifestyle measures are accepted as the primary treatment of IBS however despite 77% of patients surveyed wanting access to a Dietitian only 4% had seen one.

The new Dietetic led programme launched in 2018 by a collaboration of the Gastroenterology Department and Nutrition & Dietetics provide timely, quality care to patients with FGID. Patients access the new programme via a new Chronic Diarrhoea Pathway (CDP). The CDP is used to identify and fast track those aged 18-45 years, referred to Gastroenterology by their GP, with diarrhoea predominant IBS in need of Dietetic attention. Patients are sent screening packs to rule out other conditions including coeliac disease, inflammatory bowel disease, and thyroid dysfunction. Any positive findings or other red flags are investigated. Those with negative screens are referred directly to the dietitian-led programme where appointments are within two weeks. Patients with other types of FGID are also referred from Gastroenterology clinics.



Members of the team from left to right are Maeve Murphy, HSCP Manager; Louise Kelly, CNS; Orla Boyle, Speech & Language Therapist; Caitriona Whelan, Social Worker; Derek Hayden, Consultant Geriatrician; Paul McElwain, Consultant Geriatrician; Ruth Wade, Physiotherapist; Sarah Mello, Registrar and Maeve Ryan, Occupational Therapist. Missing from the team picture is Deirdre Brady, Dietitian

*“In the first six months of this programme, **192 patients** were referred to the Dietitian, **80** were removed from, or avoided being added to the gastroenterology waiting lists. ”*



The team running the FGID Programme are Dietitians Elaine Neary and Sarah Gill with Consultant Gastroenterologist Dr. Anthony O'Connor

It is expected that this pathway will help reduce Gastroenterology outpatient return waiting lists and prevent unnecessary investigations.

In the first six months of this programme, 192 patients were referred to the Dietitian, 80 were removed from, or avoided being added to the gastroenterology waiting lists.

Patients attend either group or 1:1 sessions on evidenced based diet and lifestyle treatments led by clinical specialist dietitians trained in behaviour change management. First line strategies include addressing eating patterns, hydration, fibre intake, pre and probiotics and stress management. Patients set personal targets and progress is reviewed by phone after three months. The programme has been well received by patients, with 100% recommending the programme and 97% said they gained useful and practical information.

To date 19% of patients have had a significant reduction in their IBS symptoms severity score after 1st line advice alone, with 11% achieving symptom satisfaction. Of those that have not achieved symptom satisfaction 93% have chosen to continue with the programme.

These patients may now progress to the low FODMAP diet which has been shown to be effective in up to 75% of patients. GPs and consultants are notified of patient progress throughout and non-responders are referred back to gastroenterology for consideration of medical management.

9

New Ways of Caring for People

Innovative Health Initiative

The month of May 2018 saw the launch of an innovative health initiative to South Dublin by TUH working with South Dublin County Council.

The initiative was modelled on a programme that had been trialled in DCU for the past 10 years with HSE funded evaluation which demonstrated the positive effects exercise has on patients' psychological wellness and cognition.

ExWell is a programme that brings together medically supervised exercise classes and educational workshops to south Dublin for the first time. Based in Tallaght Leisure Centre, the chronic illness rehabilitation programme offers structured and supervised exercise classes to enable people with a diverse range of illnesses to exercise in a safe environment in order to maintain or gain fitness during or after treatment.

Patients with serious and chronic diseases such as heart disease, lung disease, diabetes, cancer, peripheral vascular disease and neurodegenerative conditions are availing of the programme. Initially there was a specific focus on prescribing the exercise classes for patients with mental illness and memory complaints in Tallaght.

ExWell represents a form of social prescribing, where GPs, consultants, nurses and other primary care professionals can refer people to local, non-clinical services that will contribute to their overall happiness and recovery. Structured and supervised exercise classes have been proven to promote psychological wellness and improve cognition.

HEALTH INITIATIVE

700 patients

participating with ages ranging from 27-89



85%

Referred by **10 different services** from across the Hospital

15%

Referred by local **community GPs or community physiotherapists**

The average age of referred participants is 68.3 years with an age range of 27-89 years of age. With 60% of those participating are male and 40% female. The six weekly classes in Tallaght Leisure Centre, are one hour in duration, with medical support and trained instructors present at all times. The initiative now has over 700 patients participating with ages ranging from 27-89.

Ten different services from across the Hospital have referred 85% of the participants, with the remaining 15% from the community GPs or community physiotherapists. This is a real collaboration across the health service.

The programme is proving to have a very positive impact on the strength, aerobic capacity, body composition, inflammatory markers, fasting glucose, physical activity levels, blood pressure and falls risks of class participants. Before they can start the programme patients are assessed. This programme is providing rehab from illness and helping patients to build up resilience.

Quotes from participants

“

*You make us
sick people feel
very safe*

”

“

*ExWell is
fantastic. I wish
I had known
about it when
I retired ten
years ago*

”

“

*I feel brilliant,
I can do all the
exercises in the
class now, my
muscles have
come back I can
breathe much
better. I feel
brilliant*

”

Serenity Moments

In 2018 the pastoral care service introduced 'Serenity Moments' in the William Stokes Unit.

Serenity Moments provides a spiritual experience offering: relaxation, story, memory and reflections for patients, their families and healthcare staff. These 'serenity moments' support holistic care and provide a sacred space for health and wellness. The healthcare chaplain facilitates these sessions.

The Trauma Assessment Clinic (TAC)

TAC – A telehealth clinic has reduced the need for parents and children to attend the fracture clinic for follow up. Instead, the Consultant reviews the ED notes and a paediatric physiotherapist makes contact with the family to offer advice and support. This has reduced the attendance by 30% creating space for children with more complex fractures.

Fracture Liaison Service

This nurse led service is staffed by a clinical nurse specialist supported by Rheumatology and Gerontology. It aims to reduce patient fracture risk. Patients over age 50 attending trauma orthopaedics who sustain a fragility fracture are offered bone health assessment. This involves a multifaceted lifestyle and health assessment, referral for bone densitometry and investigations to rule out secondary causes for osteoporosis.

There are continued increases in fragility fractures presenting to TUH. In 2018, the Hospital had the highest number to date, with 1,040 patients meeting the criteria for assessment. This service is on the cusp of delivering a one stop shop model of care to patients who have sustained a fragility fracture. David Askin, one of our Clinical Nurse Specialists is currently undertaking post graduate training in medicinal prescribing. Following qualification this will streamline patient care enabling our patients to get treatment following assessment.

Paediatric Neurodevelopmental Neurology

The Psychology Department, generously funded by the Heads of Psychology Services Ireland arranged for training in an exciting new model of brief therapy, Tree of Life/Beads of Life Therapy, for those with chronic illness. This one-day training was offered to all hospital psychologists in Ireland, and some 30 people attended.

The therapy is suitable for adults and children, on an individual and group basis, and was immediately put to practice within our services on an individual basis.

Tree of Life/Beads of Life Therapy is a brief, focused therapy, which can be applied across hospital and rehabilitation settings, as well as in primary care and other community settings. It can be delivered in a group setting, and provides a framework for potentially working with the hundreds of people in Ireland with chronic illness who experience difficulties. As a group intervention, this therapy is a cost effective way of working with groups of people who can use their creativity and their peers to learn a new way to think about their illness, which aims to reduce the negative impact of chronic illness on their overall mental health. There are plans to further implement this therapy approach in paediatric chronic illness services in the future.

New Faecal Calprotectin Testing introduced in Clinical Chemistry

The Clinical Chemistry Laboratory and the clinical Gastroenterology team, introduced a new in-house faecal calprotectin measurement service in mid-2018. Faecal calprotectin is an important component in the management of patients with gastrointestinal disorders and identification of those with inflammatory disease from subjects with IBS.

This service is key to the operation of the new TUH FGID Programme at TUH which is expected to improve care of patients with FGID and reduce gastroenterology waiting lists and unnecessary investigations. With the test now performed in TUH as opposed to referring to an external testing centre, there is a faster turnaround time on results, facilitating patient flow and appropriate clinical referral of patients to the Gastroenterology service in the Hospital.

Clinical Chemistry

Collaboration with the ALMAR Centre

The Clinical Chemistry Department, as a recognised National Specialist Lipid Laboratory, collaborates closely with the Hospital cardiology team and ALMAR Centre that has been established at TUH for the study and treatment of patients with complex lipid disorders. The ALMAR centre aims to support primary care facilities in the assessment and management of patients identified as being at risk and facilitates screening of family members when appropriate. Clinical Chemistry offers a range of specialised tests in support of this work.

Dedicated Adult Sweat Testing Service

Sweat testing is used in the investigation and monitoring of children and adults with symptoms suggestive of Cystic Fibrosis.

In 2018, Clinical Chemistry at TUH introduced a new Adult Sweat Testing service to complement the current children's Sweat Testing service. This new Clinic is located in the new outpatients at the SIMM's building and receives referrals from all over Ireland as it is the first dedicated Adult Sweat Testing service in the country.

Headache Clinic

Migraine and other headache disorders are among the most prevalent disorders worldwide and almost half of all adults will experience a headache in any given year. The World Health Organisation has ranked migraine the second most common disabling medical condition of all non-fatal diseases particularly in young adult and middle-aged women. Migraine and headache disorders have a considerable negative impact on quality of life and significant economic costs.

*“The clinic runs on a weekly basis and since its launch in September 2018, more than **120 patients** have been reviewed.”*



Dedicated clinics to serve people with headache and migraine are insufficient in Ireland and outpatient neurology waiting lists can substantially limit patients' ability to access specialist care. With a rapidly growing population in the TUH area and a real need to increase services, a new Headache Clinic for the management of people with headache disorders was launched in September 2018. This clinic offers an opportunity to improve the speed of access to specialist care and to reduce waiting time for assessment of "long waiters" referred to a general neurology outpatient clinic with headache disorders.

The clinic runs on a weekly basis and since its launch in September 2018, more than 120 patients have been reviewed. Over 80% of patients were referred by their GPs and the majority were female, reflecting gender differences in migraine. Two thirds of patients were under the age of 50 years.

Migraine was the most common headache type encountered in the clinic with a considerable proportion of patients diagnosed for the first time. Patients often reported minimal or no use of preventive medications, suggesting suboptimal management of migraine in the primary care setting and indicating the need for a specialist headache clinic. Following comprehensive evaluation and review of available brain imaging, nearly half of patients attended so far could be discharged. Patients are given the opportunity to discuss the multi-faceted approach in the headache management clinic, including not only drug and non-drug treatment options, but also patient education, trigger factors identification and lifestyle modifications, with an aim to reduce headache attacks and ultimately improve patient's quality of life.

Training was provided by the Alzheimer's Society of Ireland to run the programme, with all the services working together to identify, refer and support families with dementia in the local area. With the involvement of the Hospital, families can receive timely post diagnostic support in a local group. Prior to this Carers' Group being established, there was no formal support group available for carers in the Tallaght area. Today, families can now receive timely post diagnostic support in a local group.

Post-Operative Surgical Unit

In June 2018 the Post-Operative Surgical Assessment Unit (POSU) opened. This is a specially staffed and equipped section of an intensive care complex that provides a level of care intermediate between Operating theatre and general ward care. It has facilitated an improved access to appropriate critical care beds for post-operative patients. Typically patients in POSU will have single organ failure and require monitoring post-surgery. Patients are admitted to POSU from the operating Theatre for overnight stay prior to discharge to the ward.

The new POSU follows the publication of the 2009 Prospectus Report on the future development of critical care and the 2014 National Clinical Programme for Critical Care "Right Care, Right Now: A Model for Adult Critical Care" Report.

As adopted by the NCPCC, internationally, the terms "Levels of Care 1-3" have replaced "ICU" and "HDU" in order to improve critical care delivery. Post-Operative Surgical Units (POSU) are defined as Level 2 units.

Insights into Dementia

There are over 2,000 people living in the Tallaght Area with Dementia and with a rapidly aging population this number is on the increase. A project team led by Cathy McHale, Clinical Nurse Specialist, Dept of Age Related Healthcare and Martina McGovern, Senior Social Work practitioner, Integrated Care Team and Fergus Timmons, External Learning & Development Manager, the Alzheimer's Society have developed a pathway for those who support persons with dementia in the Tallaght area.



Over
2,000
people living in the Tallaght
Area with **Dementia**

Benefits to TUH

- Reduction in elective cancellations, with a requirement for monitoring post operatively
- Improved patient flow from the Operating Department
- Reduced risks associated with the post-operative critical care area (PACU)
- Ensuring compliance with HIQA standards, with particular reference to issues raised by HIQA in its audit of TUH in November 2015
- Assisting with addressing the demands from increased spinal surgery where the need for high dependency beds is required

Reducing Door to Needle Times

Stroke is a leading cause of death and disability in Ireland with up to 7,000 people hospitalised following stroke each year. Every minute in which a large vessel ischaemic stroke is left untreated equates to the average patient losing 1.9 million neurons. **Time is Brain!**

Stroke is a medical emergency where urgent assessment and treatment can lead to improved survival and reduced disability.

One of the key components to rapid treatment is timely recognition of stroke symptoms. Greater awareness of potential stroke symptoms by all ED staff, ambulance crews and members of the public can enable quicker hospital presentation and alerting of the emergency stroke team.

At TUH, acute stroke pathways have evolved to improve access to acute interventions for all stroke patients presenting to ED, in line with the Stroke National Clinical Programme. The most progressive improvements have been seen since 2016 through enhanced collaboration between ED and the Stroke Service.

As part of ongoing measures to ensure rapid access for patients to acute stroke interventions, in 2018 a multi-professional Quality Improvement team was set up as part of the National Stroke QI Collaborative Introduction facilitated by the RCPI and Beaumont Hospital. Its primary goal was to improve emergency stroke care and by working together to reduce disability post stroke.

The quality improvement team is led by the Director of Stroke Services Dr. Dan Ryan and team members include Professor Rónán Collins, Dr. Galamoya Nfila (ED), Dr. Rory O'Donohue (Radiology), Stroke Clinical Nurse Specialists Suzanne Dunne and Nicola Cogan and candidate Advanced Nurse Practitioner Helen Hobson.

The introduction of changes to practice involved participation from many departments including the ED, Radiology, Radiography, Portering Services, Laboratory Medicine, Clerical Administration and of course led by the stroke team.

Examples of some of the changes introduced prior to the start of the QI project and since its inception include:

- Pre-notification by ambulance staff to ED staff of FAST positive patients on route to the Hospital
- Introduction of emergency bleep system enabling ED staff to alert the stroke team of FAST positive patients
- Ongoing education to ED nursing staff on triage of FAST patients/Acute Stroke Pathways
- Introduction of Emergency Nursing & Medical Care bundle
- Audit of processing of emergency bloods and introduction of 'Thrombolysis Blood bags'
- Introduction of out of Hours Thrombolysis box
- Ongoing education to ED/Medical registrars on Acute Stroke Pathways
- Fast track to CT imaging

- Stroke simulation and education sessions. This training has seen improved scope of practice for ED registrars in dealing with acute strokes out of hours. With these changes there has been a dramatic reduction in time to administration of treatment.
- Ongoing audit and review on a case by case basis of all critical time points in the Acute Stroke Pathway.

In 2018, a total of 252 patients were admitted to TUH following a stroke. Of those who had suffered an ischaemic stroke and presented within a time frame where thrombolysis could be administered, a total of 23 patients received the clot busting drug.

For those who were deemed ineligible for thrombolysis the benefits of earlier intervention by the Stroke team ensured expert stroke care commenced immediately after presentation to the ED, all necessary diagnostics could be ordered immediately, referrals made to the necessary multidisciplinary teams and admission expedited to the Acute Stroke Unit.

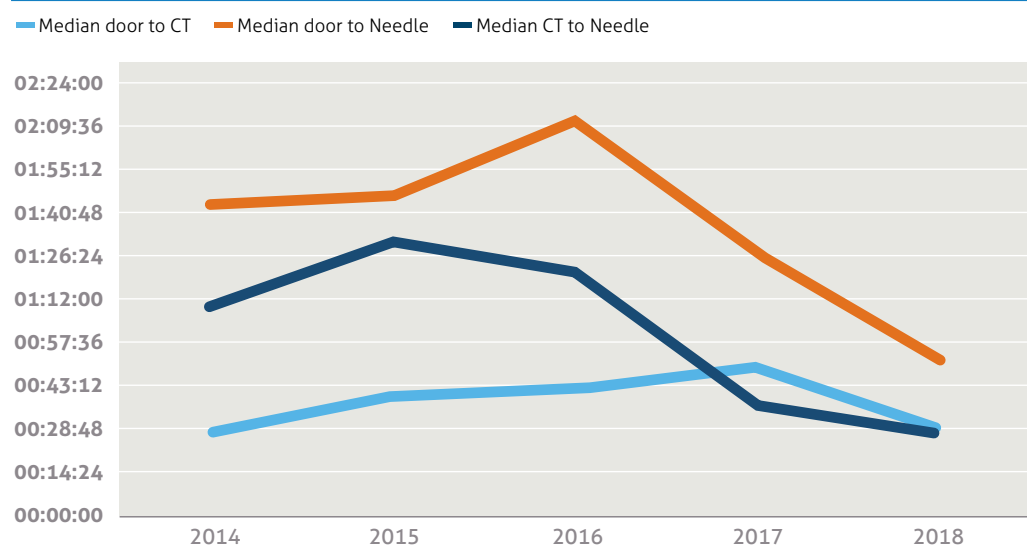
2019 looks set to show even more improvements with the introduction of in-house radiographers out of hours.

It is clear that multi-professional collaboration, reconfiguration of resources and ongoing audit of practice has resulted in an improvement in the delivery of emergency stroke care.

In 2018 a total of
252
patients were admitted to
TUH following a **stroke**



Improving Times of Acute Stroke Care



10

Awards and Achievements



TUH is proud of the awards received by our staff in 2018 and the recognition they received both nationally and internationally. These demonstrate the high level of care provided in our hospital and the commitment and skills of our dedicated staff.

Microbiology Laboratory Wins Two National Awards

The Microbiology Laboratory won two awards at the Irish Laboratory Awards ceremony held in the Ballsbridge Hotel in April 2018. The Microbiology team, led by Chief Medical Scientist Donal Smith were shortlisted in four categories and won the Medical Laboratory of the year and the Laboratory Team of the year awards. This was an impressive result, as it is the first time the Lab entered the awards and the Microbiology Laboratory was the first Public Sector Laboratory to win an award at this event.

The Microbiology Laboratory's awards were based on the Laboratory response to the CPE outbreak in the Hospital.

The Multi-drug Resistant Organism CPE in healthcare settings is a well-documented problem both nationally and internationally. The large scale outbreak in the Hospital focussed national attention on the CPE challenge in Irish healthcare settings and also demonstrated how it can be addressed, with appropriate resources, maintaining quality and safe care to the patient. The microbiology laboratory played a key role in the management of this outbreak in its delivery of large scale same day results. High throughput rapid turnaround CPE screening was essential to controlling the outbreak and to resuming the provision of good patient care throughout the Adult Hospital. The teamwork approach was critical to its success. It has placed the Laboratory at the forefront of CPE screening in Ireland and as a model for other laboratories to follow.

Launched in 2013, the awards have become a benchmark for those that demonstrate excellence, best practice and innovation in Ireland's laboratories.



Members of the Microbiology Laboratory Team with the Awards collected at the Irish Laboratory Awards

Teaching Award

Our colleague Professor David Kane was presented with a Teaching Award from Dr. Patrick Prendergast, Provost of Trinity College Dublin during Scholars Week at Trinity College Dublin.

The annual awards are presented to colleagues who have made an outstanding contribution in the pursuit of teaching excellence. The award recognised Professor Kane's vocational approach to teaching and passion for inspiring his students so they are informed, prepared and inquisitive, whether it is a momentary bedside teaching opportunity with medical students or an interactive ultrasound training session for consultant rheumatologists. To date he is the only full-time clinician to have received this award.



Provost of Trinity College Dublin, Dr. Patrick Prendergast, presenting the Provost's Teaching Award to Professor David Kane

TUH at the Áras

Each year, the President Michael D. Higgins and his wife Sabina mark St Patrick's Day by hosting a special reception for groups and people who made a particular contribution to Irish Society. In 2018, the President paid tribute to people who donated organs, as well as to recipients and healthcare personnel involved in transplant preparation and surgery.

Áras an Uachtarán invited our Director of Nursing, Áine Lynch, along with two nursing colleagues, Lisa Dunne, CNM 3 ICU, and Cáit Tobin, CNM 3, Theatre, who are involved in the care of patients donating organs, to attend. The event was attended by beneficiaries of organ donation of all ages along with their families, healthcare staff including surgeons, ICU and perioperative nurses, organ donation and transplant coordinators and representatives from the voluntary organisation Blood Bikes. Minister for Health, Simon Harris T.D. was also present.

Speaking at the reception, President Higgins said organ donation "was an act of incredible solidarity, when faced with the numbing realisation that a loved one will not survive an illness or an accident, it is most humbling to consider that generosity of spirit that pierces through those darkest days of a personal tragedy."

Over 3,500 lives in Ireland have been saved thanks to successful organ transplant. In 2018, the families of 80 people who died, courageously and generously, allowed the organs of their loved one to be donated to save others. From the 80 donors, many of whom donated multiple organs, a total of 231 transplants were completed. Across the three national transplant centres, 120 kidneys, 18 hearts, 27 lungs, 56 liver and five pancreas surgeries were completed.

Pictured at the reception in the Áras are from left to right Áine Lynch, Director of Nursing; Lisa Dunne, CNM 3 ICU; Sabina Higgins, Wife of the President; Michael D. Higgins, President of Ireland and Cáit Tobin, CNM 3, Theatre



Trinity College Dublin Scholars

Each year Trinity Week takes place with a celebration of College life. The week starts on a Monday morning with a gathering in the Front Square at Trinity College Dublin of students and academics to hear the announcement of new Scholars and Fellows. In 2018 there were 73 Scholars, 16 Fellows and two Honorary Fellows.

To become a Scholar second year students study for special exams in January, in addition to their regular coursework. In the additional independent study they must demonstrate in-depth knowledge and understanding of their subjects. In 2018 there were four nursing students who made the grade, they were:

- Temilade Adefeko, 2016 General Nursing student
- Zoe Fitzmaurice, 2016 Children's & General Integrated Degree Programme student
- Caoimhe Harold, 2016 Children's & General Integrated Degree Programme student
- Damilola Olaniyi, 2016 Children's & General Integrated Degree Programme student



Temilade Adefeko after the Scholars were announced in the Front Square at Trinity College Dublin

Outstanding Teaching in Professional Practice Award

John Balaoing, Staff Nurse in the Intensive Care Unit, received the inaugural Dean of Health Science Award for Outstanding Teaching in Professional Practice. This award presented in September was developed to recognise the significant contribution of professional practice. The award is to honour the recognition of the valuable contribution of clinical teaching. Five awards were granted from all the health sciences disciplines from Trinity College, with nomination from students and staff.

John Balaoing was nominated by students who praised him for his outstanding ability to break down what is often complex information. He encourages students to ask as many questions as possible, creating an engaging and thought provoking student centred learning environment. He is a dedicated, patient-focused nurse who leads students by example.

One student nurse who nominated John for the award stated,

"This nurse was the best preceptor I have been allocated to in my three years of nursing. He encouraged me to work on my own initiative, always explaining his rationale throughout. He is an amazing nurse and the best nursing teacher I have encountered."



John Balaoing pictured with Professor Mary McCarron, Dean of the Faculty of Health Sciences at Trinity College Dublin at the award presentation for outstanding teaching in Professional Practice

Teaching Awards from Trinity

The outstanding efforts of our nursing colleagues Fiona Carey, Lisa Glynn and Jingli Li were recognised at the annual Trinity College Dublin. School of Nursing & Midwifery Awards ceremony. These awards are for nurses who are creative in their approaches to facilitate student learning during their clinical practice experience. The awards also reflect the value the School of Nursing & Midwifery places on the importance of clinical practice education and on promoting excellence within preceptorship.



Dr. Fiona Timmins, Director of Post Grad Education School of Nursing & Midwifery Trinity College Dublin, Anna Smyth, Clinical Placement Coordinator, Fiona Carey, CNM Emergency Dept. recipient of the Preceptor of the Year award, Professor Anne-Marie Brady, Head of School of Nursing & Midwifery Trinity College Dublin, Lisa Glynn, cANP Respiratory Dept recipient of the Advanced Practice Award, Christina Lydon, Interim Nurse Practice Development Coordinator and Jingli Li, staff nurse Coronary Care Unit and recipient of the Specialist Nursing Award

An Honour from Maynooth University

Professor Des O'Neill, Consultant Geriatrician was honoured by Maynooth University with an appointment as an Adjunct Professor to the Department of Psychology. The project and linkage are a manifestation of the growing body of research into memory and aging within Age Related Health Care in the Hospital, and the development of services such as the Memory Clinic.

Professor O'Neill is also member of a team led by Maynooth University which received a grant of €216,000 from the Irish Research Council for a two year research project on memory and older people. "SEAN-Key: Supported Episodic Autobiographical Noesis for healthy older and memory impaired adults". This project will look at how reminiscence techniques can reinforce and support memory in older people, including those with memory problems.

Awards for Security Team at TUH

Our Security team won two awards as part of the Noonan "Best Managed Contracts Awards 2018". The Hospital was shortlisted for assessment out of 3,000 other sites that are managed by Noonan's, across Ireland and the UK. The first award was part of the Best Managed Contracts section for which TUH was entered into the Noonan's Hall Of Fame. The second award for "Exceptional Leadership" was won by Martin O'Reilly our Security Contract Manager, Martin has been working as part of our security team since 1998 and more recently as the Contracts Manager.

On behalf of all of the staff and patients the Hospital would like to acknowledge the work the security team do to make sure TUH is a safer place for staff, patients and visitors.



Pictured from left to right with the awards are members of the Security team Mark Fitzpatrick, Martin O'Reilly, Lorraine Brennan, Anthony O'Toole (Deputy Environmental Services Manager) and Alex Bandukov

Clinical Audit Day

The annual TUH & Meath Foundation Clinical Audit & Quality Improvement Symposium is symbolic of the Hospital's guiding principle of 'People Caring for People' and demonstrates the commitment of our Hospital in delivering excellent care and treatment to our patients and the community we serve.

The 2018 event was well supported with people attending from across the Hospital services and a number of other organisations. There were 11 oral presentations and 58 posters displayed, demonstrating the work of a wide range of healthcare professionals and specialties across the organisation to improve patient care, patient outcomes and the patient experience.



Dr. Daragh Fahey, Director Quality, Safety & Risk Management, presenting the TUH & Meath Foundation Clinical Audit & Quality Improvement medal for best oral presentation on the day to CNS Anne Marie Barnes, Emergency Response Coordinator. Her presentation was on the role of TUHs Emergency Response System In improving the quality of patient care



Professor Mark Little and Ms. Patricia Smyth, Senior Psychologist, alongside their winning poster. The title of their project was 'Evaluation of Psychological intervention to improve patient compliance with the rigorous treatment protocols of chronic kidney disease'

Podiatry

Christine Kiernan came second nationally in the annual "Rick Druggan Memorial award" which recognises "*lifting others*" within the profession of Podiatry. The award is issued by the Society of Chiropodists & Podiatrists of Ireland. She was nominated by her peers.

Respiratory Service

Ms. Lisa Glynn Respiratory Candidate Advanced Nurse Practitioner was awarded First Prize for best presentation at Grand Rounds between September - December 2018. Lisa presented on behalf of Dr. Eddie Moloney's team in October 2018. The title of her presentation was 'Positive Pressure - Room to Improve.' Winning First Prize made some history at Grand Rounds, as it was the first time it was awarded to a Nurse.

Lisa also won a bursary in October (2018) from the Irish Lung Fibrosis Association for an academic article on interstitial lung disease. Then in November 2018 she was awarded first prize from Trinity College, Dublin for achieving the highest academic grade at distinction level in the postgraduate diploma in advanced practice.



Professor Anne-Marie Brady, Director of Post Grad Education School of Nursing & Midwifery at Trinity College Dublin presenting Lisa Glynn, Respiratory Candidate Advanced Nurse Practitioner at the awards ceremony in November 2018

Honorary Clinical Lecturer

The award of Honorary Clinical Lecturer is awarded annually in collaboration with Trinity College Dublin to a staff nurse and a Nurse Manager within each clinical directorate as an acknowledgement of the significant contribution that these nurses have made to the clinical education of nursing students. It is awarded to nurses who formally and informally, facilitate clinical education at undergraduate and/or postgraduate level nursing within the Hospital.



2018 Winners of the Award of Honorary Clinical Lecturer were from left to right: CNM 1 Suzanne O'Keeffe, (Lane Ward); Senior Nurse Andrea Burgess (Ormsby Ward); CNM 2 Kay Mc Keown (Maguire Ward), Senior Nurse Pamela Manley (Lynn Ward); CNM - Caroline Mc Grath CNS in Child Mental Health; Senior Nurse Kunjumol Mathew - Staff Nurse Beech Dayward

National Award

Dr. Nikita Bhatt, joint NCHD Lead received an award at the 3rd Lead NCHD Awards ceremony for her project 'Intern Handover App'. The awards are a testament to the work that has been done throughout the year by NCHD Leads and the difference the lead programme can make in a hospital.



Dr. Louise Hendrick, National Lead NCHD with Dr. Nikita Bhatt following the presentation of her award

Hospital Multidisciplinary Award

The Clinical Trials Team won the 'Hospital Multidisciplinary Award' at the Hospital Professional awards in June 2018. Clinical trials is a rapidly growing area in TUH, with over 30 active trials involving over 60 patients. The National Cancer Strategy 2017-2026 set a target to double the number of people with cancer who can access cancer trials, from the current 3% to 6%. Currently 15% of our oncology patients in TUH are on clinical trials, compared to 3% nationally. This high proportion is the result of great team work amongst the entire clinical trials team. The team consists of the clinical trial nurses, the oncology day ward staff including care attendants, medical team, aseptic unit and the pharmacy department.



Pictured from left to right team members that were at the awards were Aaron Morley, Gillian Gurhy, Marian Rock, Christine Leonard, Evelyn McMahon, Felicity McDonnell, Ashley Bazin and Catherine Lawler

O'Moráin Research Medal

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

The recipient of the award in 2018, was Dr. Caitriona Gallagher for her research on 'Skin Cancer – in an at risk Irish Inflammatory Bowel Disease Cohort'. A timely reminder given the sunny weather we had last summer and the dangers of sun exposure to unprotected skin.

Congratulations also to Dr. Colum Downey from Mr. John Quinlan's Orthopaedic Team who was selected as the Presentation of the Year at Grand Rounds. This award is sponsored by the Postgraduate Centre.



Pictured from left to right at the presentation were Mairéad Shields, Chairman Meath Foundation, Professor Colm O'Moráin, Dr. Caitriona Gallagher and Niamh Gavin, Manager of the Adelaide Health Foundation

'Skin Cancer prevention in an at risk Irish Inflammatory Bowel Disease Cohort'

The incidence of skin cancer is increasing. Cases of melanoma and non-melanoma skin cancer (NMSC) in Ireland reached over 10,000 for the first time in 2011. This has become a major public health problem and costs approximately €17m annually.

Patients receiving immunosuppression including IBD and dermatology patients are at high risk of developing skin cancer. Other data suggests IBD itself may also be a risk factor for skin cancer.

The aim of Dr Gallagher's study was to determine the number of skin cancer cases in the TUH IBD population and to assess patient and doctors' awareness of the risk and improve patient education and awareness of the benefit of sun protection.

Dr Gallagher calculated the number of skin cancer cases in IBD patients attending TUH study from 2012-2017. Surprisingly, there was a high rate of nonmelanoma skin cancer in IBD patients who were 1.7 times at increased risk compared to those without IBD. As expected, Dr. Gallagher's research confirmed a link between immunosuppression medication and the risk of skin cancer in our IBD patients.

Dr. Gallagher then went on to assess using a simple self-assessment questionnaire; what doctors and patients knew about the risk of skin cancer in IBD and what they could do to prevent it. Disappointingly, the questionnaire highlighted a real lack of awareness among doctors, nurses and patients. To improve this situation, Dr. Gallagher, working with colleagues based at Trinity's TAGG Research Centre, developed a novel education tool, normally leaflets are handed out to patients but have very little impact and she felt that a video that could be downloaded from the Hospital website or the TAGG Research website or YouTube, that they could watch at their convenience would be a better way of educating patients. She developed this and trialled it with colleagues at the TAGG Research Centre and then ran the video on some IBD clinics and not at others to see if that actually improved patient awareness on the value of sun protection to prevent skin cancer in IBD.

The video had a very positive on patient knowledge and also the feedback in general was that it was an easier way for patients to get information, the video has been made available on the Hospital website.



A still from the informational video that was created as part of the research project

Irish Healthcare Centre Awards

The combined efforts of the nursing team in the Children's Outpatient Department along with colleagues from Facilities & Estates Management and the Shire volunteer programme were finalists in the Irish Healthcare Centre Awards for their implementation of a paediatric multisensory room. This room offers a space where children (patients and siblings) with autism can wait with their families and avoid the stresses of a busy noisy waiting room. The feedback from parents on this initiative has been overwhelmingly positive, with the general consensus that by using the room their child had a more positive experience during their visit to the Hospital.



Orla O'Shea collected the Certificate of Special Recognition on behalf of her former colleagues in the Dept from Mr. David Tully, Head of HR CHO7

EUROPEAN AWARDS

The work of TUH staff was also recognised internationally in 2018.

European Award for TUH Dietitian

Emma Fox, senior Dietitian, who works in the care of Older Persons, was the winner of the best original research award at the 2018 European Federation of the Associations of Dietitians conference, held in September in Rotterdam.

In research undertaken in TUH she examined the impact of having a specified weigh day on admission and post admission nutrition risk screening rates in the acute hospital setting. The findings of Emma's work showed that there had been an improvement in the proportion of patients being weighed on admission to TUH (70%) in comparison to national findings in 2016 HIQA report (52%). Yet, screening rates, within 24 hours of admission, using MUST were low at 26%. However, the study showed that having a specified Weigh Day has a positive impact on the regular weighing and screening of patients throughout their admission. Specified Weigh Days help to foster a culture of weighing and ensures that weighing and screening patients becomes part of routine care. Also, inclusion of the screening tool in the documentation used by nursing during the admission process serves as a prompt to screen patients for risk of malnutrition.

Emma also had the opportunity to present the research at the 2018 conference of the British Association for Parenteral & Enteral Nutrition in Harrogate. Since carrying out this work, the weighing of patients on specified days has been adopted by other wards. The further impact of this will be measured during the next Hospital wide nutrition risk screening audit.



Emma Fox and her manager Sinead Feehan with the European Award

Protecting our Patients Skin

Pressure Ulcer to Zero (PUTZ) is a national collaborative to halve the number of hospital acquired pressure ulcers across hospitals. Christina Lydon Nurse Practice Development Advisor (PUTZ Site Coordinator), Helen Strapp, Registered Advance Nurse Practitioner in the Tissue Viability Service, and the entire Pressure Ulcer to Zero Quality Improvement Team at TUH had their work acknowledged in Italy!

Their PUTZ Quality Improvement Initiative - "Protecting the Skin our Patients Live in: Implementing Strategies to prevent Pressure Ulcers" was awarded the Quality Improvement Project Award at the European Pressure Ulcer Advisory Panel (EPUAP) 2018 Annual Meeting in Rome.

Christina Lydon led the initiative and worked with Helen and PUTZ Teams from Ormsby and Franks, wards led by Clinical Nurse Managers, Louise O Regan and Ann Dwyer, Triona Murphy staff nurse, Karen Hayes HCA, Angela Doyle Occupational Therapist and Maebh Prendergast staff nurse Wound Management Dept., to devise and implement the Pressure Ulcer to Zero Initiatives that would assist in reducing the number of hospital acquired pressure ulcers to zero.



Helen Strapp who collected the award in Rome on behalf of the team

11

Research

TUH is deeply committed to research and translational medicine, as a means of improving patient care and outcomes and recruiting and retaining high calibre staff. We have a long and proud research tradition, dating back to our founding hospitals and we work in partnership with Trinity College and our Foundations to bring new and innovative care to our patients.

Using Artificial Intelligence to treat Vasculitis

In March 2018 it was announced that the Hospital would take the lead with Trinity College Dublin on the first national research study for patients with anti-neutrophil cytoplasm (ANCA) vasculitis.

Vasculitis is an autoimmune kidney disease that causes destruction of small blood vessels, resulting in reduced blood flow, with consequent organ and tissue damage. It is estimated that there are 1,000 people in Ireland with ANCA vasculitis. Vasculitis patients across the island of Ireland were encouraged as part of this study to download a free personalised app, developed by patientMpower, which will help patients stay well, manage their medication and interact with clinical teams. The app will collate data for the research study, such as patients' daily activity, location and blood results, to help identify and validate the environmental and clinical reasons for vasculitis flare.

The study, which is led by TUH Professor of Nephrology Mark Little, will look at developing artificial intelligence techniques that will assist physicians in predicting the risk of flare, thereby helping to get the dose of immune-suppressing drugs correct. As the second largest provider of dialysis in the country, TUH has the opportunity to use the outcome of this research to improve patient pathways for rare immune disorders like vasculitis. The research is being undertaken in conjunction with the Vasculitis Ireland Network, which also comprises vasculitis clinicians in St. Vincent's University Hospital, Cork University Hospital, University Hospital Galway and Daisy Hill Hospital in Northern Ireland, alongside the national patient organisation, "Vasculitis Ireland Awareness".



Pictured at the launch of the study were from left to right Declan O'Sullivan, Director of ADAPT, Professor Mark Little, Consultant Nephrologist at TUH, Jason Wyse, Assistant Professor of Statistics and Professor Lucy Hederman, School of Computer Science & Statistics Trinity College Dublin



*“It is estimated that there are **1,000 people** in Ireland with ANCA vasculitis.”*

Cholesterol Abnormalities

Following the cholesterol awareness raising cycle across Ireland last year, the Advanced Lipid Management And Research (ALMAR) Centre continued to highlight the dangers of cholesterol related disorders and its link with heart disease. In addition to raising awareness, the cholesterol testing which was carried out at five sites across the country yielded a “Snapshot of Cholesterol Levels in Ireland” which was published in the Irish Journal of Medical Science. The sample study highlighted that 60% of screened subjects had some form of lipid abnormality. Lipid abnormalities in addition to other risk factors such as smoking, diabetes and high blood pressure may significantly increase future vascular risk. In most instances once identified, lipid abnormalities can be easily treated. However for some, their lipid abnormalities are very challenging and require specialist investigation and treatment. This is why the work within the ALMAR centre continues to play a pivotal role in education, awareness and treatment of cholesterol disorders.

There was considerable media interest nationally and regionally in the results of the study, providing further opportunity to educate people on the importance of knowing their cholesterol number and why it is so important.

Following the national sample study in September 2018, a staff cholesterol awareness and testing initiative was conducted at the Hospital by Professor Vincent Maher, Consultant Cardiologist and Lipid Nurse Manager Ruth Agar.



Lipid Nurse Manager Ruth Agar and Director of Nursing Áine Lynch during the Cholesterol awareness raising initiative carried out in the Hospital

This demonstrated that nearly 70% of staff tested had cholesterol abnormalities, re-emphasising the extent of lipid problems in Ireland.

As part of the ALMAR centres educational commitment, TUH hosted the inaugural ‘Challenging Cases in Clinical Lipidology’ conference. This forum enabled experts from all over Ireland share information and strategies on how best to manage those with significant lipid disorders.



70% of staff tested had **cholesterol abnormalities**

12

Foundations

Adelaide Health Foundation (AHF)

AHF investment in Nursing Education Exceeds €1m

Demand for Bursaries in 2018 was at the highest level ever, with a total of €165,625 awarded to 76 new and continuing students. These bursaries help ease the financial burden on nursing students, enabling them focus on their studies as they work towards achieving their nursing degree.

The Nursing Bursary Scheme was introduced in 1996 with the purpose of financially supporting student nurses as they undertake their studies. The Scheme is just one strand of the Nursing Development Fund which was created "to ensure as far as possible that no qualified applicant is precluded from studying at the Adelaide School of Nursing because of financial reasons." In recent years the Nursing Bursary scheme was fully opened up to include all incoming nursing students at TUH.

Almost 600 students have been supported by the AHF to date, with the total invested now in excess of €1.1m.

Financial support is also provided through another strand of the fund in the form of annual Nursing Scholarships. The 2018 Hannah McDowall Scholarship was awarded to Laura Giffney for her distinguished performance in her first year TCD examinations.



From left to right Laura Gaffney, student nurse and recipient of the Hannah McDowall Scholarship; Yvonne Seville, AHF Board Member and former Director of Nursing at TUH and the current Director of Nursing, Áine Lynch

Some recent feedback to the AHF from bursary recipients:

“The bursary has given me the financial relief I so desperately needed throughout my study. This assistance gave me the support to not only focus on my studies and become the best nurse I can possibly become, it also allowed me to provide for my children and took away the guilt of returning to education and not having the security of a full time wage. I am wholeheartedly grateful for the support”

AHF New Initiatives Scheme

In 2018, the Foundation awarded grants totalling €19,643 to Hospital departments under the New Initiatives Scheme.

Departments and Projects funded included:

- **Arts** - Can you see what I see?
- **Pastoral Care** - Atmospheric/mood lighting for Hospital Chapel
- **Occupational Therapy** - Enhancing OT rehabilitation of complex pain and movement problems using Graded Motor Imagery
- **Physiotherapy**
 - Software to support and work with gait plates for moulding orthotics and casts for patients
 - Provide MOTomed exercise equipment that encourages more physical activity for patients
- **Renal Psychology** - To introduce a psychology service to patients with chronic kidney disease

Little Things Go a Long Way

The management of the diet and adherence to medications are two of the biggest challenges our renal team face in treating their patients. Many patients have a heavy pill burden, having to take a large number of tablets regularly over the day. One of the challenges they face is remembering to bring their medication when they are out and about trying to live a normal life despite the burden of chronic kidney disease.

There is one medication in particular called a 'phosphate binder' which plays an essential role in the management of a person's chronic kidney disease. To maximise the effectiveness of this medication, it is essential the tablets are taken with each meal. In an effort to make it easier for patients to adhere to their medication regime the renal team has a practical aid - a keyring pill box. This aims to ensure that patients always have their binders with them - after all who leaves the house without their keys to get back in?

Through the support of the AHF the team is now able to provide their patients with a keyring pill box. This means they can ensure they have the necessary medications with them when they are out and about or on dialysis.



Pictured with the new key ring pill boxes are from left to right Oonagh Smith, Renal Dietitian; Dr. Catherine Wall, Clinical Director & Consultant Nephrologist; Niamh Gavin, Foundation Manager, Adelaide Health Foundation and Jen Young, CNMII on the Renal team

A Makeover in William Stokes

The William Stokes Unit in TUH specialises in the care of the older person and their rehabilitation. The Day room was a space that was underutilised by both patients and staff alike. It had become unfit for purpose over time with mismatched furniture and folding dividing doors that split the room into two spaces. These doors were painted with a mural on both sides and were constantly closed. Nursing staff suggested new seating and tables that would facilitate care planning meetings, patient dining and art therapy sessions.

They also wanted to provide a less formal seating area that would enable families to sit and chat with their relative away from the ward area.

With support from the AHF, a makeover was undertaken completely changing the space. New tables, chairs and sofas have been installed. The room now has walls painted in neutral tones maintaining what is a very bright space, but with blinds fitted people can now sit in the room without glare.

The installation of a television has encouraged social interactions amongst our patients especially with the showing of major sporting events. The redevelopment of the room is already impacting positively on patients, their families and staff.

Patient Comfort

In keeping with the AHF's vision to support patient well-being and comfort in TUH, the Foundation recently provided 12 recliner chairs for the patients but also for the comfort of a family member who may stay the night with a dying relative.

Niamh Gavin, Manager of the Adelaide Health Foundation, noted that the funds were provided from the Foundation's Patient Well-Being Fund, originally known as the annual Matron's Pound Day, a fund-raiser established in the Adelaide Hospital in 1906, where 'pounds of goods' – in the form of tea, butter, soap and other items were donated by friends and supporters of the Foundation, as well as some cash. The purpose of the fund was to provide items that would not be considered essential under Hospital budgeting requirements, but would enhance patient comfort and well-being. Over the years, donations of goods dwindled and donations in the form of cash became the norm. The chairs were donated to Crampton, Gogarty, Ormsby, Lane, Osbourne, Burkitt, Ruttle, Webb, Maguire, Lynn, Franks and William Stokes wards.



Pictured from left to right with one of the 12 recliner chairs Niamh Gavin, Adelaide Health Foundation Manager, Aine Lynch, Director of Nursing, Orla Crowley, CNM 2 Ruttle Ward and Ann Hickey, End of Life Care Coordinator

End of Life Care

Staff in the Intensive Care Unit are a driving force in providing good End of Life Care to dying patients and their relatives. A new End of Life Care initiative provided with funding from the AHF offers the taking of handprints of dying patients to offer as loving mementos to bereaved families. This practice is well established in Maternity and Paediatric Hospitals.

The taking of the handprint initiated by the patient's nurse when death has become inevitable, offers an opportunity for relatives to physically connect with their relative. It also opens up a communication space to talk about the dying person, their relationship, what is happening to them and gently actively engages relatives in preparing for the death. The handprint offered to relatives together with a lock of hair is presented in a specially designed envelope, labelled with the person's name.

National Children's Hospital Foundation

In light of the planned changes in paediatric care under Children's Health Ireland and the opening of the new hospital anticipated for 2022 the Board continued to focus on its agreed strategy of investment in the areas of paediatric research and education, while continuing to support children and their families through world class equipment and facilities at TUH.

The Board made a conscious decision to focus on expenditure in the key pillar areas of research, education and support, while ensuring that a lasting legacy remained beyond the lifespan of the Foundation. For that reason, the Board considered it prudent to reduce its efforts and involvement in targeted fundraising initiatives, given the changing paediatric environment as well as ensuring the highest standard of governance.

With the legal structure of the three existing children's hospitals merging under Children's Health Ireland, from the beginning of 2019, plans to merge all three aligned hospital Foundations began in 2018 as we envisaged that we would join in becoming a single, unified Foundation for all of Ireland's sickest children in the years ahead. We believe this merger of the three hospital Foundations will be complete early in 2019. The overall objective of the new Foundation will be to foster, promote and advance the work of Children's Health Ireland in providing inpatient and outpatient medical care as well as fostering and supporting paediatric research into childhood illnesses.

Achievements and Performance

Considerable progress continued to be made in progressing our strategy adopted in 2016 and built on in 2017. In 2018 a further €694,942 of expenditure was committed for projects to support equipment and service development, research projects and educational programmes, 32 successful funding applications were approved to directly support the work of the Hospital.

Equipment and Services

A total of €237,321 was committed to the purchase of much needed replacement equipment during 2018. This included €105,726 for a replacement stacking system for a refurbished Ear, Nose and Throat service and €94,253 for a vital cardiopulmonary testing system for children with respiratory disease. A further €37,342 was committed to additional equipment needed in the paediatric emergency and outpatients departments.

The Board continued to fund the arts programme delivered by trained art and music therapists to both Inpatients as well as those attending outpatient clinics.

Research

A further €302,621 was committed to hospital based research projects during 2018. These included projects investigating treatments for Cystic Fibrosis, patterns of behaviour in eating disorders as well as three years further funding for the Irish Childhood Diabetes National Register held and administered at TUH.

Education

During 2018 the Board continued to invest in education and training for hospital staff, ensuring that the highest level of care is provided to patients and their families. Two further Nursing MSc bursaries were awarded, at a total cost of €20,684. Projects supported in 2018 focused on patient quality care as well as a study into childhood allergies. The Foundation continued to support two PhD Fellowships launched in 2017 as well as a PhD study investigating best model of art therapy programme in advance of the opening of the new Children's Hospital. The Foundation continued to support on-going skills development for staff in specific areas of healthcare, as needed.

Legacy Project

In line with its strategy of ensuring a lasting legacy at Tallaght, the Board was pleased to support the commissioning of an innovative child-friendly sign-posting system for the two new satellite centres at Connolly and Tallaght which are due to open over the next 12 to 18 months. "The Balloon Project" by artist Roisin de Buitelir will create a bright and welcoming environment in each centre in reducing stress and fear in children attending the Hospitals. A total of €135,000 was approved to ensure that both centres will provide the appropriate ambience for children over the coming decades.

The Foundation's total expenditure in the provision of support to the Hospital through equipment and project support amounted to €1,462,635 in 2018 with an increase in support of €616,403 on the previous year.

"I would like to thank and congratulate all of the Hospital staff for their dedication, professionalism and loyalty to the children's hospital over the last twenty years at Tallaght as we all move to a new phase of healthcare for the children of Ireland."

Richard Knatchbull, Chairman of the Foundation



Fionnuala Heraghty, Staff Nurse and Yvonne Doyle, Clinical Nurse Manager who both work in the Children's Emergency Department



A donation from Jack Considine to Nurse Helen to purchase some books for our inpatients



Maria Breen, former Jacob's Social Club secretary with Dr. Ciara Martin, ED Consultant at the official opening of the new x-ray machine for the Children's service. The new machine is a state-of-the-art piece of equipment replacing out of date equipment that was moved from Harcourt Street when TUH first opened

Meath Health Foundation

The Meath Foundation has four funding streams: Research; Education; Quality Improvement; Arts and Health. We were very pleased to continue to provide funding in all four areas in 2018 and the funding is available to all staff throughout the Hospital.

Some of the results are:

Post-Recession Study of Tallaght Population

At the end of 2018 a study entitled "Physical and Mental Health in Post-Recession Ireland: A Community Study from Tallaght, Dublin," found carer burden to be the single largest factor impacting on wellbeing in the area. The study was funded by the Meath Foundation and was published at the annual Meath Foundation Research Symposium hosted at TUH in November 2018.

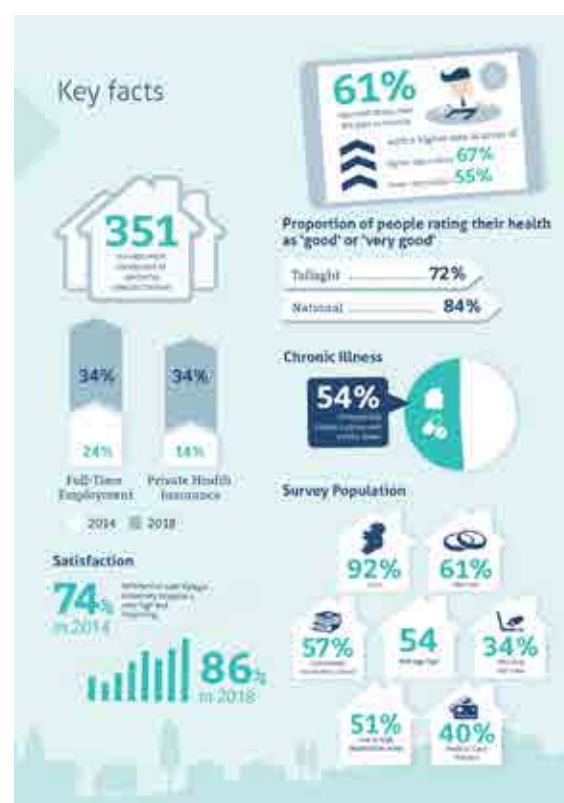
Despite improved employment levels generally, the study showed 66% of people in deprived areas experienced stress over the previous 12 months, compared to just over 55% in less deprived areas. It also found that people with less stress were more likely to have private health insurance, be better educated and were less likely to be living with a person with a chronic illness or disability. However, over half of households surveyed (54%) included a person with a chronic illness*. Better physical and mental health were both significantly associated with not living with a person with chronic illness.

One of the report authors, Consultant Psychiatrist at TUH, Professor Brendan Kelly, says it is evident that despite several years of economic recovery, its benefits have yet to be felt in deprived areas of Tallaght: "The economic recovery has done little to improve mental health here and this is taking its toll on those in greatest need. For example – it impacts two thirds of the population living in the deprived communities of Tallaght where people have less education, don't have health insurance and are more likely to be living with the burden of a person with a chronic illness or disability. There is a clear case for strengthening community and hospital mental health services and for other social care interventions to address the very real challenges these most vulnerable communities endure in their everyday lives."

Of the households surveyed, 52% included at least one person who had used TUH for tests or treatment over the past year. The vast majority (86%) were satisfied with the Hospital compared to 74% in 2014.

In their conclusions, the Report authors say there is a compelling need for universal access to high quality mental health services in primary care (GP) and secondary care (hospital and specialist clinics) in all communities. It also recommends the development of health and social policies aimed at increasing population wellbeing and which focus on alleviating stress and carer burden, especially in deprived areas. It also calls for future research into other potential contributory factors such as drug misuse as well as the positive role of community resources in supporting wellbeing and improving population health.

On a positive note the report found increased levels of public satisfaction with the services at TUH. A full copy of the report can be accessed through this link.



Meath Foundation Research Symposium

The annual research Symposium showcases research funded by the Foundation and is an important event in the Hospital's calendar. The opening address at the 2018 symposium was delivered by Professor Michael Gill, Head of Medical School, Trinity College Dublin. The Scientific Programme included presentations from Professor Seamas Donnelly; Dr. Susanne Frost; Professor Des O'Neill and Dr. Mark Sherlock. The Education Programme heard presentations from Ms. Claire Broderick; Ms. Catriona Duffy; Ms. Marie McCarthy; Ms. Elaine Sweeney based on their research from 2016/17 Meath Foundation MSc Fellows.

A number of awards presented on the day included the Mary O'Connor medal, J.A. Brian Keogh Medal and Travel Bursary; Meath Hospital medal; Research Grants; MSc Fellowships as well as the Meath Foundation award for best research projects submitted by second year medical students.

App for Diabetes Patients

A smartphone app, called T1Exercise, to help those with Type 1 Diabetes exercise safely was developed and piloted in 2018 by Mary Finn, Senior Dietitian for Diabetes at TUH.

The development of the new app was grant funded by the Meath Foundation.

Management of exercise by patients with Type 1 Diabetes can be problematic and education in this area can be resource and time intensive for health care professionals. The new app is used to educate and inform patients in this complex area.

It was piloted over a two week period among a self-selected sample of 12 adults with Type 1 Diabetes and their experiences and feedback were used in the design modification phase of the app.

Feedback from the pilot showed that the system was considered by all to be easy to navigate, straightforward to use and had a low user burden. Overall participants found the app helpful and felt they would use it long-term.

Users can download data from the app to a logbook to allow them to track exercise and BG. It also includes a notification to remind users to exercise after two days of inactivity.

Research, End of Life & Quality Improvement

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

The Foundation also assisted TUH, in partnership with the Adelaide Health Foundation, to establish the End of Life Co-ordinator post by funding the post for the first year. This post has now been established by TUH.

The Foundation continued funding Quality Improvement initiatives. Since the Quality Improvement Fund was established it has funded 42 projects. An example of some of the improvements implemented to date:

- Improved outcomes for haemodialysis patients by increasing Arteriovenous Fistula use for Vascular Access in Incident and Prevalent Haemodialysis Patients
- Purchased Catering software for production and patient meal ordering

13

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