



**ST JAMES'S HOSPITAL**

**AN INFORMATION GUIDE TO ST JAMES'S HOSPITAL**

**A MANUAL PREPARED IN ACCORDANCE WITH SECTION 15  
OF THE FREEDOM OF INFORMATION ACTS 1997 AND 2003**

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FREEDOM OF INFORMATION OFFICE  
ST JAMES'S HOSPITAL**

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8. St. James's Hospital Site Map

# 1. INTRODUCTION

The Freedom of Information Act is intended to provide a facility through which the public may request access to information held by the hospital, that would not normally be made available, in an established routine manner.

Under the Act an individual is entitled to **apply to**:

- Access records held by St James's Hospital.
- Correct personal information relating to him/herself held by St James's Hospital where it is inaccurate, incomplete or misleading.
- Access reasons for decisions made by St James's Hospital directly affecting him/herself.

The Act asserts the right of members of the public to obtain access to official information to the greatest extent possible consistent with public interest and the right to privacy of individuals and thereby allowing a citizen to make an informed judgement as to whether their entitlements have been accorded them in full.

The following records come within the scope of the Act:

- All personal records/information, regardless of when the records were created.
- All non-personal records/information created and held by St James's Hospital since 21<sup>st</sup> April 1998.
- Certain personnel records (as defined) of St James's Hospital staff since 21<sup>st</sup> April 1995.
- Any record created before 21<sup>st</sup> April 1998 if the record is needed for understanding a record created on or after 21<sup>st</sup> April 1998.

Access to information is subject to certain exemptions, procedures and time limits. Details on how to make a request under the Act are given in **Section 9** of this manual.

St James's already allows access to certain information held by the Hospital. This information will continue to be available without the need to apply under the Freedom of Information Act. Details of how to request information in this manner are given in **Section 8** of this manual.

The purpose of this manual is to assist the public in exercising their rights under the Act. The manual details the following:

- The establishment, function and mission of the Hospital.
- The organisation and planning and control structures of the Hospital.
- The clinical services provided by the Hospital.
- The process for accessing these services by patients.
- The classes of records held by the Hospital.
- The methods by which information may be requested, the public rights of appeal and relevant contacts where further information can be obtained.

**Under Section 16 of the Freedom of Information Act**, St. James's Hospital is also required to produce a reference book setting out any rules, guidelines or practices it uses in reaching decisions that affect the public.

The manual is entitled “A Guide to How Services are Administered in St. James's Hospital” and may be inspected, free of charge, at St James’s Hospital. It can also be obtained on the **web site** at **<http://www.stjames.ie/PatientServices/FreedomofInformation/>** It includes the following information;

- A list of the legislation governing the provision of services in St. James's Hospital.
- Information regarding eligibility to services.
- Information regarding hospital charges.
- A list of the policies, circulars, procedures, guidelines, protocols and precedents governing the administration of hospital services.
- Appeals/complaints procedures.
- Contacts for further information.

## **2. ST. JAMES'S HOSPITAL ESTABLISHMENT, FUNCTION AND MISSION STATEMENT**

### **2.1. ESTABLISHMENT**

The legal basis for corporate existence of the Hospital is the St James's Hospital Board (Establishment) Order, 1971 made by the Minister for Health under the Health (Corporate Bodies) Act, 1960.

### **2.2. FUNCTION**

The establishment order specifies the functions of St. James's Hospital Board as follows:

- To conduct, maintain, manage and develop at the Hospital originally known as St Kevin's Hospital, Dublin, such hospital services as may, from time to time, be approved by the Minister for Health and Children.
- To provide facilities for the teaching of medical, nursing and para-medical students and for the conduct of medical research as may, from time to time, be determined by the Minister for Health and Children, after consultation with the Board.
- To provide other services and facilities, as may, from time to time, be approved by the Minister for Health and Children, after consultation with the Board.

### **2.3. MISSION STATEMENT**

St James's is primarily a key shaper and instrument of public policy in the health system, established through the fusion of a number of voluntary hospitals and a single municipal hospital. The Hospital's mission derives from its core philosophies/values and is defined as follows:

- The Hospital's fundamental purpose is the delivery of health treatment, care and diagnosis, as well as health promotion and preventative services at catchment, regional, supra-regional and national levels. Its service remit ranges in complexities from secondary to tertiary level.
- St James's is also an Academic Teaching Hospital. It is thus committed to the creation of an environment and the

circumstances in which education and research in the health sciences and allied areas is possible and flourishes.

- The Hospital is increasingly required to operate in an environment of vertical and lateral collaboration in the ultimate interest of its patients. It advocates and pursues the promotion and participation of the Hospital in service and academic health networks, both nationally and internationally, in this context.
- While preserving the primacy of its patients in all respects, the Hospital recognises and accepts its responsibilities to a broader set of stakeholders that include government, the public/community generally, key purchasers of its services, its staff and its many associated institutions in the health and education sectors.
- In the discharge of these remits, the Hospital aspires to meet the highest possible standards and levels of efficiency, effectiveness and quality in all its endeavours. It is also driven by criteria of excellence, continuous improvement and innovation. Its services are made available equitably on the basis of need. Finally, the Hospital is fully accountable to its patients and other stakeholders with respect to its performance over the entire range of its remit.

### **3. ORGANISATION AND PLANNING AND CONTROL STRUCTURES**

Two broad structural devices are utilised to govern, manage, and operate the Hospital and plan, monitor, control and evaluate its activities as follows:

- Governance/Committee Structure
- Responsibility/Programme Accountability Structure

#### **3.1. GOVERNANCE/COMMITTEE STRUCTURE**

The principal overseeing groupings are:-

##### **Governance**

- The Hospital Board. (See 3.1.1.1)
- The Finance and Audit Committee. (See 3.1.1.2)
- The Patient Advocacy Committee. (See 3.1.1.3)
- The Project Team (See 3.1.1.4)

##### **Professional**

- The Medical Board. (See 3.1.2.1)
- The Medical Governance Committee. (See 3.1.2.2)

**Executive Management Group.** (See 3.1.3)

**Other Committees** (See 3.1.4)

#### **3.1.1. GOVERNANCE**

##### **3.1.1.1. St. James's Hospital Board**

The St James's Hospital Board (Establishment) Order, 1971 (Amendment Order, 1998) determines the membership of the St James's Hospital Board as follows: -

- The Board shall consist of fifteen members
- Two of the members shall be appointed by the Minister for Health and Children, one of whom shall be appointed by the Minister to be the Chairperson of the Board.

- Four of the members, who shall be members of Dublin Corporation, shall be appointed by the Minister and the persons so appointed shall be representative of the local electoral areas, obtaining from time to time, which correspond with the geographic area served by the Hospital.

The remaining members of the Board shall be appointed by the Minister as follows: -

- Two members, one of whom shall be a Clinical Director, will be appointed from amongst the consultant medical staff of the Hospital, on the nomination of the Medical Board of the Hospital.
- Two members, one of whom shall be a member of the nursing staff of the Hospital, will be appointed on the nomination of the group of trades unions representing the non-medical staff of the Hospital.
- Two members shall be appointed on the nomination of the University of Dublin.
- One member shall be appointed on the nomination of the Board of Directors of the St James's Hospital Foundation.
- Two members shall be appointed on the nomination of the Chairman in consultation with the Chief Executive Officer.

The (Amendment) Order 1998 provides for variable terms of Office for individual Board Members designed to assure continuity over time.

### **3.1.1.2.Finance and Audit Committee**

The Finance and Audit Committee assists the Board in the discharge of its responsibilities and duties in relation to financial matters. It is comprised of not less than four Hospital Board members (the Chairperson, who shall also be the Chairperson of the Finance and Audit Committee, and three ordinary members) together with the Chief Executive Officer, the Financial Controller and the Chairperson of the Medical Board. The Committee meets at least four times per annum to coincide with the annual financial cycle of estimates; resource allocation; and performance monitoring. In addition, it considers longer term financial planning. It

is also responsible for overseeing the audit, appointing the auditors as appropriate, agreeing the audit fee, and is responsible for the development and application of suitable accounting policies, as well as for overseeing internal controls.

### **3.1.1.3. Patient Advocacy Committee**

A Patient Advocacy Committee, a sub-group of the Hospital Board, was established in April 2000. Its broad purpose is to direct, promote and develop a programme to improve patient satisfaction and develop, launch and direct an empowerment programme for the community.

It comprises the Deputy Chief Executive Officer, the Director of Nursing, the Chairman of the Medical Board, a SCOPE Representative, and the Quality Initiative Officer. The Committee includes six independent representatives, two of whom are members of the Hospital Board (one being the Chair of the Committee) and four Community Representatives from local Community Groups.

### **3.1.1.4. Project Team**

The Project Team is comprised of the Chairman of the Hospital Board, two other representatives from the Hospital Board, the Chief Executive Officer, the Project Technical Services Manager, the Commissioning Officer, the Director of Nursing, two representatives of the Medical Board, a representative from the Clinical Support Services, the Dean of the Faculty of Medical and Dental Sciences, the Director of Buildings, Trinity College Dublin and seven representatives from the Department of Health and Children.

The Project Team commenced work in October 1975. The initial task of the Project Team was to draw up the brief for a teaching hospital (including dental teaching) to enable the Design Team to prepare a Development Control Plan and subsequently a detailed design for the hospital. Following this the Project Team now monitors the work of the Design Team through all stages of the production of documentation, selection of contractor, execution, commissioning, and equipping of the new hospital.

### **3.1.2.PROFESSIONAL**

#### **3.1.2.1. St. James's Hospital Medical Board**

The Medical Board of St James's Hospital is comprised of the consultant medical staff body of the Hospital. The Medical Board meets on the third Wednesday of each month. The Chairman of the Medical Board is elected from among the members for a three-year term of office. The Chairman attends meetings of the St James's Hospital Board. The Medical Board additionally nominates two representatives to serve as members of the St James's Hospital Board. The Medical Board has a number of Sub-Committees, which are listed in Appendix 7.

#### **3.1.2.2. The Medical Governance Committee (Performance Indicator Group)**

The Medical Governance Committee has a commitment to continuous quality improvement in patient diagnosis, treatment and care. It recognises a requirement for clinical accountability to patients of the Hospital and to the public generally. It also recognises the need to provide safe and effective practices within the Hospital and a system for providing assurance for patients and the public of 'best practice'. The group is comprised of a sub-group of representatives of the Medical Board, and the Chief Executive Officer, Deputy Chief Executive Officer, Risk Manager and Quality Initiative Officer.

#### **3.1.3. EXECUTIVE MANAGEMENT GROUP**

The Executive Management Group has responsibility for development and implementation of the Hospital annual Provider Plan. It is also concerned with development and promulgation of key corporate policy and resource allocation across service and programme units. Finally, it acts as the principal collective planning and control device for Hospital strategic management and operations endeavours. Membership of the group includes the Chief Executive Officer, the Deputy Chief Executive Officer, the Financial Controller, the Personnel Manager, the Materials Manager, the General Support Services Manager, the Director of Nursing, the IMS Manager, All Clinical Directors and the Chairs of the Medical Board, the Physicians sub-group and the Surgical sub-group.

### **3.1.4. OTHER COMMITTEES**

A number of other committees - professional, functional, operational, ad-hoc, task force etc. based are established at the Hospital. The principal of these groupings are listed in Appendix 7.

## **3.2. RESPONSIBILITY/PROGRAMME ACCOUNTABILITY STRUCTURE**

**NOTE; in this Section, contact titles are given where appropriate. See Appendix 1 for complete address and telephone number of the Hospital.**

The Hospital has pursued a decentralisation/product-based approach to executive authority, responsibility and accountability over the past number of years. Responsibility for achievement and control of activity, finance and quality targets as set out in the Hospital's Provider Plan, is vested as far as is feasible in Clinical Directors, who are accountable for defined Clinical Units of management. A Clinical Unit of management is comprised of one or a number of specialities and all the resources agreed for the unit to achieve planned output/outcome (activity and quality) targets. Clinical Directors are supported by Business and Nurse Managers.

Responsibility for the very small number of Specialities/Clinical Services not yet configured in this regard rests with the Deputy Chief Executive Officer and the Director of Nursing.

The Deputy Chief Executive Officer is also responsible for accomplishment of Provider Plan targets for Clinical Support Services (including Medical Records and In-patient Co-ordination).

A General Support Services Manager holds responsibility for attainment of Provider Plan targets for Hotel and Environmental Services at the Hospital.

In addition, responsibility for a number of identifiable programmes (e.g., the Organisation and Management Change Initiative and the Quality Initiative) resides with specified Programme Managers.

The entire Delivery System is supported by a well-developed Corporate Division comprising Finance, Personnel, Information Management Services and Materials Management. Corporate Division dictates policy and procedural constraints within which Services Division Units operate. It also provides the necessary information to facilitate monitoring and control of actual vs. projected provisions.

The Hospital organisational chart is incorporated in this report for information (See Appendix 6).

### **3.2.1. CHIEF EXECUTIVE OFFICE**

The Executive Head of the Hospital is the Chief Executive Officer. The CEO is the designated accountable Officer. The principal functions delivered from the Chief Executive Office are as follows:

*Contact Title: Chief Executive Officer*

#### **3.2.1.1. Secretariat**

The Secretariat function is primarily concerned with servicing the Hospital Board and assuring its procedural appropriateness.

*Contact Title: Chief Executive Officer*

#### **3.2.1.2. Internal Audit**

The internal audit service is an independent, objective assurance and consulting activity designed to add value and improve the Hospital's operations. It helps the Hospital accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Head of Internal Audit reports directly to the CEO on executive and budgetary matters.

*Contact Title: Head of Internal Audit*

#### **3.2.1.3. Quality Initiative**

A Quality Initiative has been established at St James's Hospital. This initiative includes the Patient Advocacy Committee (section 3.1.1.3) and the Performance Indicator Group (section 3.1.2.2). The focus is on development of mechanisms to monitor and measure the Hospital's performance in terms of user satisfaction, clinical outcomes and efficiency of resource utilisation. In addition, this initiative embraces a number of projects that focus on the development of services, which measurably reflect the needs and wishes of the attending patients, and on development of practices that have the lowest likelihood of adverse incident occurrence.

*Contact Title: Quality Initiative Officer*

#### **3.2.1.4. Risk Management**

Risk Management is a proactive process designed to improve the quality of the services provided by the Hospital, thus safeguarding the patient, staff and the institution. The concept of Risk Management focuses on quality standards, promoting and enhancing best practice, and being proactive in promotion of standards and methods of services delivery.

The role of the Risk Management Office is to coordinate Risk Management activities within the hospital and to act in a facilitatory role for staff.

*Contact Title: Risk Manager*

#### **3.2.1.5. Legal/Insurance**

The Legal/Insurance Office deals with all legal and insurance provisions pertaining to the Hospital.

*Contact Title: Legal/Insurance Manager*

#### **3.2.1.6. Freedom of Information**

The Freedom of Information Act provides a mechanism for the public to apply for access to information or records that are not routinely available.

*Contact Title: Freedom of Information Officer*

#### **3.2.1.7. Complaints Office**

The Patients Charter is clearly displayed throughout the hospital and in all clinical areas and outlines the Hospital's Complaints Procedure.

*Contact Title: Complaints Officer*

#### **3.2.1.8. Health and Safety**

The aim of this Department is to develop and monitor the implementation of the Hospital's Safety Management Programme with a view to ensuring that employees' health and safety are not adversely affected by their work, or their work affected by their health.

*Contact Title: Health and Safety Officer*

## **3.2.2.CORPORATE DIVISION**

### **3.2.2.1.Finance**

The Finance Department functions include:-

- Recording the financial transactions relating to the Hospital's activities.
- Assessment of in-patients regarding eligibility for statutory hospital charges.
- Provision of financial information and advice to Management, the Hospital Board and the Department of Health and Children, to support the planning, management and delivery of services.
- Production of annual financial statements.
- Payment of salaries/wages and pensions to staff and pensioners, together with the processing of statutory and non-statutory deductions.
- Processing payments to creditors in respect of the supply of goods and services.
- Invoicing and collection of charges relating to the provision of services to patients and external agencies.
- Budgetary planning in conjunction with managers.
- Budgetary control and reporting.
- Cash management.

*Contact Title: Financial Controller*

### **3.2.2.2.Personnel**

The Personnel Department functions include:

- Recruitment,
- Industrial Relations,
- Personnel Policy,
- Training and Development,
- Workforce Data Management

*Contact Title: Head of Personnel*

- Occupational Health. The Occupational Health Service provides assessments of the fitness for employment of Hospital staff, undertakes the screening of at-risk staff for work-related illnesses and provides a vaccination service to ensure the appropriate immunisation status of staff.

*Contact Title: Occupational Health Physician*

### **3.2.2.3.Information and Management Services**

The Information and Management Services Department, serves the information and automated processing needs of the Hospital through: -

- Planning and provision of Information Technology services for the Hospital.
- Management of the Hospital network and applications.
- Software development and Information Technology project management.
- End-user support.
- Compilation of statistics for activity monitoring and strategic planning. This includes casemix and HIPE.

*Contact Title: Information and Management Services Manager*

### **3.2.2.4.Materials Management**

The functions of the Materials Management Department include procurement, contracting inventory control, logistics and distribution.

*Contact Title: Materials Manager*

## **3.2.3.SERVICES DIVISION**

### **3.2.3.1.Clinical Directorates**

Since late 1993, St James's Hospital has been piloting structures intended to achieve a reorganisation of patient services, based on a recognition of the following core principals:-

- The need to decentralise services and locate authority, responsibility and accountability as close as possible to the point of service to the patient.
- The need to develop a structure with the patient, rather than professional hierarchies, as its primary focus.
- The need to incorporate doctors into the executive structure of the Hospital.

The internationally, well-established clinical directorate model was identified as being the appropriate mechanism through which the initiative would be accomplished. Clinical directorates group those specialities, both medical and surgical, that complement each other in the multi-speciality treatment of illness categories. Diagnostic and anaesthetic services and functions are grouped into clinical service directorates. Four criteria were used to determine the appropriateness of clinical directorate configurations. These were:-

- The need for clinical compatibility of the specialities being grouped together.
- Attainment of a minimum resource magnitude or size, defined in budgetary and/or activity terms.
- Resource compatibility; e.g. of specialities making common or shared use of diagnostic or therapeutic services.
- Geographic proximity as the capital development of the Hospital took shape.

Each Directorate is headed by Clinical Director, a consultant, nominated with the support of his/her peers. The Clinical Director is appointed by the Chief Executive. A three-year term of office, renewable once only, applies. Clinical Directors assume their new duties while retaining their clinical commitments at the Hospital. They automatically sit as members of the Hospital's Executive Management Group. They are supported by directorate Nurse and Business Managers. In the diagnostic clinical service directorates, the Nurse Manager post is substituted by an equivalent post with responsibility for relevant technical issues.

#### **3.2.3.1.1.CResT**

The CResT directorate provides services in cardiology, respiratory medicine, cardio-thoracic surgery, palliative care, pharmacology /therapeutics and vascular surgery on an in-patient, outpatient and day-care basis.

*Contact Title: Clinical Director*

#### **3.2.3.1.2. MedEl**

The MedEl directorate provides medical care for the elderly on an in-patient, outpatient and day-care basis.

*Contact Title: Clinical Director*

#### **3.2.3.1.3. HOPE**

The HOPE directorate provides services in clinical haematology, haemophilia and hereditary coagulation disorders, medical oncology and radiation oncology. The directorate houses the National Bone Marrow Transplant Unit and the adult services of the National Centre for Hereditary Coagulation Disorders.

*Contact Title: Clinical Director*

#### **3.2.3.1.4. SaMS**

The SaMS Directorate provides care in Genitourinary Medicine & Infectious Diseases, Ear Nose and Throat Surgery, Gynaecology, Endocrinology, Rheumatology, Dermatology, Neurology, Ophthalmology, Clinical Neurophysiology, on a in-patient, out-patient and day-care basis.

*Contact Title: Clinical Director*

#### **3.2.3.1.5. Trauma**

This directorate is in formation and will provide care in Oral & Maxillofacial Surgery, Plastic & Reconstructive Surgery, National Burns Unit & Orthopaedic Surgery on an in-patient, outpatient and day-case basis.

*Contact Title: Clinical Director*

#### **3.2.3.1.6. GEMS**

The GEMS directorate provides services in General Medicine, Gastro-Intestinal Medicine,

General Surgery, Nephrology, Urology, on an in-patient, out-patient and day-care basis.

*Contact Title: Clinical Director*

### **3.2.3.1.7. Emergency Directorate**

This directorate provides services for the acutely ill attending the Emergency department

### **3.2.3.1.8. Psychiatry**

The Psychiatry Directorate provides services on an in-patient and out-patient basis.

## **3.2.3.2. Clinical Services Directorates**

### **3.2.3.2.1. LabMed**

The LabMed Directorate provides hospital, local, regional and national diagnostic services in the six main laboratory medicine disciplines. The referral route is via a request from a St James's clinician. The LabMed Directorate also provides a service to local General Practitioners and to other hospitals on an agency basis for some specialised diagnostic tests.

*Contact Title: Clinical Director*

### **3.2.3.2.2. DiagIm**

The DiagIm Directorate provides a diagnostic and/or intervention service in general radiography, maxillofacial radiography, fluoroscopic screening, mammography, I.V.P., C.T., Interventional Radiology, Ultrasound, MRI and Nuclear Medicine. The referral route is via a request from a St James's clinician. The DiagIm Directorate also provides a service to local General Practitioners and to other hospitals on an agency basis for some specialised diagnostic tests.

*Contact Title: Clinical Director*

### **3.2.3.2.3. ORIAN**

The ORIAN Directorate provides pre-operative, intra-operative and post-operative medical and nursing management of patients requiring

anaesthesia for surgery and for medical procedures carried out in a sterile operating theatre environment. It also provides pain management, intensive care and high dependency medicine for critically ill and post-operative patients. It provides sterile instruments, dressings and consumable medical and surgical sundry items for use in the operating theatres and other clinical areas of the Hospital. The directorate manages the intensive care unit, high dependency unit, theatre and surgical day ward and provides anaesthetic medical and nursing services to surgical and medical patients undergoing day-care procedures in this area. The directorate provides a pain relief service on an out-patient basis.

*Contact Title: Clinical Director*

### **3.2.3.3.Clinical Support Services**

#### **3.2.3.3.1.Pharmacy Services**

The Pharmacy Department provides drugs and drug information to clinical departments in the Hospital. It is responsible for the procurement, storage, dispensing and, in some instances, manufacturing and/or reconstitution, of pharmaceutical products. The department aims to promote the safe, effective and economical use of drugs.

*Contact Title: Chief Pharmacist*

#### **3.2.3.3.2.SCOPE**

The SCOPE management unit incorporating Speech & Language Therapy, Medical Social Work, Clinical Nutrition, Occupational Therapy & Physiotherapy, provide clinical support services to the Clinical Directorates through specialised treatment services and functions for both inpatients and outpatients. Physiotherapy services may also be accessed directly by General Practitioners in the catchment area of St James's Hospital.

*Contact Title: SCOPE Manager*

### **3.2.3.3.3. Medical Physics and Bio-engineering**

The Medical Physics and Bio-engineering Department provides services, which include equipment management (specification, tender evaluation, commissioning, safety testing, quality control and asset management), radiation protection, teaching, research and project development.

*Contact Title: Head of Department*

### **3.2.3.3.4. Admissions Department**

The Admissions Office administers and coordinates the admission function of both emergency and elective admissions to hospital in conjunction with clinical personnel. The department also liaises with clinical personnel in relation to the discharge process.

*Contact Title: In-patient Co-ordinator*

### **3.2.3.3.5. Medical Records**

The Medical Records Department holds and distributes patient health records throughout the Hospital as necessary, provides clerical and administrative support to medical staff and administers the scheduling of out-patient attendance at the Hospital.

*Contact Title: Patient Records Manager*

### **3.2.3.3.6. Nursing Administration**

The function of Nursing Administration includes the following:-

- To recruit nursing staff in providing the nursing requirements of the hospital in liaison with Directorate Nurse Managers and HR Department.
- To roster Hospital Care Attendants to provide assistance to the nursing profession.
- To provide nurse education through the Centre for Nurse Education, which provides education for nurses at pre-

registration/undergraduate level, post registration/post graduate level and on an in-service basis.

- To provide personnel administration for temporary nursing and hospital attendant staff and pay-roll function for all nursing and health care assistant staff.
- To facilitate, support and evaluate all nursing practice development projects/initiatives through the Nursing Practice Development Unit.
- The Director of Nursing is Head of Nursing and is responsible for patient care areas of the Hospital not operating within the clinical directorate configuration, the Centre for Nurse Education and Nursing Practice Development Unit.

*Contact Title: Director of Nursing*

#### **3.2.3.4.General Support Services**

The General Support Services department provides and is responsible for all hotel and environmental services at the Hospital.

##### **3.2.3.4.1.General Office**

Responsible for the management and service delivery of the General Support Services department, and for the formulation and implementation of policy with regard to departments hereunder. Also responsible for the patients' valuables property office.

*Contact Title: General Support Services Manager*

##### **3.2.3.4.2.Catering**

Responsible for the management, planning, ordering, preparing and distribution of meals and food supplies to all areas of the Hospital and maintenance of the Hospital's restaurant and coffee shops.

*Contact Title: Catering Officer*

#### **3.2.3.4.3.Chaplaincy and Pastoral Care**

Responsible for providing ministry to people of all faiths, ensuring, where appropriate and upon request, contact with the relevant ministry. The service encompasses ward visitations, pre-theatre visits, bereavement, crisis counselling, celebration of the Eucharist and prayer.

*Contact Titles: Ward Nurse Manager*

#### **3.2.3.4.4.Communications Centre**

Responsible for providing hospital switchboard and paging services.

*Contact Title: Telephone Supervisor*

#### **3.2.3.4.5.Domestic Services**

Responsible for the management of household cleaning and related services provided by in-house staff and contractors.

*Contact Title: Cleaning Supervisor*

#### **3.2.3.4.6.Linen Services**

Responsible for managing the supply and distribution of linen throughout the Hospital and for providing a laundry service for personal clothing items of long stay patients, any other miscellaneous items, and for managing the sewing room.

*Contact Title: Linen Services Officer*

#### **3.2.3.4.7. Portering**

Responsible for providing a twenty-four-hour service to ensure that patients, specimens, charts, x-rays, post and any other items are transported throughout the Hospital as quickly and efficiently as possible. An external messenger service is also provided. Other functions include gate control, reception and mortuary services.

*Contact Title: Portering Services Manager*

#### **3.2.3.4.8.Security**

Responsible for the provision of a security service throughout the Hospital to facilitate a safe environment for patients, public and staff, and for the enforcement of the Hospital's policy on traffic management and car parking.

*Contact Title: Manager-Security/Allied Services*

#### **3.2.3.4.9.Technical Services**

Responsible for the repair, maintenance and engineering requirements of all areas of the Hospital with regard to buildings, energy supplies, equipment, ground maintenance and landscaping.

*Contact Title: Technical Services Manager*

### **3.2.4.PROGRAMMES DIVISION**

#### **3.2.4.1.Planning and Commissioning**

The Planning and Commissioning Office works directly with the Chief Executive Officer to carry out functions relating to major and minor hospital development. The Office is concerned with the planning of capital developments at the Hospital and the equipping and commissioning of new facilities. These services are undertaken on a contract basis for other health agencies from time to time.

*Contact Title: Project Technical Services Manager and Commissioning Officer*

#### **3.2.4.2. Organisation and Management Change Initiative**

The Organisation and Management Change Initiative, has been concerned with the establishment of the clinical directorate model at St James's Hospital. The

goals of the Initiative and the characteristics of the clinical directorate model are outlined in Section 3.(3.2.3.1)

*Contact Title: Deputy Chief Executive Officer  
/Operations Manager*

#### **3.2.4.3. Major Incident Planning (MIP)**

The Major Incident Plan, co-ordinated by the Deputy Chief Executive Officer/ Operation Manager, is concerned with the development of standard procedures and the co-ordination of internal hospital facilities and external metropolitan or national agencies in the event of a Major Incident.

*Contact Title: Deputy Chief Executive Officer  
/Operations Manager*

## **4. A DESCRIPTION OF CLINICAL SERVICES PROVIDED BY THE HOSPITAL**

### **4.1 INTRODUCTION**

The following is a list of the main clinical services provided by the Hospital. For information on how to access these services see **Section 5**. Each service is available to certain areas of the population within the Country. For information on the definition of Hospital/Local, Regional, Supra Regional and National areas see **also Section 5**.

#### **4.1.1. ANAESTHETIC SERVICES (LOCAL)**

This speciality deals with the administering of a drug or agent that is used to abolish the sensation of pain. The anaesthetic service is mainly concerned with the Operating Theatre. Within this service is the Pain Control Clinic, which specialises in the treatment and control of pain for patients.

#### **4.1.2. BURNS UNIT (NATIONAL)**

This unit deals with major burn injuries, by the immediate administration of specialised treatment to aid recovery.

#### **4.1.3. CARDIO-THORACIC SURGERY (SUPRA-REGIONAL)**

This speciality is concerned with surgery of the heart, chest and lungs.

#### **4.1.4. CARDIOLOGY (SUPRA-REGIONAL)**

This speciality is concerned with the diagnosis and treatment of diseases of the heart and blood vessels.

#### **4.1.5. CLINICAL HAEMATOLOGY (NATIONAL)**

This speciality is concerned with the study of blood disorders and the treatment of blood related diseases.

#### **4.1.6. CLINICAL NUTRITION (LOCAL)**

The Clinical Nutrition Department provides a comprehensive service for patients who require nutritional support and/or dietary intervention, Clinical Nutritionists play an active role in disease prevention, through nutrition health promotion activities for both staff and patients. The staff of this department also play a key role in the nutrition education of other health professionals and undergraduate BSc Human Nutrition and Dietetic students.

#### **4.1.7. DERMATOLOGY (LOCAL)**

This speciality is concerned with the diagnosis and treatment of skin disorders.

#### **4.1.8. DIAGNOSTIC IMAGING (DIAGIM DIRECTORATE) (LOCAL)**

Diagnostic Imaging (The DiagIm Directorate) provides a diagnostic imaging service (radiology) to clinicians within St. James's Hospital, clinicians in other health agencies and General Practitioners. Services provided include;

- General Radiography
- Maxillofacial and Skull Radiography
- Fluoroscopic Screening Service (Barium Meal, Barium Enema and other Screening procedures)
- Mammography
- Ultrasound
- C.T.
- Nuclear Medicine
- MRI Scan
- Interventional Radiology

#### **4.1.9. EAR NOSE AND THROAT (ENT) SURGERY (REGIONAL)**

This speciality deals with the treatment of conditions affecting the ears, nose and throat. ENT also provides an Audiology service consisting of hearing testing and the measurement of hearing functions for diagnostic purposes.

#### **4.1.10. ELDERLY MEDICINE (LOCAL)**

The medicine for the elderly service specialises in the diagnosis, care and treatment of age related problems. It also includes a Chiropody service.

#### **4.1.11. EMERGENCY MEDICINE (LOCAL)**

Twenty-four hour Nursing, Medical and Administrative services are provided to patients who present with emergency medical and surgical requirements.

#### **4.1.12. ENDOCRINOLOGY (LOCAL)**

This speciality deals with the treatment of the glandular system and hormones. It also includes a Diabetic Day Care Service.

#### **4.1.13. GASTRO-INTESTINAL (GI) MEDICINE/ ACADEMIC DEPARTMENT (REGIONAL/SUPRA REGIONAL)**

This service specialises in the treatment of diseases of the stomach and intestine.

#### **4.1.14. GENERAL MEDICINE (LOCAL)**

This is a Hospital based consultant driven speciality involving all aspects of adult medicine, which do not require secondary referral to medical organ or system sub-specialities.

#### **4.1.15. GENERAL SURGERY (REGIONAL/SUPRA- REGIONAL)**

This service is concerned with the treatment of diseases, injuries and deformities by manual and operative methods. It also includes services in:-

- **Breast Care** providing comprehensive, practical, clinical and psychological support to patients diagnosed with breast abnormalities.
- **Stoma Care** providing comprehensive, practical, clinical and psychological support to patients who are preparing for or already have a stoma (surgically created opening in the abdomen/stomach to allow passage of faeces and/or urine). The staff are qualified to mark the location of a stoma before surgery so as to give the patient minimum discomfort. The service also provides information booklets to help patients become more informed about stomas.

#### **4.1.16. GENITO-URINARY & INFECTIOUS DISEASES (SUPRA-REGIONAL)**

This service is concerned with the treatment of sexual health – related infections & General infectious diseases, and includes a service for HIV/AIDS patients.

#### **4.1.17. GYNAECOLOGY (REGIONAL)**

This speciality is concerned with the health care of women during the treatment of conditions and diseases of the reproductive system.

#### **4.1.18. COAGULATION DISORDERS (NATIONAL)**

The National Centre for Hereditary Coagulation Disorders (NCHCD) specialises in the investigation and treatment of bleeding and clotting disorders.

#### **4.1.19. HEPATOLOGY (LOCAL)**

This speciality is concerned with the diagnosis, care and treatment of diseases of the Liver. It encompasses the Hepatology Unit.

#### **4.1.20. INTENSIVE CARE / HIGH DEPENDENCY UNITS (HOSPITAL)**

These units deal with treatment and care of critically ill patients who have undergone major surgery or experienced a major life-threatening event or are in need of temporary life support.

#### **4.1.21. PATHOLOGY LABORATORIES**

The LabMed Directorate manages the pathology laboratories in St James's Hospital. The laboratories provide hospital, local, regional and national diagnostic services in six main disciplines:

- Biochemistry including Endocrinology
- Blood Transfusion
- Histopathology
- Cytology
- Haematology including coagulation
- Immunology
- Microbiology
- Cancer Molecular Diagnostics

The referral route is via a request from a St James's Hospital Clinician, local General Practitioners and other Health Agencies and Entities. In the case of Health Agencies and Entities a fee is usually charged.

#### **4.1.22. MAXILLOFACIAL SURGERY (NATIONAL)**

This speciality deals with the diagnosis of surgical and additional treatment of diseases and defects of the oral and facial region. It encompasses dental surgery, oral surgery and facial surgery. It also includes a Maxillofacial Laboratory, which provides a service to the maxillofacial surgeons concerned with the reconstruction of facial features and bone structure damaged from injury or disease.

#### **4.1.23. MEDICAL ONCOLOGY (SUPRA-REGIONAL)**

This speciality is concerned with the medical treatment and care of patients with cancer.

#### **4.1.24. MEDICAL SOCIAL WORK (LOCAL)**

The Medical Social Work Department provides a service to individuals and groups of patients and their families who experience psychosocial or practical difficulties as a result of illness. The counselling offered by the Department is largely

concerned with bereavement or loss, since all patients experience some loss, whether of good health, independence or future hopes.

#### **4.1.25. NEPHROLOGY (LOCAL)**

This speciality deals with the diagnosis, care and treatment of renal (kidney) problems.

#### **4.1.26. NEUROLOGY (LOCAL)**

This speciality is concerned with the diagnosis, care and treatment of a disorder or diseases of the nervous system.

#### **4.1.27. OCCUPATIONAL THERAPY (LOCAL)**

The Occupational Therapy Department provides a service to individuals who are experiencing difficulties in performing their normal everyday activities. The service aims to maximise the ability of the individual to carry out what he/she wants and needs to do when this ability has been disrupted by illness, ageing or accident.

#### **4.1.28. OPHTHALMOLOGY (LOCAL)**

The ophthalmology service provides a diagnostic service for inpatients of St James's Hospital and its immediate catchment area.

#### **4.1.29. TRAUMA ORTHOPAEDIC SURGERY (LOCAL)**

This service specialises in the treatment of emergency conditions with regard to the correction of deformities of the musculoskeletal (muscle and bone) system.

#### **4.1.30. PALLIATIVE CARE (HOSPITAL)**

This is the continuing active total care of patients and their families by a multi-professional team at a time when the medical expectation is not to cure, and the primary aim of treatment is to improve quality of life. The goal of palliative care is the highest possible quality of life for both patient and family. Palliative care responds to physical, psychological, social & spiritual needs. Where necessary, it extends to support in bereavement.

#### **4.1.31. PHARMACOLOGY AND THERAPEUTICS SERVICE (SUPRA-REGIONAL/NATIONAL)**

This speciality is concerned with contributing to the General Medicine clinical services as regards advising on the supply and use of medicines for patients. It is linked to the Pharmacoeconomics Centre, which provides a national service on the use of medicines.

#### **4.1.32. PHYSIOTHERAPY (LOCAL)**

Physiotherapy emphasises the use of physical modalities to promote and restore an individual's physical, psychological and social well being, in health and in disability. Integrity of the functional components required for work and leisure can be optimised by muscle and sensory retraining, strengthening exercise and a spectrum of hands-on techniques. Patient education, to prevent recurrence and promote self-management in the case of chronic conditions, forms the basis of intervention.

#### **4.1.33. PLASTIC & RECONSTRUCTIVE SURGERY (NATIONAL)**

Plastic Surgery is a speciality that deals mainly with soft tissue trauma and re-construction. This includes the initial treatment of most hand, leg and facial injuries, and occasionally secondary re-constructive procedures. This may involve micro-surgical operations, which are of long duration and labour intensive. It is also involved in the treatment of congenital deformities.

#### **4.1.34. PSYCHIATRY (LOCAL)**

This speciality is concerned with the diagnosis, care and treatment of mental, emotional and behavioural disorders.

#### **4.1.35. RADIATION ONCOLOGY (HOSPITAL)**

This speciality deals with the treatment of tumours or cancers by means of radiation. All main treatments are provided at St Luke's Hospital.

#### **4.1.36. RESPIRATORY MEDICINE (REGIONAL)**

This speciality is concerned with disease of the lungs and disturbances of breathing such as asthma, lung cancer, chronic bronchitis and tuberculosis.

#### **4.1.37. RHEUMATOLOGY (LOCAL)**

This speciality involves the care of patients with arthritis, back pain, Lupus disease and related conditions.

#### **4.1.38. SPEECH & LANGUAGE THERAPY (LOCAL)**

The Speech & Language Therapy Department provides a comprehensive service to all St. James's Hospital patients referred with communication and/or oropharyngeal swallowing problems.

#### **4.1.39. UROLOGY (LOCAL)**

This speciality is concerned with the diagnosis, care and treatment of urinary tract disease and injury.

#### **4.1.40. VASCULAR SURGERY (REGIONAL)**

This speciality involves the treatment of conditions related to blood vessels. Vascular Surgery involves surgery on the veins or arteries. However, as much treatment as possible is given without surgery. The most common condition would be hardening of the arteries. This service also includes a veins unit and vascular laboratory, which provides a service to the vascular surgeons concerned with the testing and observing of blood flow through the blood vessels.

## 5. PROCESS FOR ACCESSING HOSPITAL SERVICES BY PATIENTS

Access to services is contingent on residence and referral factors. Residence is concerned with catchment area considerations and whether the service is Hospital, Local, Regional, Supra-Regional or National based.

- “Hospital” means it is available only to patients through cross referral by a clinician within St. James's Hospital.
- “Local” means it is available to the above mentioned and residents in the local catchment area of the Hospital.
- “Regional” means it is available to the above-mentioned and to certain residents in other areas within Dublin City and County and the counties of Kildare and Wicklow.
- “Supra-Regional” means it is available to all the above mentioned and to residents in certain other counties outside the Dublin, Wicklow and Kildare areas.
- “National” means it is available to residents in any part of the country.

Referral to the Hospital can be via any of the following:

1. Attendance at the Emergency Department.
2. Referral from a General Practitioner.
3. Referral from a Dentist.
4. Referral from another Hospital Consultant.

On referral, patients are usually assessed first in an outpatient clinic or at the emergency department. They may then be given a date for admission as an in-patient or for attendance on a day-case basis for a medical or surgical procedure to be carried out. The consultant's clinical prioritisation of a patient referred by a General Practitioner will influence the date for the patient's first outpatient attendance. Similarly, the assessment made of the patient at the first outpatient attendance will influence the date for admission as an in-patient and for attendance as a day-case.

While most services in St James's Hospital can be accessed in a routine way there are some services which are an exception to the rule. These are as follows:

- **Eye-Care (Ophthalmology)**  
The eye-care clinics are only accessible by referral from a clinician in St James's Hospital. Emergency eye-care and outside referrals are redirected to the Eye and Ear Hospital.
  
- **Diagnostic Imaging**
  - All services are available to clinicians in St James's Hospital.
  - A limited range of services is available to clinicians in other health agencies.
  - A limited range of services is available to General Practitioners and patients within the Hospital's catchment area.
  
- **Physiotherapy**  
The Physiotherapy Department delivers a comprehensive in-patient service to all areas of the Hospital. Outpatient referrals are accepted from all clinicians and from General Practitioners within Dublin 8, 10 and 12. Referrals must be initiated by a medical practitioner.
  
- **Medical Social Work Service**  
The Social Work Department deals only with patients of the Hospital. A referral can be made by:
  - The patient
  - Any staff member dealing with the patient
  - A relative, friend or other concerned person
  
- **Occupational Therapy and Speech and Language Therapy**  
Referrals are accepted for in-patients and outpatients, mainly from clinicians within St James's Hospital.

## **6. CONTACT POINTS FOR ROUTINE ACCESS TO AND GENERAL INFORMATION ON SCHOOLS (MEDICAL, NURSING AND OTHER), CENTRES AND INSTITUTIONS**

Within the grounds of St. James's Hospital, there are a number of schools, centres, and institutions. Some are educational and others are for information purposes only. Individuals who wish to obtain information may write to the relevant contact address under each heading.

### **6.1. CENTRE FOR NURSE EDUCATION**

Post-Registration/Graduate Diploma Programmes are held in the following specialities in conjunction with TCD.

- Accident & Emergency Nursing
- Burns Plastic and Oro-maxillofacial Nursing
- Intensive and Coronary Care Nursing
- Preoperative Nursing
- Post-Graduate Diploma in Haematological Nursing
- A Diploma and Masters in Science in Gerontological Nursing is also run in conjunction with Trinity College.

Initial enquiries regarding the above courses should be made to:  
The Secretary, Centre for Nursing Education, St James's Hospital, James's Street or the School of Nursing & Midwifery Studies, TCD, 24 D'Olier St. Dublin 2.

Post-Registration short courses are held in the following specialities:

- Endoscopy Nursing
- Introduction to Palliative Care Nursing
- Introduction to Palliative Care Nursing

Initial enquiries regarding the above courses should be made to:  
The Secretary, Post-Registration Education, School of Nursing, St James's Hospital, James's Street, Dublin 8.

F.E.T.A.C. Healthcare Support Certificate for Healthcare Assistants.

Initial enquires regarding the Course to the Course Co-ordinator, Centre for Nurse Education, St James's Hospital, James's Street, Dublin 8.

## **6.2. WILLIAM STOKES POST GRADUATE CENTRE**

The William Stokes Post Graduate Centre is based at the St. James's Hospital site and represents a joint initiative between the Post Graduate Medical and Dental Board, St. James's Hospital, the Health Service Executive, the William Stokes Faculty of the Irish College of Practitioners and Trinity College Dublin. In conjunction with its sister centre, the Robert Graves Post Graduate Centre, located in the grounds of Tallaght Hospital (The Adelaide and Meath Hospital Dublin, incorporating The National Children's Hospital.), it provides post graduate facilities and resources for doctors in south and south-west Dublin. The activities at the centre are supported by the hospital and by the Post Graduate Medical and Dental Board.

For further information contact: The Director, William Stokes Post Graduate Centre, St. James's Hospital, James's Street, Dublin 8.

## **6.3. THE HAUGHTON INSTITUTE FOR GRADUATE EDUCATION AND TRAINING IN THE HEALTH SCIENCES LTD.**

The Haughton Institute is an independent corporate body wholly owned by its three members, Trinity College, St. James's Hospital and the new teaching hospital at Tallaght Hospital. The objectives of the Institute include harnessing the resources available to its members to facilitate the creation of vibrant national and international activity in areas such as: -

- Post Graduate education and training
- Management and funding of research
- Service development and consultancy

Further details regarding this Institute can be obtained from, The Executive Director, The Haughton Institute, P.O. Box No.6606, St. James's Hospital, James's Street, Dublin 8.

## **6.4. MERCER'S INSTITUTE FOR RESEARCH ON AGEING (M.I.R.A.)**

The Mercers Institute for Research on Ageing (MIRA) plays an important role in the investigation and management of diseases affecting older people. The Institute has been in existence for ten years. It is responsible for running a memory clinic (the first of its

type in Ireland) which sees patients with a variety of memory disorders and has seen over 2,000 patients since its inception. It has recently set up a Bones and Falls clinic, which will provide diagnostic assessments for patients at risk of falling. In addition, it is responsible for coordinating research into ageing along several strands, including disorders of memory and mood, infection in the elderly, vascular disease, incontinence, osteoporosis and falls, multidisciplinary rehabilitation and service delivery. Its research members have published widely at home and abroad and are regularly successful in obtaining grant funding. The MIRA is committed to being at the forefront of research developments into ageing and ageing related diseases.

For further information contact: The Director, The Mercer's Institute for Research on Ageing, St James's Hospital, James's Street, Dublin 8.

## **6.5. NATIONAL MEDICINES INFORMATION CENTRE**

The purpose of this Centre is to provide a national service to health care professionals, particularly General Practitioners and pharmacists, with information on the use of medicines. The Centre provides information on indications for certain drugs, contra-indications and dosage in disease states, drug interactions and adverse effects, drug use in pregnancy, the identification of medical preparations on the basis of physical characteristics and current views. It carries a wide range of source textbooks, summaries of some 20,000 articles and has access to computerised medical literature retrieval systems.

To obtain further information contact: The Director or The Medical Advisor, The National Medicines Information Centre, St James's Hospital, James's Street, Dublin 8.

## **6.6. DEMENTIA INFORMATION AND DEVELOPMENT SERVICES CENTRE**

This Centre, which provides a nation-wide service, was established in July 1998. The remit of the Centre is to foster best practice in Dementia Care among professionals and formal care givers. The context in which the Centre operates is one which endeavours to embrace the new culture of Dementia Care. Within this culture Dementia is viewed as a disability, with the focus centred on a person's retained abilities rather than its being viewed solely as a disease for which there is no cure. The library attached to the centre has on-line access to a number of databases, holds clinical and non-clinical journals and texts and is available to those carrying out research with a Gerontological or Dementia focus.

To obtain further information contact: The Director, Dementia Information and Development Services Centre, St. James's Hospital, James's Street, Dublin 8.

## **6.7. CENTRE FOR PHARMACOECONOMICS**

The National Centre for Pharmacoeconomics (NCPE) was established in Ireland in 1998 with financial support from the Dept. of Health and Children. The stated aims were to promote expertise in Ireland for the advancement of the discipline of pharmacoeconomics through practice, research and education. Activities of the Centre include economic evaluation of pharmaceutical products, budget impact analysis and the promotion of cost effective prescribing. In addition, the research of the Centre focuses predominately on the economic analysis of high cost medicines. A contribution to the undergraduate pharmacology curriculum and postgraduate training complements the educational component of the Centre's activities.

The Centre shares accommodation and research resources with the National Medicines Information Centre and has academic links to the Department of Pharmacology and Therapeutics, University of Dublin, Trinity College.

To obtain further information contact: The Director, Centre for Pharmacoeconomics , St. James's Hospital, James's Street, Dublin 8.

## **7. A DESCRIPTION OF THE CLASSES OF RECORDS HELD BY THE HOSPITAL**

This section is designed to inform the public of the type of records held by the Hospital. Details of the types or classes of records are given and the areas of the Hospital in which the records may be held. For information on how to access records see **Section 8** and **Section 9**.

### **7.1. PERSONAL RECORDS**

#### **7.1.1. PATIENT RECORDS**

The health records of current and former patients of St James's Hospital include the core medical records, held in the Medical Records Department used in wards and outpatient clinics by medical and nursing staff, together with ancillary records made and held in the following departments:-

- Emergency Department
- Clinical Nutrition
- Diagnostic Imaging
- Laboratory Medicine
- Maxillofacial Laboratory
- Medical Social Work
- Occupational Therapy
- Pharmacy
- Physiotherapy
- Speech & Language Therapy

Some personal records of current and former patients of the Hospital are automated. The Hospital holds personal health records of diagnostic laboratory tests carried out on patients whose laboratory samples are referred to St James's by other health agencies and institutions.

#### **7.1.2. EMPLOYEE RECORDS**

Personal records of current and former employees of St James's Hospital, and of those former employees who are in receipt of a

pension from the Hospital, are held in the Personnel Department.

Many departments hold personal records of current employees at local departmental level, concerning aspects of attendance such as annual leave and sick leave, time keeping, training courses, study leave etc. Some, although not all, of this locally held information is also contained within the personal records of current employees held in the Personnel Department.

Personal records of current and former employees of the Hospital are also held in the Payroll Section of the Finance Department. These relate to salary or pension payments made to employees.

The Personnel Department and the School of Nursing also hold personal records on individuals, stemming from the stages of the recruitment and selection of candidates for employment.

The Occupational Health Department holds personal health records of current and former employees of the Hospital relating to the assessment of fitness for employment.

### **7.1.3.INSURANCE/LEGAL RECORDS**

The Chief Executive Office holds records relating to insurance and legal matters such as:

- Litigation against the Hospital or its servants or agents or against third parties, by current or former patients of the Hospital or others.
- Contracts and claims for breach of contract.
- Employer liability claims.
- Clinical trial documentation.
- Insurance cover and insurance claims

### **7.1.4.INCIDENT FORMS**

The Chief Executive Office holds records relating to adverse incidents involving patients, staff and visitors at the Hospital.

### **7.1.5.PATIENT COMPLAINTS**

The Chief Executive Office holds records relating to complaints from current and former patients and from other members of the public.

### **7.1.6. REPRESENTATIONS ON BEHALF OF PATIENTS**

The Chief Executive Office holds records relating to representations made on behalf of patients.

### **7.1.7. DEBIT OR CREDIT RECORDS OF PATIENTS**

The Finance Department holds records concerning patient debit or credit.

## **7.2. NON-PERSONAL RECORDS**

### **7.2.1. CHIEF EXECUTIVE OFFICE RECORDS**

In addition to the classes of personal records detailed previously, the Chief Executive Office holds records relating to the following areas:

- The agendas, minutes and other correspondence of meetings held in the Chief Executive Offices.
- Provider Plan and letters of determination.
- Correspondence with the Department of Health & Children and other government departments.
- Correspondence with other health agencies.
- Correspondence with Trinity College Dublin and with other education providers.
- Correspondence with staff in departments and services within the Hospital.
- Plans, policies and procedures promulgated in the Hospital.

### **7.2.2. FINANCIAL RECORDS**

The Finance Department holds records relating to the following areas:

- The management accounting function and the budgets of departments and services within the Hospital.
- The financial accounting function, including the payroll, the Hospital's creditors, the Hospital's debtors and the cash office.

- The agendas and minutes of the Finance and Audit Committee.
- All financial transactions with suppliers of goods and services to the Hospital.
- All financial transactions with patients, relating to the invoicing and collection of charges concerning in-patient admission, day case or emergency attendance.
- All financial transactions with other health care agencies and third parties in relation to the provision of services for which the Hospital invoices a charge.

### **7.2.3. INFORMATION AND MANAGEMENT SERVICES (IMS) RECORDS**

Classes of records held in the Information and Management Service Department include administrative records on the following:

- Information Technology planning & development
- Information Technology supply/services contracts
- Software/hardware/services procurement
- Data Protection Act 1988
- Information Technology asset register
- Hospital activity statistics

Date ranges of records held are variable dependent on the class of record and may be up to five years old. Storage media include; paper, disk, magnetic tape and optical disk.

### **7.2.4. PLANNING AND COMMISSIONING RECORDS**

The Planning and Commissioning Office holds records relating to the planning of capital developments in the Hospital and to the equipping and commissioning of new facilities. The Planning and Commissioning Office carries out services on a contract basis for other health agencies and holds records relating to these activities. The agenda and minutes of meetings of the Project Team are held in the Planning and Commissioning Department.

### **7.2.5. TENDERING RECORDS FOR THE PROVISION OF GOODS AND SERVICES TO THE HOSPITAL**

The Hospital holds records relating to the tendering for the provisions for goods and services. The Materials Management Department holds the majority of these records. The Pharmacy Department holds records relating to the procurement of drugs and drug-related products. The Planning and Commissioning

Office holds records relating to building projects and the procurement of capital equipment for capital developments at St James's and at client health agencies.

#### **7.2.6. DEPARTMENTAL AND INTER-DEPARTMENTAL CORRESPONDENCE AND MINUTES OF MEETINGS**

All departments and specialities hold records of intra- and inter-departmental correspondence as well as records of correspondence to and from other health agencies, educational institutions, professional bodies and regulatory and statutory bodies.

Agendas and minutes of meetings of various committees are held by departments. See Appendix 7 for a list of General Hospital Committees.

#### **7.2.7. AUTOMATED RECORDS**

Automated records are held on computer systems in relation to a wide range of hospital activity. These include:

- Patient Records.
- Employee Records.
- Financial Records.

Databases are held centrally by the Information and Management Services Department and accessed over the Hospital's local area network subject to authorisation and password control. Access to automated records is controlled by the appropriate head of department.

## **8. HOW TO REQUEST INFORMATION ROUTINELY AVAILABLE FROM THE HOSPITAL**

The Hospital already makes available to the public, certain information on its functions and activities and personal information such as a medical record etc. in certain circumstances, without the need to make a formal request under the Freedom of Information Act. The range of such information includes the following:-

### **8.1. PERSONAL RECORDS**

#### **8.1.1. PATIENT RECORDS**

Under the Patients Charter, an individual may make an application to see his or her own personal medical records. Applications to see the medical record may be made by: -

- The patient if over 16 years of age.
- The parent of a patient under 16 years of age.
- A person nominated on behalf of the patient; e.g. the next of kin, the executor of estate/personal representative.
- A person appointed by a court to manage a patient's affairs if the patient is incapable of this.

If, in the clinical judgement of the doctor who is, or has been, involved in the patient's care, disclosure may cause harm to the patient, it will be suggested that the consultant will review the medical records with the patient. If disclosure of an individual's personal health records might reveal information about another person and thereby cause a breach of confidentiality to that third party, the relevant parts of the medical records will not be released. It is Hospital policy to make information freely available subject to these constraints.

#### **Disclosure of Personal Medical Records to Third Parties**

Disclosure of an individual's personal medical records to a third party will not take place without the patient's consent except in the following circumstances: -

- When required by a Judge in a Court of Law (Order of Discovery).

- When complying with statutory requirements for the notification of certain infectious diseases.
- When complying with statutory requirements for the notification of births.
- When complying with statutory requirements for the notification of cause of death.
- When requested by a medical practitioner in respect of the patient's treatment.
- When requested by a Coroner pursuant to his powers.

The Garda Síochána have no statutory right to inspect a patient's personal medical records without written consent. However, the Courts can order a health care professional to hand records over to a Garda or allow him/her to inspect them.

### **8.1.2. PERSONNEL RECORDS**

An individual may ask to inspect their current or former Personnel Records. Individuals may also ask for confirmation on their situation as regards their pension and/or superannuation.

## **8.2. MAKING AN APPLICATION FOR PERSONAL RECORDS**

### **8.2.1. APPLICATIONS FOR ACCESS TO MEDICAL RECORDS**

These must be made in writing to the Patient Records Manager: See Contact for personal/medical records in Appendix 1 for full address.

### **8.2.2. APPLICATIONS FOR ACCESS TO PERSONNEL RECORDS**

These must be made in writing to the Head of Personnel: See Contact for Personnel Records in Appendix 1 for full address.

## **8.3. NON-PERSONAL RECORDS**

- **World Wide Web**

St James's Hospital provides extensive information on its Internet web site about the range of clinical and clinical support services offered and the administrative arrangements on how to

access these services. In addition, the web site provides information about education and research at St James's, about best practice in clinical care and about the work of the National Medicines Information Centre based at the Hospital. The web site address is <http://www.stjames.ie/> and is accessible to staff and visitors at numerous locations throughout the hospital.

- **Annual Report**

The Hospital's Annual Report may be obtained from the Chief Executive Office.

- **Media Enquiries**

All media enquiries are dealt with by the Deputy Chief Executive Officer.

## **8.4. MAKING AN APPLICATION FOR NON PERSONAL RECORDS**

Applications for access to routinely available records other than a personal/medical record or a Personnel Record, may be made in writing to the Head of the Department which holds the record requested. See **Section 3** of this manual for *Contact Titles* for all areas. Also see "Contacts for records/information other than personal/medical or personnel records" in Appendix 1 for the full Hospital address.

## **8.5. FEES CHARGED FOR ROUTINE REQUESTS**

Fees will be charged in respect of records or information requested.

## **9. HOW TO REQUEST INFORMATION UNDER THE FREEDOM OF INFORMATION ACT, 1997 AND 2003**

### **9.1. MAKING AN APPLICATION UNDER THE FREEDOM OF INFORMATION ACTS 1997 AND 2003**

Requests for information under the Freedom of Information Acts 1997 & 2003 should be made in writing. In preparing a request, an applicant should follow these guidelines: -

- **State that the request is under the Freedom of Information Acts.** No legal formulas are required; it is sufficient to mention the name of the Act or to state that a “freedom of information” request is being made. Applicants requesting records that would only be available under the Acts without explicitly mentioning the Acts or “freedom of information” will receive a letter from the Hospital informing them of this and offering assistance in preparing a valid request under the provisions of the Acts.
- **Provide sufficient information.** Applicants should provide enough information to enable the Hospital to identify the records requested.
- **State any preference for the format in which the records are to be supplied.** The Hospital will try to accommodate such preferences where practicable.
- **Provide full personal contact details.** These must be sufficient to allow the Hospital to establish the bona fides and identity of applicants requesting personal information.
- Fees may be charged at the discretion of the Hospital. See information in this section under the heading of Fees 9.4.

Applicants do not have to give any reason for wanting access to a record and no member of the Hospital staff has the right to ask for the reason behind a request. The Freedom of Information Acts 1997 & 2003 prohibit the denial of access based upon the real or presumed motives of an applicant. The Hospital’s Freedom of Information Officer will assist applicants in preparing requests.

Applications under the Freedom of Information Acts, 1997 & 2003, should be addressed to **The Freedom of Information Officer,**

**Freedom of Information Office, St. James's Hospital, James's Street, Dublin 8.** See Appendix. 2 for contact numbers.

## **9.2. PROCESSING OF REQUESTS**

The Freedom of Information Acts 1997 & 2003 set down strict time limits for the processing of requests. These are as follows: -

- Applications will be **acknowledged within two weeks** of receipt of a request.
- Applications will be **replied to within four weeks** of receipt of a request.

The Hospital may extend the four week time-limit for replying to requests if:

- The records relate to a third party who may have to be contacted.
- The request relates to a very large number of records.
- A large number of requests have been received from different applicants for the same records.

In the event of the Hospital having to defer its reply on these grounds, applicants will receive notice of this **before the end of the four-week period** for normal replies and will receive the **reasons for the delay**.

If St James's Hospital finds that the request should have been sent to another hospital, the request shall be forwarded to that hospital and the requester will be notified that this has been done within two weeks of receiving the request. The date on which the second hospital receives the request will be the date the request actually becomes effective under the Act.

If St James's Hospital holds some, but not all of the records requested, a letter will be sent providing the name(s) and contact details from whom the requester should request those records not held in St James's Hospital.

**If a request is granted**, the applicant will be told in writing: -

- That the request has been granted.
- The name of the person dealing with the request.
- The day on which access to the relevant records has been granted, and the manner in which it has been granted.
- The fee that may be charged, if applicable.

**If a request is refused**, the applicant will be told in writing: -

- That the request has been refused and the reasons for the refusal.
- The rights of appeal and review as set out below.

### **9.3. RIGHTS OF REVIEW AND APPEAL**

The Act sets out a series of exemptions to protect sensitive information, where its disclosure may damage interests of third parties or the public interest. Where St James's Hospital invokes these decisions to withhold information, the decision may be appealed. Decisions in respect of deferral of access to records, charges for access that may be levied and the form in which access is granted may also be appealed. Details of appeals mechanisms are given below.

#### **9.3.1. INTERNAL REVIEW**

An applicant requesting records under the Act may seek an internal review of the initial decision of the Hospital. The grounds for appeal can include: access to records being refused; access being deferred: access being in a medium other than that requested, and charges for access.

**Requests for internal review** must be submitted **in writing within four weeks** of the original decision being notified to an applicant. The request should be made to: **The Internal Reviewer, Freedom of Information Office, St. James's Hospital, Dublin 8. See also Appendix 3.** The absence of a reply from the Hospital within four weeks of an application for records is deemed to be a refusal of the request and the applicant can proceed to the internal review stage without waiting for the Hospital to communicate its decision. The Hospital **must complete its internal review** and notify the applicant **within three weeks** of the request for internal review being received. An internal review must normally be completed before an applicant can appeal to the Information Commissioner.

#### **9.3.2. REVIEW BY THE INFORMATION COMMISSIONER**

Following completion of the internal review, an applicant may seek independent **external** review of the decision by the Information Commissioner. An application for an internal review that is not completed within three weeks is deemed to be a refusal and the applicant can proceed to appeal the matter to the Information Commissioner without waiting for the Hospital to communicate its decision.

**Appeals to the Information Commissioner** must be made in writing and sent to the following address: **Office of the Information Commissioner, 18 Lower Leeson Street, Dublin 2.** See Appendix 4 for full details.

**Applications for independent external review** by the Information Commissioner can be made **within six months of completion of the internal review** by the Hospital. The Information Commissioner will advise an applicant of his **decision within four months.**

## **9.4. FEES FOR FREEDOM OF INFORMATION REQUESTS**

A fee may be charged at the discretion of the Hospital as follows:-

- In respect of personal records, fees in respect of the cost of copying the records will not apply, save where a number of records are involved.
- In respect of other (non-personal) information, fees will be charged, based on a standard hourly rate, prescribed by the Minister of Finance. No charges may apply in respect of the time spent in considering whether or not a request will be granted.

A deposit may be payable where the total fee is likely to exceed €50.00. In these circumstances the following will apply:

- Notification that a deposit is required will be given to applicants within two weeks of a request being made.
- The process of retrieving records will not start unless a deposit has been paid.
- If the request is subsequently refused, or if the Hospital waives the fees, the deposit will be returned to the applicant.
- The Hospital will, if asked, assist an applicant to amend a request so as to reduce or eliminate the deposit.

The Hospital may elect to waive fees that would otherwise be charged to applicants in the following circumstances:

- Where the administrative cost of collecting and accounting for the fee would exceed the amount to be charged.

- Where the information requested would be of particular assistance to the understanding of an issue of national importance.
- In the case of personal information, where such charges would not be reasonable, having regard to the means of the requester.

## APPENDICES

### 1. CONTACTS FOR ACCESS TO ROUTINELY AVAILABLE INFORMATION

- **Contact for personal/medical records.**

Applications for access to personal/medical records should be made in writing to:-

Patient Records Manager  
Medical Records Department  
St. James's Hospital  
James's Street  
Dublin 8

Telephone: 01 416 2670/1  
Fax: 01 410 3464  
E-mail: bfallon@stjames.ie

- **Contact for Personnel Records**

Applications for access to current staff Personnel Records should be made in writing to:-

Head of Personnel  
Personnel Department  
St. James's Hospital  
James's Street  
Dublin 8

Telephone: 01 416 2559  
Fax: 01 454 5608

- **Contact for records/information other than personal/medical or Personnel Records.**

Applications for access to any information other than a personal/medical record should be made in writing to:-

Head of Department/Service  
(see section 3 for Contact Titles)  
St James's Hospital  
James's Street  
Dublin 8

Telephone: 01 410 3000

(ask switchboard operator for relevant department)

## **2. CONTACTS FOR REQUESTS MADE UNDER THE FREEDOM OF INFORMATION ACTS, 1997 AND 2003**

Requests for information under the Freedom of Information Acts 1997 & 2003 should be addressed to :-

Freedom of Information Officer  
Freedom of Information Office  
St James's Hospital  
James's Street  
Dublin 8

Telephone: 01 416 2463

01 410 3361

Fax: 01 454 4768

E-mail: [foi@stjames.ie](mailto:foi@stjames.ie)

- **Freedom Of Information Decision-Maker**

The Hospital's delegated decision maker is the Deputy Chief Executive Officer/Operations Manager.

The Deputy Chief Executive Officer/Operations  
Manager  
Chief Executive Offices  
St. James's Hospital  
James's Street  
Dublin 8

Telephone: 01 416 2358

Fax: 01 454 4768

### **3. CONTACTS FOR APPEALS TO THE INTERNAL REVIEWER**

The Internal Reviewer of St. James's Hospital is the Chief Executive Officer.

Appeals to the Internal Reviewer are addressed as follows:-

The Internal Reviewer  
Freedom of Information Office  
St James's Hospital  
James's Street  
Dublin 8

Telephone: 01 416 2534

Fax: 01 454 4768

### **4. CONTACT FOR APPEALS TO THE INFORMATION COMMISSIONER**

Appeals to the Information Commissioner are addressed as follows:-

The Information Commissioner  
Office of the Information Commissioner  
18 Lower Leeson Street.  
Dublin 2

Tel: 01 678 5222

Fax: 01 661 0570

E-mail: [foi@ombudsman.irlgov.ie](mailto:foi@ombudsman.irlgov.ie)

## 5. LITERATURE AND LEAFLETS CURRENTLY AVAILABLE

The following is a list of literature and leaflets designed and published by St. James's Hospital.

TITLE	TYPE
Patient Information Booklet	Magazine and available online
In Touch Magazine	Magazine and available on line
Welcome	Information sheet and available on line
“A Guide to St. James's Hospital” Freedom of Information Acts, 1997 & 2003 Section 15 Manual	Manual and available online www.stjames.ie
“A Guide to How Services are Administered in St. James's Hospital” Freedom of Information Acts, 1997 & 2003 Section 16 Manual	Manual and available online www.stjames.ie
“Blood Transfusion” Information Guide for Public	Leaflet
St. James's Hospital Policy Document - No Smoking for Health	Leaflet
Nursing at St James’s Hospital	Booklet
“Your Right to Know” Public Information Leaflet on the Freedom of Information Act	Leaflet
Staff Handbook on the Freedom of Information Act	Booklet
St. James’s Hospital – Patient Information Booklet	Booklet

Within the Hospital there are Information leaflets available that have been published by outside agencies.

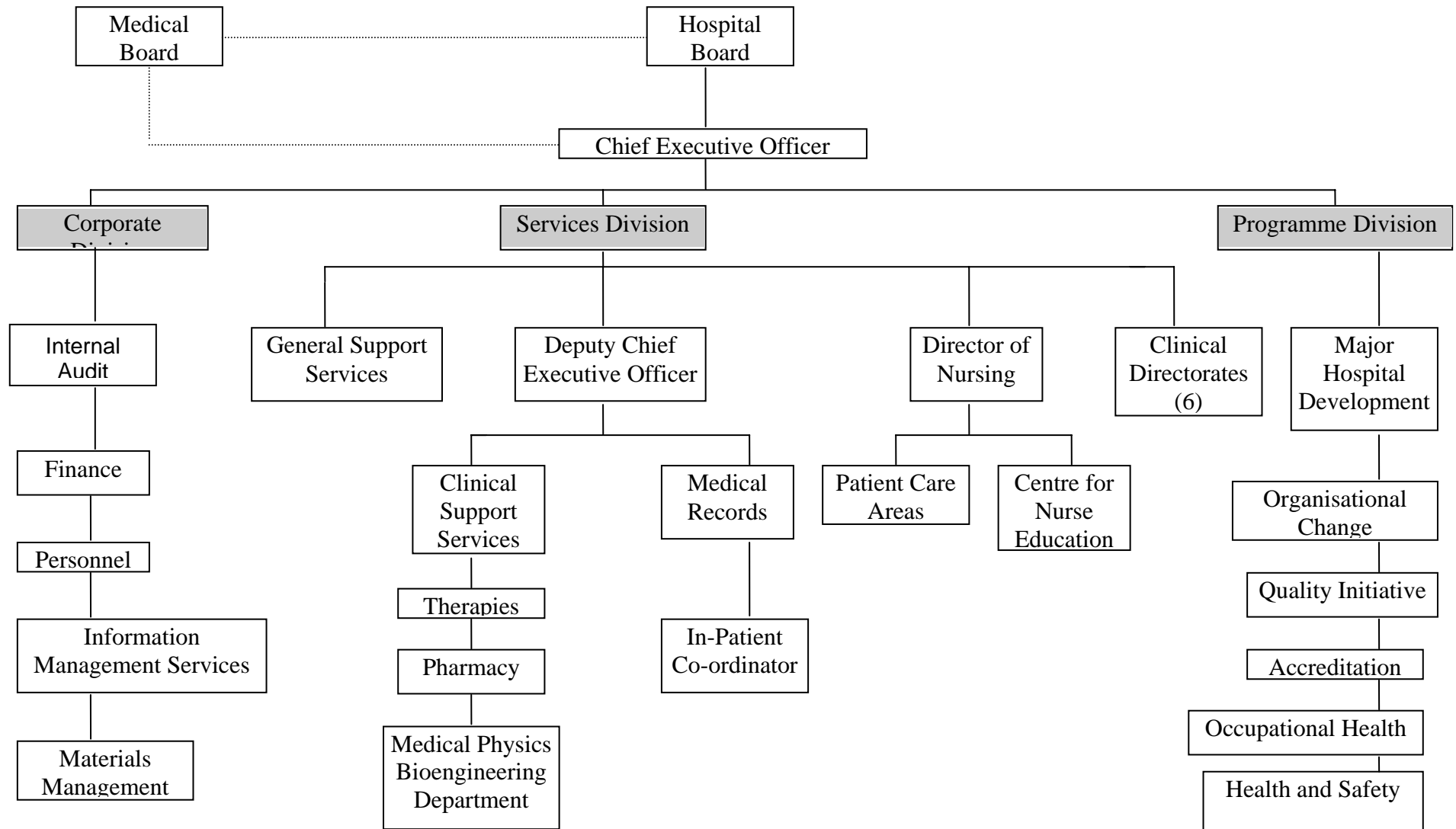
Department of Health Public Information	Leaflets
Irish Heart Foundation Public Information	Leaflets

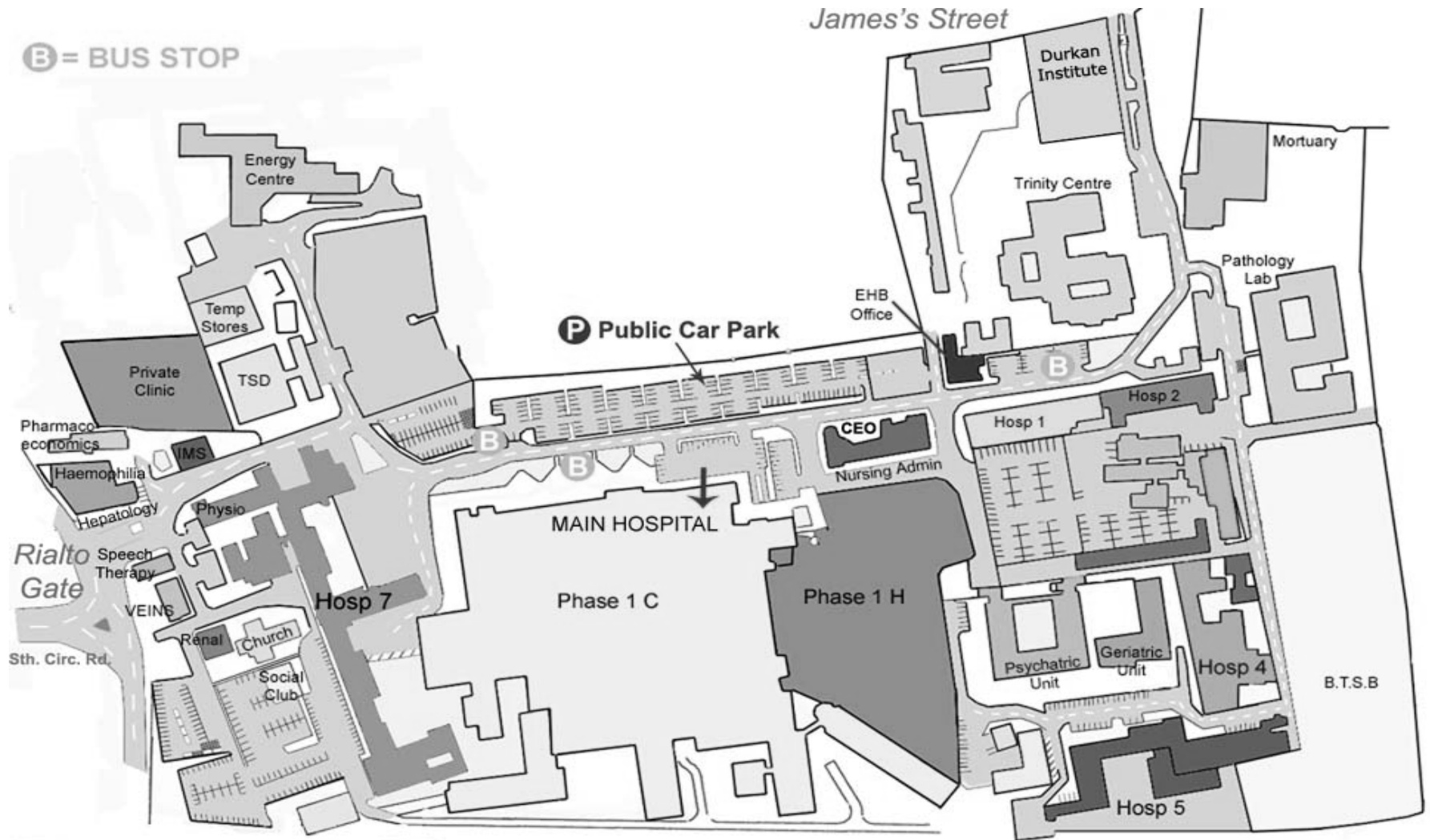
## 6. OTHER COMMITTEES

Accreditation Steering Group
Admission Discharge Group
AMAU Steering Group
Anaesthetic Sub Group
A & E Steering Group Committee
Arts Committee
Audit Committee
Bio Ethics Group
Blood and Blood Products Usage Committee
Cancer Strategy Committee
Cardiac Surgery Project Team
CEO Appraisal and Governance Committee
Communications Group/Cascade
Consultants Appointment Committee
Corporate Executive Responsibilities
Corporate Ethics and Compliance Committee
Cultural Diversity
Data Protection Committee
EMG Finance
EMG General
Equipping Sub Group Committee
Falls Prevention Steering Group
Finance Committee
GP Liaison Committee
Health and Safety Committee
Health Promotion Committee
Haemovigilance Committee
Hospital Board
Hospital Foundation Committee
Hospital Project Team
Hospital Design Team
Infection Control Committee
International Performance Indicator Benchmarking Initiative

Joint/Research Ethics Committee
Laboratory Executive Committee
Legionella Committee
Major Incident Plan Steering Committee
Medical Board
Medical Device Vigilance Committee
Medication Safety Committee
Needlestick Prevention Taskforce
Moving and Handling Committee
MPBE Steering Group
Nuclear Medicine Committee
Nurse Education Committee
Nurse Management Committee
Nursing Documentation Committee
Senior Nurse Managers Meeting
Nursing Practice Group
PaRIS/EPR Steering Committee
Patient Advocacy Committee
Partnership Committee
Patient Information Management Group
Patient Safety Committee
Performance Indicator Group
Pharmacy and Therapeutics Committee
Physicians Sub Group
PPARS Local Steering Group
Pressure Sore Committee
Primary, Community and Continuing Care Services Management Interface Group
Procedures Committee
Quality Improvement Programme Monitoring Group
Radiation Safety Committee
Risk Management Committee
Safety and Risk Management Steering Committee
SAP Project Steering Group
*Service Plan Monitoring Committee
Shared Care/Delayed Discharges Meeting
Sterivigilance Committee
Sterilization Committee
Surgical Sub Group
Vacancy Approval Form (VAF) Meeting
Violence and Aggression Committee
Wound Management Committee

## 7. ORGANISATION STRUCTURE CHART





**St. James's  
Hospital  
James's Street  
Dublin 8**



**© St. James's  
Hospital**

**Web Site  
[www.stjames.ie](http://www.stjames.ie)  
Tel (+353 - 1)  
4103000**