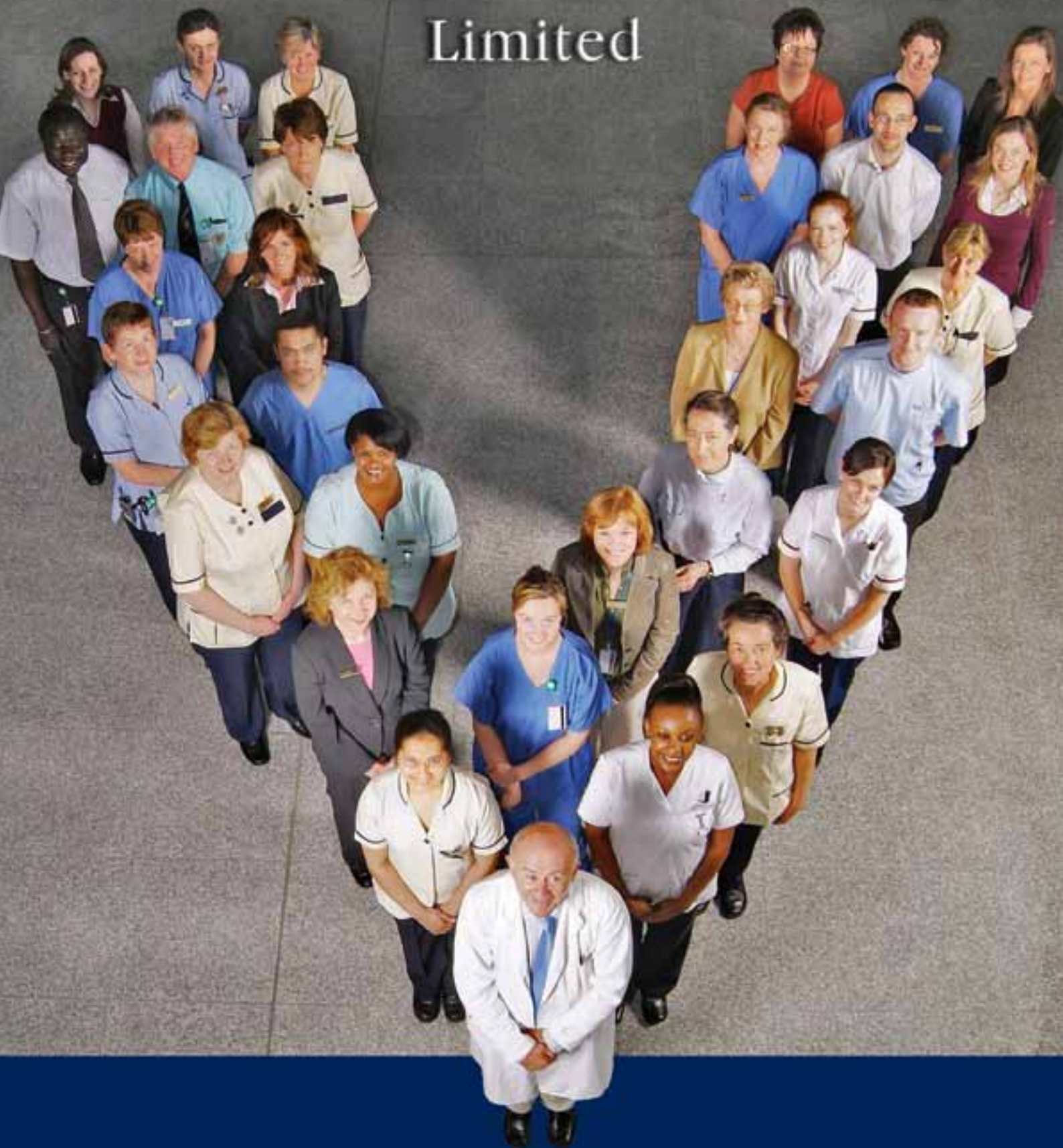


# St Vincent's Healthcare Group Limited



## 2005 REVIEW

St. Vincent's HealthCare  
GROUP LTD.

# Review 2005

St. Vincent's Healthcare Group  
Limited

INCORPORATING

St. Michael's Hospital

# Contents

## **St. Michael's Hospital**

Overview	5
Pharmacy Department	5
Nursing Administration	6
Pathology Department	7
Human Resource Department	7
I.T. Department	8
Thanks	9
Organisational Structure	10

# St. Michael's HOSPITAL



# St. Michael's Hospital

## Overview

In 2005 the on-going development and integration of services in St. Michael's Hospital within the St. Vincent's Healthcare Group continued. On a national basis the structure and development of healthcare management changed during 2005. Following the dismantling of the Health Board system, the new Health Service Executive (HSE) was established to manage the health service.

Similar to previous years the hospital prepared and submitted a service plan in conjunction with St. Vincent's University Hospital to the HSE. The service plan detailed the hospital's expenditure, projected activity, and service requirements for 2005. It also emphasised the urgent need for capital funding which had been the subject of discussions with the Eastern Regional Health Authority. The requirement for capital funding primarily related to the need to undertake a major fire safety upgrade programme in the Hospital. In 2005 a series of meetings were held with the HSE. The budgetary position in 2005 was difficult in relation to achieving break even at the year-end.

In 2005 work continued on addressing the hospital's physical facilities and general infrastructure. Major developments in this area included the continuing work on the link corridor between the two hospital buildings scheduled for completion in the first quarter of 2006. Following negotiations between the Fire Officer and the hospital consultants, work commenced on up-grading the electrical protective services in September 2005. I would like to thank all hospital staff, visitors and patients for their co-operation and support throughout the unavoidable inconvenience these projects caused. The on-going window replacement and painting programmes continued throughout 2005.

In 2005 a number of significant developments commenced in the Radiology Department. Kodak installed their computerised Radiography system and printer. These have contributed to significant improvements in the quality and ease of producing images. In December, following the installation of the Axiom Siroscope SD imaging system, the new Fluoroscopy Room was commissioned. This will allow the production of digital images.

Plans for 2006 include the installation of digital equipment, which will facilitate a closer working relationship with St. Vincent's University Hospital via the new RIS/ PACS System.

## Pharmacy Department

The Pharmacy Department has further built on accreditation initiatives in 2005. There has been greater documentation of service developments, with poster presentations on the patient own drugs (POD) system, antibiotic audit, new drug guidelines, drug storage developments and on disposal of pharmaceutical waste. Approval was obtained for a system of continuous temperature monitoring of drug fridges (with remote alarm system), in conjunction with the Laboratory. This will go ahead in 2006. The Chief Pharmacist is involved with the HPSG in developing purchase agreements - a wound dressing tender has successfully been completed in 2005, which will result in considerable savings. Plans for 2006 include further educational developments (including training for nursing staff on the POD scheme), more drug audits, risk management initiatives, improvement of drug storage processes and updates on guidelines and procedures already developed.



## Nursing Administration

*During 2005 a number of changes took place in the Nursing Management Division.*

Ms. Marianne Byrne resigned to go to Liberia to work with Concern with whom she had worked with on previous occasions. Ms. Robyn Henderson, Acting Director Of Nursing, went on special leave to spend time with her ill mother in New Zealand. Her mother has since died and our sympathy is with her at this time. Josephine Barrett took up the post of Acting Director Of Nursing.

Ita Wright (CNM2) and Margot Mescall (CNM1) retired in 2005. We wish both of them long and happy retirement.

St. Michael's Hospital took part in the HSE International Recruitment Project and a number of nurses commenced work in January and March 2006. This year we have continued the Pre-Registration adaptation and clinical assessment programme for overseas nurses to support nurse recruitment for hospitals and nursing homes. The BSc student programme continues in conjunction with UCD, with an added 38 students in September 2005.

The establishment of nurse led services in the Respiratory Unit, Cardiac Rehabilitation, Prostate Assessment and the Warfarin Clinic, continues to enhance the service we offer to our patients. Various Clinical Nurse Specialists made presentations during the year. CNS Mary Frances O'Driscoll, Respiratory Unit in conjunction with Dr. Tim McDonnell presented a study *"An Evaluation of nurse-led respiratory service in the 21st. Century: Can clinical nurse specialists make a difference"*, at the Irish Thoracic Society meeting in November 2005. CNS Anne Vaughan in Cardiac Rehabilitation presented a paper on *"Comparisons on pre and post stress testing in the elderly patient"*, at the I.A.C.R. Satellite Symposium at the Irish Cardiac Society in October 2005.

A variety of in-service education continued during 2005, with I.V. Theoretical instruction and Practical Assessment for both I.V. administration of medication and Venopuncture and Cannulation. A number of nurses are trained BLS instructors. One of our instructors Chris O'Connor organised BLS and ACL's "train the trainer's" courses throughout the year, in conjunction with SVUH and St Columcilles Hospital.

## Pathology Department

The pathology staff were delighted to welcome Dr. Gerard Connaghan, Consultant Haematologist, as a member of their team. This appointment increases the number of consultant staff to three in the Pathology Department. Congratulations also to Ms. Fiona O'Donoghue who was appointed as Senior Medical Scientist in Haematology and Ms. Angela O'Broin who was appointed Senior Medical Scientist in Biochemistry during the year.

Installation of new windows, painting the laboratories and provision of new changing facilities for the staff greatly enhanced the infrastructure in the laboratories during 2005. Automated equipment was replaced in Haematology and Biochemistry; this provided a more efficient distribution of work throughout the department. The Vitek installed in Microbiology introduced automated antibiotic sensitivity for the first time to the St. Vincent's Healthcare Group. Two external audits were carried out during the year: The Dangerous Goods Advisor Audit and the Fire Safety Audit.

Staff in the Pathology Department regularly participated on St. Vincent's Healthcare Group Committees. Ms. Veronica Condon participated on the Information Committee. Ms. Sarah-Jane Slattery was appointed to the Infection Control Committee as St. Michael's Hospital Surveillance Scientist. Ms. Catherine Fitzpatrick, Ms. Karen Sweeney, and Ms. Marie McBryan attended the Group Blood Transfusion Committee meeting.

The Pathology Strategic Planning Committee met during the year with S.V.U.H. to plan and examine the future development of pathology services in St. Michael's Hospital.

The workload in the Pathology Department continued to rise in 2005. There was an 11% increase in the number of samples received in the department since 2004.

## Human Resources

In the H.R. Department 2005 was another stable year for St. Michael's Hospital with low staff turnover across all categories of employees. Once again we experienced a high quality response to vacancies advertised, in addition to receiving regular unsolicited applications for positions across all occupation categories.

Training and development was a major focus of H.R. activity in 2005, with nearly 200 staff attending internal and external programmes and joint training programmes at SVUH and SVPH. Key themes covered during the year included People Management Skills, Employment Law, Interviewing Skills, Team Based Performance Management, Personal Development Planning and Integrated Care Pathways. A major emphasis was placed on dignity and equality in the workplace and managing diversity, including the training of 'support contact persons' to support these policies. In addition we now have five graduates of the Diploma in First Line Management (delivered in-house at SVUH in a joint initiative with the National College of Ireland). Other St.

## Human Resources

Michael's Hospital staff are in the process of completing this Diploma. Three of our clerical officers in the Patient Services Department received certificates in Medical Records and Patient Services Management from Kevin Street D.I.T., in October 2005.

The St. Michael's Hospital H.R. Forum for Department Heads and Line Managers met regularly throughout the year to share experience and information and to discuss H.R. policies, practise and issues. As a result of the H.R. Forum initiatives, over 100 staff are now actively involved in preparing and implementing their own '*Personal Development Plans*' supported by their line managers.

Further progress was made with our H.R. colleagues at SVPH and SVUH on harmonisation and on quality improvement initiatives associated with Accreditation, and there was a significant level of engagement in preparing for the IHSAB Mid-Cycle Review in January 2006.

During 2005 a number of affinity schemes for staff were put in place with various institutions, both at Group and at local level, which have already benefited St. Michael's Hospital staff in enjoying access to a range of preferential and discounted key financial services and easy payment facilities.

Preparation work also commenced for the introduction of a new H.R. information management system in early 2006. This will facilitate improved record keeping, processing, reporting and monitoring across a range of H.R. activities and indicators.

2005 also saw the retirement of Dr. Michael Slazenger (Consultant Anaesthetist), and Mr. Michael Fox (Consultant Surgeon) after many years of dedicated service to St. Michael's Hospital. Ms. Mary O'Neill and Ms. Imelda Walshe retired from our Patient Services Department. So too did Esmay Rothschild and Anne Kearney from the Diagnostic Imaging Department. We wish them all long, happy and healthy retirements. John Kane left us after his long service as Medical Scientist to take up an Officials position with the Medical Laboratory Scientists Association, and we wish him well in his new role.

## I.T. Department

We welcomed Mr. Cathal Prendergast back to the IT Department after his sojourn to Australia. We upgraded the link to St. Vincent's University Hospital, which will be further upgraded in the New Year, in order to facilitate the implementation of the hospital-wide PAC's system.

The Hospital network was upgraded which resulted in enhanced e-mail, file and print sharing for users. The latest virus protection software is now in place, in order to protect the network. New servers were installed to facilitate these developments and many extra PCs are now located throughout the hospital.

A lot of groundwork was achieved in preparation for the new laboratory system, which is expected to go live in the first quarter of 2006.

## Thanks

The Sisters Of Charity Advisory and Consultative Forum comprising of all hospitals under the care of the Sisters of Charity continued to meet in 2005. These meetings continued to be of great benefit to St. Michael's Hospital, in particular the sharing of information with our colleagues from the other hospitals. I would especially like to thank the Sisters Of Charity for their dedication and commitment to developing the role of the hospital.

I would like to thank Ms. Ann Riordan, chairperson of the Fund Raising Committee and her team for it's continued work in organising functions and raising funds on behalf of St. Michael's Hospital. Many thanks also to the volunteers who help run the St. Michael's Charity Shop and all those who attended fundraising functions or donated resources to the Hospital.

I would like to extend my sincere thanks on behalf of the Executive Council, the Board Of Directors', the Group Chief Executive and all hospital staff who have demonstrated such a deep commitment and professionalism in their efforts to meet the needs and demands of management and patients.

I would also like to extend my thanks to the other committees of the hospital and their members for all their help and support throughout the year.

I wish to express my thanks to the Group Chief Executive and the Executive of the HSE for all their support and commitment to St. Michael's Hospital.

Finally, I wish to convey my extreme gratitude to each and every member of staff for all their hard work, commitment and co-operation during 2005 in the delivery of care to patients and their relatives.

Mr. Seamus Murtagh  
*Hospital Manager*  
St. Michael's Hospital

# Organisational Structure

## St. Michael's Hospital

Board of Directors St. Vincent's Healthcare Group

Group Chief Executive

Director of Nursing

General Manager

Chairman of the Medical Forum

School of Nursing

Clinical Nurse Mgrs.

Staff Nurses

Finance

Allied Health Professionals

Catering /portering

Maintenance

Medical Records

Human Resources

Information Technology

Medical

Surgical

Radiology

Pathology

Anaesthetics