ST JAMES'S HOSPITAL

Annual Report 2019









St James's Hospital Vision, Purpose and Values

Vision

To be a leading healthcare organisation, nationally and internationally, improving health outcomes through collaboration and innovation.

Purpose

To provide the best care to every patient through our personal and shared commitment to excellence in clinical practice, education, research and innovation, while fostering our partnership with Trinity College Dublin.

Values

Patients matter most to us.

We provide care that is safe, effective and accessible so that our patients achieve the best possible outcomes and experiences of care.

Respecting people

Being kind and honest, promoting diversity, collaboration, personal and professional development.

Innovating and sharing knowledge

We learn, teach, research and innovate to improve health and well-being.

Using resources wisely

Delivering value, working efficiently and protecting the environment.

SUMMARY:

patients, respect, knowledge and resources

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HR Business Teams, Centre for Learning & Development, Workforce Information, Occupational Health, Medical Workforce Unit, Employee Relations, and Superannuation.

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Nursing Administration, Breast Care Practice, End-of-Life-Care, Nursing Practice Development Unit.

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Catering, Housekeeping, Laundry, Security, Portering, Tele-communications, Environmental, Chaplaincy, Fire Safety Services, Organisational Health and Safety, Medical Records Management, Technical Services.

28 3.7 Capital Projects

CLINICAL DIRECTORATE REPORTS

30 4.1 Haematology, Oncology, Palliative Care (HOPE)

Haematology, Medical Oncology including Cancer Genetics, Palliative Care, Psychological Medicine and Radiation Oncology. The National Centre for Adult Bone Marrow Transplantation and the National Coagulation Centre.

4.2 Medicine for the Elderly (MedEl)

The Mercer's Institute for Successful Ageing Unit, Stroke Service, Bone Health and Osteoporosis, Unit, Falls and Blackout Unit, Local Asset Mapping Project, The Irish Longitudinal Study, on Ageing, Dementia



41 4.3 Medical and Emergency (MED)

Acute Floor (Accident & Emergency), Nurse Education, Clinical Placement, Advanced Nurse Practitioner Clinical Activity, Education Activity, Professional Development Activity and Representation, Emergency Department Activity, Cardiology, Dermatology, Endocrinology/ Diabetic Day Centre (DDC), Genito-Urinary Medicine and Infectious Diseases (GUIDe) Clinic, Hepatology Centre, Respiratory Medicine and the Respiratory Assessment Unit, Rheumatology, Neurology, Neurophysiology, Ophthalmology, Gastroenterology and Endoscopy Unit, Clinical Immunology, Nephrology and Dialysis.

42 4.4 Surgery, Anaesthesia and Critical Care (SACC)

Anaesthesia and Pre-assessment, Breast Care, Cardiothoracic Surgery, Critical Care, Upper and Lower Gastrointestinal Surgery to include General Surgery, Gynaecology, Oral and Maxillofacial Surgery, Orthodontics, Prosthodontics and Cleft ambulatory care, Orthopaedics, Otolaryngology, Plastics, Reconstructive and Burn Surgery, Acute and Chronic Pain Management, Vascular Surgery and Urology and The Hospital Sterile Unit.

44 4.5 Laboratory Medicine (LabMed)

Biochemistry (including Point of Care Testing), Cancer Molecular Diagnostics, Haematology (incorporating Coagulation and Cryobiology, Histopathology (incorporating Cytopathology), Immunology, The Irish Mycobacteria Reference Laboratory (IMRL) Microbiology (incorporating Virology and Infection Prevention and Control), The National MRSA Reference Laboratory (NMRSARL), Phlebotomy and Transfusion Medicine (incorporating Haemovigilance).

46 4.6 Diagnostic Imaging

Imaging services include CT, MRI, ultrasound, breast imaging, nuclear medicine, PET/CT, interventional radiology and general X-ray. A radiographic service is also provided to the Cardiac Cath Lab, Endovascular Suite, Endoscopy, DXA and Theatres.

5 CLINICAL SUPPORT SERVICES

48 5.1 Speech and Language Therapy, Medical Social Work, Clinical Nutrition, Occupational Therapy, Physiotherapy (SCOPe)

Speech and Language Therapy, Medical Social Work, Clinical Nutrition, Occupational Therapy, Physiotherapy, Pharmacy Department, Clinical Pharmacy Service, Dispensary and Distribution Services, Aseptic/ Compounding Services, National Medicines Information Centre (NMIC), Centre for Advances.

50 5.2 Pharmacy

Pharmacy Department, Clinical Pharmacy Service, Dispensary and Distribution Service.

51 5.3 National Medicines Information Centre (NMIC)

6 EDUCATION AND RESEARCH

52 6.1 The William Stokes Post-Graduate Centre

7 RESEARCH AND DEVELOPMENT HUB

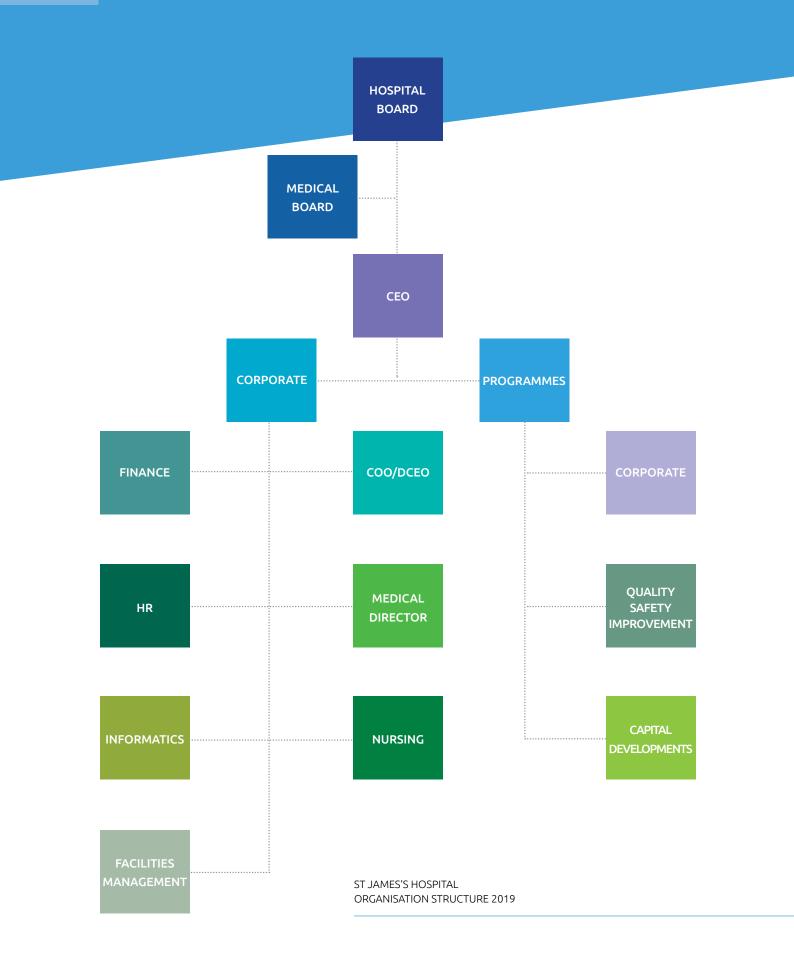
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1.1 Corporate Structure



EMG members

- 1. Mr Lorcan Birthistle, CEO
- 2. Ms Ann Dalton, Deputy CEO
- 3. Dr Finbarr O'Connell, Executive Medical Director
- 4. Ms Sharon Slattery, Director of Nursing
- 5. Mr Simon Moores, Chief Operations Officer
- 6. Ms Joanna Bennett, Director of Finance
- 7. Dr Una Geary, Director of Quality, Safety and Improvement (QSID)
- 8. Mr Niall McElwee, Director of Capital Projects
- 9. Mr Vincent Callan, Director of Facilities Management
- 10. Mr Hugh Duggan, Director of Human Resources
- 11. Ms Gemma Garvan, Director of Informatics
- 12. Prof. Ciaran Johnson, Clinical Director, Diagnostic Imaging Directorate (DiagIm)
- 13. Prof. Conal Cunningham, Clinical, Director Medicine for the Elderly Directorate (MedEl)
- 14. Mr Vincent Young, Clinical, Director, Surgery, Anaesthesia and Critical Care Directorate (SACC)
- 15. Prof. Declan Byrne, Clinical Director, Medical and Emergency Directorate (MED)
- 16. Dr Brian O'Connell, Clinical, Director, Laboratory Medicine Directorate (LabMed)
- 17. Dr John Cooney, Clinical, Director, Haematology, Oncology and Palliative Care Directorate (HOPe)

1.2 Legal and Banking

Bankers

Bank of Ireland 85 James Street Dublin 8

Auditor

Controller and Auditor General 3A Mayor Street Upper Dublin 1 D01 PF72

Solicitors

A&L Goodbody Solicitors I.F.S.C. 25/28 North Wall Quay Dublin 1

Insurance Broker

AON Insurance





2.1 Performance Highlights

ACTIVITY Levels for 2019

	2019 Activity				
Period Jan - Dec 2019	Acute Ward In-patient Discharges	Day Cases			
Cardiology	3041	1712			
Dermatology	15	2570			
ENT	438	308			
General Surgery	2497	4437			
GUIDE	442	8053			
Gynaecology	757	355			
Haematology	1074	6864			
Maxillo Facial	864	479			
Medicine	6683	14920			
Medicine for the Elderly	1400	2523			
Oncology	1269	11095			
Orthopaedics	1207	573			
Plastic Surgery	994	2644			
Radiotherapy	150	2			
Rheumatology	628	232			
Psychiatry	9	11			
Cardio-Thoracic Surgery	922	33			
Urology	649	1512			
Vascular Surgery	375	590			
Total Acute Activity	23414	58913			

Period Jan - Dec 2019	2019 Non Acute Ward In-patient Discharges
Medicine for the Elderly	791
Medicine	26
Orthopaedics	1
Psychiatry	442
Rheumatology	1
Total Non Acute Activity	1261

4
71,505 NEW OUT-PATIENT ATTENDANCES

Out-Patient Activity 2019						
	New	Return				
Attendances	71505	236399				



Note 1: Medicine Inpatients includes Respiratory/Endocrine/Gastroenterology/Neurology/Nephrology/Immunology/Pain Management/General Medical/Emergency patients.

Note 2: Medicine Daycases includes Respiratory/Gastroenterology/Neurology/Nephrology/Pain Therapy/Anaesthesiology/General Medicine.

Note 3: Outpatient Consultant and Nurse Led Activity.

3.1 Finance Department

The Finance Directorate incorporates three main divisions: The Transaction Processing Unit, including Accounts Payable/ Settlements, Accounts Receivable and Payroll; The Technical Expertise Unit, comprising of the Compliance Unit, SAP Support Unit and the Procurement Unit; and The Decision Support Unit, which includes the Clinical Funding Unit and the Management Accounts Unit.

The Finance Directorate currently operates over two main sites; the Transaction Processing Unit, the Compliance Unit and SAP Support Unit are based offsite at the Brickfield Campus, with the remaining units based onsite within St James's Hospital.

The Transaction Processing Units have significant experience and expertise in all transactions that are processed. The Payroll Unit processes payroll for over 5,000 employees and has extremely efficient controls and processes in place, most of which are either electronic or online.

The Accounts Payable/ Settlements Unit processes all invoices and again is predominantly receiving invoices electronically and allowing them to be directly uploaded, without human intervention. The Accounts Receivable Unit invoices and collects over €80m in revenue.

The Technical Expertise Unit which is based within the Finance Directorate, is second to none. The SAP Support Unit ensures the financial integrity of the SAP System and provides invaluable project management expertise. The Compliance Unit ensures that robust controls and processes are in place for all areas of transaction processing. The Procurement Unit provides procurement expertise, assists directorates in identifying value for money initiatives through market engagement, provides oversight of the National Factor Blood budget and ensures the hospital is compliant with all procurement legislation.

The Decision Support Unit has been a national leader in its ability to deliver information to end users. The core elements of the unit are developing expertise in patient level costing and the new funding model (Activity Based Funding) with a real focus on patient level data that drives accurate costing and ensures clinical activity is coded correctly which in turn drives the revenue.

The Management Accounts team, within the Decision Support Unit, encompasses several Business Partners who provide the directorates with a significant amount of financial expertise and guidance in service developments, identifying efficiencies and focusing on value for money initiatives. Finally, the Data Science team supports data driven decision-making, hospital-wide, through the development of visual dashboards and the automation of repetitive processes.



THE ACCOUNTS RECEIVABLE UNIT INVOICES AND COLLECTS OVER

€80M IN REVENUE

Performance Highlights

Key highlights in 2019 include the financial performance of the hospital. The Financial Statements for the reporting period 1 January, 2019 to 31 December, 2019 resulted in a deficit of €.71m. The hospital's gross expenditure was €488.33m, while the income and exchequer funding amounted to €490.61m. The closing surplus now stands at €2.28m (2018: €3.0m).

The Finance Department continued to enhance current processes and functionality in 2019. During 2019, the Procurement Department developed and implemented a Contract Management System which enables centralised storage of all vendor contracts. This system is an active, searchable system which can issue fully customised email alerts to ensure that all relevant stakeholders will be informed of any contract milestones and timelines. The Contract Management System is also configured with analytical and reporting functionality, from which customised detailed information of contract performance, both on an individual contract and enterprise level, is easily made available. This system has revolutionised the procurement function capability and processes to no end.

Another successful project in 2019 was improving the communication channels with employees through the introduction of the interactive and innovative "Lets Chat" facility. This function allow employees have real time interaction with the Payroll Department through the E-Pay site, offering real-time transmission of text messages from sender to receiver. This has proved a major success in supporting employees with queries through their E-Pay account.

A further improvement in Finance processes in 2019 include the IRIS automated accounts payable invoice processing system which was upgraded with a new processing engine that uses artificial intelligence to capture data. This process was seamlessly managed by the SAP Support Unit and the Accounts Payable Unit, whereby all integrated SAP data downloads and connections had to be redirected and migrated to a new IRIS server environment, while maintaining business continuity, resulting in improved analysis and processing of invoices.

Finally, the Decision Support Unit and the Data Science Team continued to develop skills in the use of cutting edge data-science techniques in 2019. Key highlights included the redesign and automation of directorate visual dashboards to support directorate decision-making, and development of nursing dashboards. This improved insight generation from available financial data. These have been enhanced through stakeholder engagement and end user feedback. Robotic process automation capabilities continued to be developed, resulting in a successful pilot to use programmed Robotic Process Automation to automate some of the repetitive reporting and data extraction and improve process efficiency for specific tasks.



ANOTHER SUCCESSFUL PROJECT IN 2019 WAS IMPROVING THE

COMMUNICATION CHANNELS

WITH EMPLOYEES THROUGH THE INTRODUCTION OF THE INTERACTIVE AND INNOVATIVE

"LETS CHAT" FACILITY

Key Objectives for 2020

The Finance Directorate aims to continue with this approach to constant improvement in all processes in the year ahead.

3.2 Human Resources

The Human Resources Directorate, (HRD), plays a central role in shaping the organisation through the planning and delivery of Human Resources (HR) programmes, processes and policies that support the hospital successfully meeting local and national key performance indicators (KPIs) in accordance with its mission, vision and values. Its divisions include;

- HR Service Teams
- Medical Workforce Unit
- Employee Relations
- Centre for Learning and Development
- Equality and Diversity
- Workforce Information and Planning Unit
- Occupational Health.

The focus of 2019 was to build on the pillars of the HR plan in improving our ability to; (i) source, (ii) engage and (iii) develop our staff together with (iv) improving our processes and programmes. A HR key objective was to monitor nursing attrition and sustain a high level of nurse recruitment and plan for the prelaunch of the Workforce Management (WFM) Programme, once Project Oak had bedded down.



2019 HIRES AS AT 31 DECEMBER 2019 575

Performance Highlights

HR Service Teams

 In order to meet the ongoing nursing recruitment challenges, we refocused our efforts on international recruitment to continue to attract highly skilled specialist nursing professionals

- Rollout of HR online forms non-payroll
- Commenced implementation of Enhanced Nurse Contract (to be completed in 2020)
- Policy Review Parental and Compassionate Leave
- Completed an initial spec for a new HR recruitment system, as when combined with our existing careers website, the current processes and technology are now limiting factors in our ability to recruit effectively
- 2019 hires as at 31 December 2019 = 575 (excluding medical)
- 2020 leavers as at 31 December 2019 = 342
- Despite significant challenges, we sustained an average of fill rate of over 90% for nursing positions, with significant overseas recruitment undertaken
- Completed retrospective Garda vetting of all staff

Medical Workforce Unit

The Medical Workforce Unit had a successful recruitment campaign for the July 2019 intake of Non Consultant Hospital Doctors (NCHDs) - circa 370 posts. Full recruitment and employment was achieved to deliver a safe service for the patients of St James's Hospital.

In terms of consultant recruitment, there were 16 permanent appointments made with the breakdown being; ten new posts and six replacement posts.

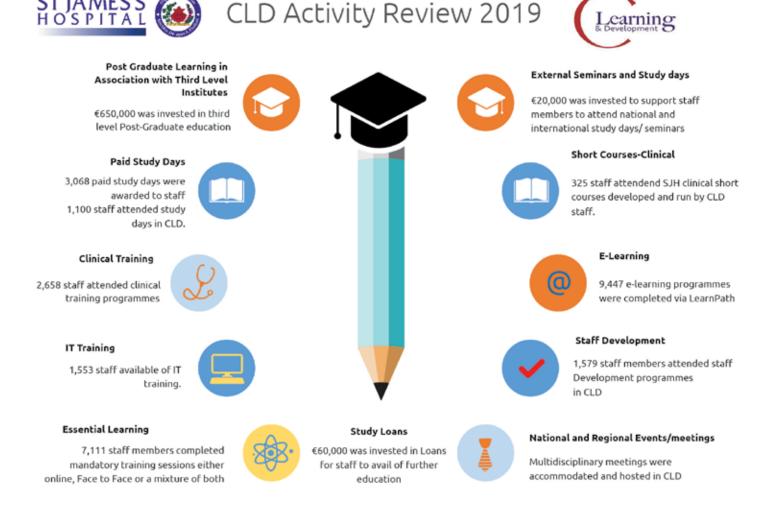
Employee Relations

We continue to work well with our union partners within the hospital addressing day to day developments and larger projects effectively, and continue to refine staff training courses like our Managing People training course.

Centre for Learning and Development (CLD)

CLD is focussed on enabling people to achieve their potential, enhancing the development of lifelong learning skills while exploring directions for further progression. During 2019, CLD continued to work in partnership with all our stakeholders and partner institutions – Trinity College Dublin (TCD), Quality and Qualifications Ireland (QQI) and University College

Dublin (UCD), in meeting the diverse learning and development needs of staff by providing a broad range of high-quality blended learning and development opportunities, to include general staff development programmes, mandatory training and clinical-based programmes.



Equality & Diversity

We continued to meet our compliance rate of 3% of total employees with a disability, as required by the Disability Act, and in addition to ongoing advice we:

- Delivered eight Dignity at Work awareness sessions
- One formal investigation was conducted under the Dignity at Work Policy
- Supported a number of "Managing People" programmes for front line managers.

Workforce Information Unit

Salary Administration

All KPIs, monthly EMG and Board reports were produced on time in conjunction with all external reporting requirements. Three pay awards were also processed throughout the year. A January 2019 pay award equating to 1% was implemented for all staff earning up to €30,000, a FEMPI pay restoration was implemented in April for those earning in excess, while a general 1.75% pay award was implemented for all staff in September.

Organisation Management

2019 was a busy year due to ongoing compliment reviews across many directorates in addition to 'business as usual' activity. Overall 95 new positions were created on the SAP HR system in 2019.

SAP HR

In addition to day to day support to all SAP HR & payroll clients - which generated 890 calls, the team were asked to test and sign off 289 change requests in 2019 (legislative/ budget/HSE/system upgrades etc.). Additionally, a significant system change arose to support the implementation of the Revenue SMART PAYE Modernisation programme.

WFM Project

A review of the workforce information management system was initiated in conjunction with the Kronos team, with a view to progressing the project which had been placed on hold while Project OAK was implemented.

Occupational Health

- We were very pleased to increase our flu vaccine uptake to 60% of eligible staff members from 40% uptake two years earlier and we also vaccinated 634 contractors, agency staff and students.
- We have maintained a decrease in needle stick injuries this year
- Induction clinics have also been very busy and we welcomed 72 nursing students and 75 medical interns
- We looked after approximately 5,000 staff members
- We are hoping to open a satellite clinic in the main hospital to help staff members who want to attend, given our location at the rialto gate, and in the interim we have developed forms to allow and deliver support from this location to SJH staff.

Objectives for 2020

Medical Workforce Unit

Working with the Finance and Procurement Departments, we renegotiated the offering from Cardiac Services to improve the scheduling and attendance system offering from Kronos, agreeing to an upgrade to their newer 'Dimensions' platform. A key objective in 2020 is to continue to advance this project.

Our existing recruitment and candidate management system in HR is at risk of becoming a limiting factor on our ability to recruit effectively and we have started to review our system needs and plan to replace it.



3.3 Nursing Services

Nursing Administration and the Nursing Practice Development Unit (NPDU) oversee, co-ordinate and support all matters relating to professional nursing practice throughout the hospital. This includes the recruitment and retention of nursing and healthcare assistant (HCA) staff; nursing practice development initiatives and projects; co-ordinating networks of communication for nursing developments, the promotion of nursing audits and the development of clinical nursing research.

Performance Highlights

Achievements in nursing in 2019

St James's hospital, as the first Irish hospital to become an Accredited Cancer Institute, provides great opportunity for nursing development and advancing roles over the next number of years. Thank you to all the nursing teams throughout the hospital who have been at the fore of this strategy, advocating for patients and ensuring that the nursing voice is articulated at the highest level.

The second VOICES paper Dying in Acute Hospitals: Voices of Bereaved Relatives, was published on the open access, peer-reviewed journal, BMC Palliative Care. This is an important piece of research that was conducted in partnership with the Mater Misericordiae University Hospital, TCD and UCD, and was launched in 2019. This survey of bereaved relatives has been one of the largest of its kind undertaken in Ireland and the results have demonstrated that bereaved relatives rated the overall quality of care in both hospitals at 87%.

2019 saw the launch of the patient care metrics on PowerBI. This enables nursing to audit live data in real-time, on a daily basis. The data can be accessed online from any PC in the hospital and the CNM/ADON/DON can view live metrics for their clinical areas, either by ward or by directorate. This has immense potential for both maintaining and improving patient care outcomes and is a welcomed addition to our quality nursing practices.

We launched our Nursing Strategy 2019 – 2022 in September 2019 at Nursing Grand Rounds. This nursing strategy builds on our strong nursing foundations and continues to focus on what matters most to our patients, families, staff and colleagues. As a team we will continue to lead, adapt and develop our practices through innovation and develop our skills and roles as professionals. None of this would have been possible without the ground swell of support from each and

every one of you and I want to say thank you most sincerely.

Throughout the year, ongoing recruitment campaigns, local, national and international were conducted for nursing and HCA's in all clinical areas. Both industrial actions throughout 2019 where managed with professionalism by the nursing and HCA teams, ensuring patient safety throughout.

Undergraduate Nursing

- 75 first year nursing students commenced the BSc Nursing Programme where they undertook their first core placement from October to November 2019
- 72 second year and 69 third year nursing students respectively, undertook core and specialist placements both internally and externally
- St James's Hospital in conjunction with TCD School of Nursing and Midwifery, facilitated placements for four Erasmus nursing students from Malta, 14 external mental health nursing students and four intellectual disability nursing students
- 72 fourth year nursing interns successfully graduated in November 2019 and were eligible to register on the general nursing division with the Nursing & Midwifery Board of Ireland (NMBI). 50 nursing interns took up staff nurse positions in the hospital.



Post Graduate, Research and Advanced Practice Nursing

- Year three of the SJH Rotation Programme successfully facilitated eight newly qualified staff nurses to gain experience in both surgical and medical areas within their first year post-graduation. Due to demand, this programme has been extended to facilitate 16 newly qualified nurses for 2019/2020.
- In November 2019, the second year of the Catherine Deegan Nursing Research and Innovation Memorial Award, a tribute to one of our former colleagues, the late Catherine Deegan, who throughout her career advocated for the further development of nursing through active participation in research and quality improvement. Ms. Siobhán Part, CNM 3, Falls Management Coordinator, was the deserving recipient of this award in collaboration with John Houston Ward staff on their QI project entitled "The implementation of nurse-led initiation and maintenance of oxygen therapy on a respiratory ward for patients with chronic obstructive pulmonary disease".

International Nurses Day

To mark International Nurses Day on 13 May, Nurses and HCAs were invited to join with the Director of Nursing in a photo opportunity, wearing their county, province or country colours to celebrate the diversity of the SJH Nursing team. This was a great success with Nurses and HCAs from different counties, provinces and countries setting aside their competitive sporting rivalries and demonstrating the uniqueness and diversity of our Nursing team. Nursing teams were invited to submit QI projects which they had undertaken to improve patient outcomes. The Cardiothoracic Advanced Nurse Practitioners were the recipients of the Best Nursing Team Award with "Cardiothoracic Nurseled Lung Cancer Surveillance & Survivorship Service, a new initiative in St James's Hospital".

Nursing Research Access Committee

The Nursing Research Access Committee continues to engage and promote nursing research. The 13th Annual Research, Clinical Audit & Quality Improvement Seminar was held in May 2019, where multiple MDT abstracts where received and this was a great opportunity for all to network while in attendance. The Partnership Programme between SJH and TCD, designed to underpin and strengthen research capacity between both campuses, continues to improve clinical practice and research year on year. The model ensures that a St James's Clinical Nurse Specialist or Advanced Nurse Practitioners working on research in practice are linked to a dedicated academic researcher in the

School of Nursing and Midwifery at TCD and have access to research infrastructure.

Registered Nurse Prescribing

Registered Nurse Prescribing continues to develop pan-organisation. Site coordinators Ms Julie O'Grady and Ms Silvia Vijay continue to work with our nurse prescribers on collaborative practice agreement (CPA) development/ amendments and prescribing audits. From 2019, RNPs can now prescribe exempt medicinal products (HSE 2019). From October 2019, the NMBI no longer requires completion of a CPA document, however, this process is still under review by the Nurse Prescribing Sub-Committee and the Pharmacy and Therapeutics Committee. As of December 2019, there were 41 active registered nurse prescribers across varied specialties with four awaiting registration with NMBI. The HSE National Nurse Prescribing Policy was reviewed by the Nurse Prescribing Site Co-ordinators, Assistant Directors of Nursing, Nursing Practice Development Unit and the Director of Nurs-



AS OF DECEMBER 2019,

THERE WERE 41 ACTIVE REGISTERED NURSE PRESCRIBERS ACROSS VARIED SPECIALTIES

End of Life Care

End of Life care continues its dynamic and valuable work improving end-of-life-care for patients, relatives and staff. This is achieved through five work streams, namely education and training, audit and research, advocacy, improving the hospital environment and developing ongoing practical resources and support for relatives.

Advancing Nursing Practice continues with ongoing education support for nurses and HCAs. Two clinical practice facilitators for the general medical/ surgical wards were appointed in October 2019 to support the competency development and assessment of both registered nurses and HCAs. Three of 24 advanced nurse practitioners (ANPs) registered in 2019 with three candidate ANPs (cANPs) currently undertaking site prep to be eligible to register in 2020, with plans for further ANP service development aligned with Sláintecare.

Nightingale Challenge

The 'Nightingale Challenge' is a global initiative that invited participation from healthcare employers, to provide leadership and development training for a group of nurses during 2020, which was designated the Year of the Nurse and the Midwife by the World Health Organisation. The challenge aimed to inspire, equip and empower the next generation of nurses and midwives as leaders, practitioners and advocates in health. St James's Hospital registered for the Nightingale Challenge in November 2019 and was the first hospital in Ireland to accept the challenge. 29 'Nightingale Nurses' were selected to participate in the year-long programme, which will be officially launched in January 2020.

Staff Retirements

2019 saw the retirement of many nursing and HCA colleagues. Our Director of Nursing (DoN) would like to take this opportunity to wish all a happy and healthy retirement and thank each colleague for their work over the many years.

2019 was another exciting year for the SJH Nursing and Health Care Assistant (HCA) team. Our DoN would like to thank each and everyone one of you for your commitment, team spirit and providing safe and quality driven care to our patients and their families' on a daily basis.

2020 Objectives

2019 was an extremely busy year for nursing. We demonstrated our commitment to existing projects and we also involved ourselves in new and exciting organisational initiatives which required our involvement for them to be successful.

In 2020 we will:

- improve all patients' experience in both the ambulatory and inpatient setting
- continue to be regarded as recognised as leaders in healthcare, nationally and internationally
- continue our engagement and commitment towards the OECI accreditation process
- continue to support nurses of all grades and HCAs in their personal and professional development
- provide ongoing support and development of nurse-led research
- continue to work on the retention, recruitment and development of nursing and HCA staff.

2020 provides the SJH Nursing team and our HCA colleagues with great opportunities with the introduction of the Safe Staffing and Skill Mix Framework and the upcoming celebrations for the Year of the Nurse. Together we will continue to develop our energetic and exciting nursing workforce and with the Nursing Executive team once again lead out as the best nursing team in Ireland. I look forward to working with you all so that we can achieve our goals.

3.4 Internal Audit

The Head of Internal Audit reports to the Chairperson of the Audit and Risk Committee, a hyphenate subcommittee of the Hospital Board, on all operational matters. This ensures independence and direct access to the Hospital Chairman and Board if necessary. The Head of Internal Audit reports to the CEO on all functional matters.

The Annual Internal Audit Programme is a vital document as it determines the internal audit work for the year ahead. This programme is informed by previous audits and outcomes, items identified by the Office of the Comptroller and Auditor General (C&AG) or the HSE on local and national issues.

Performance Highlights

The following audits were among those reported to the Audit and Risk Committee in 2019:

- Internal Financial Controls
- Follow up on previous recommendations
- Codes of Conduct
- Research Finances Management
- The Process for Cancellations and Did Not Attends
- Overpayments

3.5 Informatics Directorate

The Informatics Directorate (IMS), led by the Director of Informatics, Ms Gemma Garvan, constitutes a number of areas that all have a strong focus on the use and quality of technology, innovation and information in the care and treatment of patients, as well as supporting the corporate needs of the hospital.

The mission of the IMS Department is to provide an innovative and resilient framework of Information Services to support all aspects of the hospital's business. This includes the implementation and configuration of clinical and corporate IT systems, as well as support of the underlying technology. The department also delivers a Data Management and Business Intelligence Function for all directorates.

The department was restructured in 2019 to reflect the changing focus on digital across healthcare and within St James's hospital. The directorate now contains five pillars; Informatics Operations, Informatics Security, Data and Analytics, Engagement and Delivery and Enterprise Architecture.

The management team for the directorate includes:

- Finian Lynam, Chief Data Officer
- John Nolan, Chief Information Security Officer
- Miriam Roche, Engagement and Delivery Lead
- Grainne Courtney, Chief Clinical Information Officer
- Jo Murphy, Chief Informatics Operations Officer.

Performance Highlights

The Informatics Directorate continued to provide a professional and timely service to all end users Highlights of the initiatives that were completed in 2019 and new ones that commenced in 2019 include:

- Implementation of a patient self-scheduling system for our GUIDE Clinic, which prevented the need for patients to queue unnecessarily for the walk-in clinics
- Increased electronic referrals from General Practitioners (GPs) by 30% and expanded it to 38 specialities
- Go-live with the upgraded version of the Emergency Department patient tracking Whiteboard System
- Implementation of Government Cloud Network to improve internet and some corporate system application performance and resilience
- Replaced all printer equipment throughout the campus
- Continued improvement and coverage of Hospital Wi-Fi and public/ guest access
- 24*7 Security Operations Centre upgraded and a new encryption method applied
- PCs refresh, on-going upgrade and replacement of hardware inventory and upgrade of OS to Win 10

- 30,175 Service Desk calls for 2019, with 43% dealt with within 30 minutes
- Service Desk profile review of metrics and services provided
- Implementing a new Flu Fighters form and process was completed
- Expanded the Clinical Photography service to complete.

Electronic Patient Record System (EPR)

Following the go-live of Project Oak in October 2018, the focus for 2019 for the directorate was for EPR stabilisation and optimisation. During 2019, our newly introduced EPR was bedded in across all our inpatient areas and several enhancements were made based on staff feedback and hospital requirements. One of these enhancements was the Meropenem Query List that was built to enable the hospital to identify patients on an antibiotic, critical for KPI in anti-microbial stewardship. The directorate also completed the Project Oak Benefits Realisation Report to demonstrate the benefits the hospital has achieved from implementing the EPR.

The hospital received sanction from the Department of Finance to allow us to procure a hosted, managed EPR environment to reduce risk and enable a code upgrade. This was a significant achievement in 2019 as it will allow the expansion of the EPR to outpatients which will see the hospital realise its goal of full EPR usage and the associated benefits for patients and hospital operations.

Internet / Email

Our websites with 792,954 visitors (public website), are a source of information for its key audiences, focusing on patients, visitors, GPs/ healthcare profes-

sionals, job seekers and other major stakeholders. 2019 saw the introduction of Transport Layer Security (TLS) to manage all encryption and email services which attributed to the security mechanisms managed by IMS and ensuring staff are more vigilant.

Retirement

2019 also saw the retirement of our Informatics Operations Manager, Marie Sinnott, after 35 years' service to St James's Hospital. Marie was a great loss to the team and we all wish her well in her retirement.

Objectives for 2020

The following identifies the Informatics Directorate's main objectives for 2020:

- Future-proof our EPR system by procuring an upgrade for our EPR environment to include a technical managed service
- Implement a Cardiovascular Information System
- Increase communications with the community through the use of Healthmail and Secure TLS
- Implement a patient engagement tool
- Implement a secure messaging service for staff
- Upgrade our Firewall and implement a security-managed service contract.

3.6 Facilities Management

The Facilities Management Directorate (FM) provides a full range of support services in an integrated manner that enhances the patient experience and supports the hospitals clinical staff in treating our patients.

The FM Directorate comprises of the following disciplines; Patient Hygiene Services, Concourse, Chaplaincy, Catering, Portering, Telecommunications, Facilities Management Administration, Security and Car Parking, Logistics, Fire Safety Services, Medical Records Management, Technical Services Department/FM Engineering, Support Services Contracts, Sustainability and Mobility.

Performance Highlights

Catering Department

- 1. Introduced new patient menu
- 2. Meal reversal (main meal in evening)
- The Catering Department was recognised at the Ministerial launch of the National Patient Experience Survey results for quality improvements
- 4. International Dysphasic Diets Standardisation (IDDSI) diets; multidisciplinary implementation committee established
- 5. Allergan information, Kcal and Ward Resource Pack completed
- 6. We changed over to fully compostable disposables in the Orchard House Restaurant
- 7. Environmental Health Officer (EHO) carried out unannounced audits and no non-compliance was noted
- 8. We migrated from to paper-based auditing system to electronic ECat System.

Key Objectives for 2020

- Food Delivery Unit refurbishment to be completed
- 2. Launch of IDDSI
- 3. Introduce 'Red Tray' to highlight patients on textured modified diets
- 4. Continue to roll out ECat to all areas within the department

- 5. Continue to develop specific patient menus
- 6. Plan to introduce technological based meal ordering system.
- 7. Aim to achieve the Food Safety Assurance Award, demonstrate to wider public that we Food Safety
- 8. To launch 2goCup and eliminate single use disposable cups.
- 9. To reapply for the Bronze Healthy Heart Award.

Portering Services

- Blood Transportation Course completed for all new members of staff to ensure safe delivery of blood products
- Chemotherapy Safety Training recently introduced, has continued for Portering Service staff and introduction of Intrathecal Chemotherapy Training and inclusion of new staff on national register to collect & deliver product as per national safety policy.

Mobility and Sustainability

- 1. The uptake of the TaxSaver Ticket Scheme amongst staff increased by over 250% in the last three years and approximately 1,800 staff have availed of the Bike to Work Scheme
- 2. The lunchtime food market "The Fayre in the Square" returned in 2019

Logistics

	2019
Total receipt value goods & services	€142,638,547
Stock reservations processed	14,939
Stock receipt value	€11,336,352
Consignment issue value	€6,394,943
Stock vendors	136
Stock purchase orders placed	5956
Managed stock lines	4624

Environmental Services Department

In 2019 the following waste statistics were recorded:

Risk waste tonnage closed out at

	2018	2019	% Difference
Normal	445.55	341.42	-23%
Special	28.88	34.19	18%
			-5%

In April 2019, following the award of a National Risk Waste Collection and Destruction Contract, there was a 23% cost increase which will be held for the duration of the contract.

Non- risk waste tonnage closed out at 1657.85 tonnes in 2019 compared to 1705.91 tonnes in 2018, which represents a 2.82% decrease.

- Compostable waste increased by 14.16%
- Recycling waste decreased by 9.01%

There were two Dangerous Goods Safety Advisor audits carried out:

- 21st August, 2019
- 7th November, 2019

Fire Services

- The key performance indicator was the attendance of 3,712 staff at fire safety training which equates to 85% of the total hospital staff complement in 2019
- Additional Fire Safety Training was provided to all contract staff to ensure competence in dealing with a fire emergency
- Every fire exit and fire alarm panel was inspected weekly, to ensure they operated correctly.

Key Objectives for 2020

 To ensure every department and building test it's emergency preparedness, by carrying a fire evacuation drills.

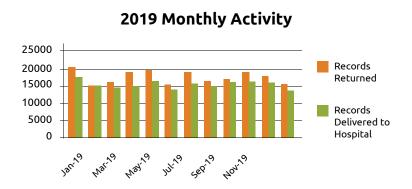
FM Engineering

There was continuous progress of the Energy Performance Contract (EPC) in 2019. The technical meetings were finalised and the invitation to tender was issued to the three shortlisted companies. A preferred bidder was appointed and invited to proceed to the next stage of the procurement process. This work will continue in 2020 when the project agreement is finalised and agreed between Carbon Emission Fund, the preferred bidder and St James's Hospital.

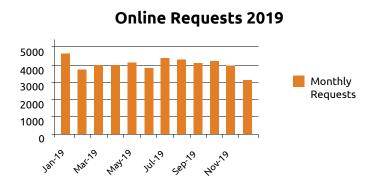
Medical Records Management

The Medical Records Centre houses almost 500,000 patient charts, over 2,000,000 laboratory slides/blocks and 10,000 microfilm tapes. In addition to medical records, the centre archives records for several departments across the hospital.

During 2019, the department delivered over 200,000 records to the hospital and refiled 190,000 records.



In 2019, the department received almost 50,000 online requests for charts from services across the hospital. This represents an 8% increase on 2018.



During 2019, the Routine Access Department function of Medical Records, which manages the release of copy records to patients, other healthcare institutions, legal representatives, An Garda Síochána and other third parties, moved to the Access Information Office.

In 2019, the Medical Records Department underwent audit for retention of their ISO 9001: 2015 Certification for the Comprehensive Management of Medical Records, which was awarded to the department again.

Key Objectives for 2020

We look forward to continuing to provide an excellent record management service in 2020.



3.7 Capital Projects

The Capital Projects and Estates Office provides the management of the St James's Hospital Board's Strategic Development Plan, which includes the management of major capital projects, major equipment replacement with the procurement and direction of the design team and construction teams for statutory compliance of these developments. The major capital projects range in value from €500k - €50m. The St James's Hospital Board holds several lease and licences for various properties and the Capital Project & Estates Office provides overview on these assets.

The Capital Project and Estates Office is led by Director, Niall McElwee and supported by the Project Manager, Philip Connaughton, with administration/finance support by Niall McCartney and Fiona O'Brien. The appointment of design and professional consultants is engaged on a case by case basis, subject to capital funding approvals.

Key developments in 2019

The key developments undertaken by the Capital Projects and Estates Office during the year included; the adult hospital interface with the main works contract for the National Paediatric Hospital development, the major reconfiguration and expansion of the **Endoscopy Decontamination Unit**, the redesign for replacement of the equipment of the existing **Catherisation Laboratory** and provision for a future 3rd cathertisation laboratory, Food Distribution Unit expansion, Haemophilia and Hepatology Assessment Bay expansion and reconfiguration and major refurbishment of the **QSID Offices**, **Medical Physics** Technical Workshop and the public toilets in the main concourse. These projects were carried out in live hospital environments with significant infection control and patient and staff safety conditions maintained at all times.

Other projects included the opening of the MISA gate from the St James's Linear Park for staff and public to access the hospital and submittals for the landscaping proposals with Dublin City Council. As Chair of the multi-stakeholder Campus Access Group, which included the HSE, Dublin City Council (DCC), National Transport Authority (NTA), Children's Health Ireland (CHI), the National Paediatric Hospital Development Board (NPHDB), Transport Infrastructure Ireland (TII) and St James's Hospital, the director of the Capital Projects and Estates Office facilitated the oversight of the NTA preparations for proposals for the road widening, Bus Connects corridor route, cycleways and improved footpaths for pedestrians at entrances and through the campus.

For Trinity College Dublin, the SJH Capital Projects and Estates Office managed the internal works programme in the **Trinity Translational Medicine Institute (TTMI)** to facilitate the transfer of staff and

services from the SJH Central Pathology Laboratory (CPL) to the new laboratories in the TCD Health Science Building. In addition, for TCD, the Capital Projects Office provided the project management of the completion of the refurbishment of the Clinical Research Facility (CRF) Cleanroom, in conjunction with the TCD - IMM (Institute for Molecular Medicine) and SJH - CMD (Cancer Molecular Diagnostics).

During 2019, for the HSE directly, the SJH Capital Projects and Estates Office managed the 3rd phase of the **Anti-ligature Project** in the Acute Mental Health Facility in the Jonathan Swift Clinic. This was a complex project working in acute mental health wards to replace toilets, showers and bedroom furniture with contemporary approved anti-ligature fittings to conform with international safety standards.

Summary of 2019 key developments 2019

- Endoscopy Decontamination Unit Expansion and Upgrade
 - Works to upgrade the existing facility were required under Joint Advisory Group on Gastroenterology (JAG) accreditation recommendations and to meet the increased services activity of the Endoscopy Suite. This was a three-year project. Value: €2.4m. JAG accreditation visit took place on 24th September with an audit of service and facilities with successful outcome.
- Third Cardiac Catherisation Laboratory (Cath Lab) – Reconfiguration of the Diagnostic Imaging Department (DID) and Cardiology Department. Business case proposals submitted for existing Cath Lab replacement included improved patient flow for a possible third Cath Lab. The third Cath Lab will be subject to the National Cardiology Review, undertaken by the HSE. Capital project value: €2.4m.

- Interface with new Children's Hospital Main Works Contractor (MWC) is ongoing.
 - The NPHDB and SJH attend fortnightly
 Works Liaison Committee meetings on the interface issues with the main works contractor,
 BAM. Key elements on the campus, including;
 monitoring safety, patient access, deliveries,
 dust and noise are reviewed
 - Daily audit of safety issues and interface with the NPHDB Design team for the Capital Projects and Estates Office to review and approve the Risk Assessment Method Statements for works adjacent to or within the adult campus boundaries, is undertaken
 - The Capital Projects and Estates Office maintains liaison with neighbouring resident representatives through the Communications Office of SJH and the NPHDB
 - Major changes in main arterial road layout of campus was implemented in 2019 and the adult hospital's Emergency Department entrance road was altered to suit evolving works to the road network
 - Demolitions continued to the façade of adult Energy Centre, while maintaining the critical services (power, medical gases, water and steam) within the diverted utility tunnel linking the energy centre to the main hospital buildings.

Key Objectives for 2020

The application to the HSE for funding to support major development on the campus, including the approval for the **Campus Development Plan** continues.

Priority projects for 2020 include:

- The upgrade of the **ultrasound procedure rooms** in the Diagnostic Imaging Department
- Upgrading/ replacement of the Neurology and Epilepsy Clinical Services Building at Hospital 5
- The major reconfiguration of the Catherisation Laboratory area, with additional recovery bays.

These projects will be managed by the Capital Projects and Estates Office in conjunction with the ongoing liaison of the National Paediatric Hospital development on the campus.



THE SJH CAPITAL PROJECTS AND ESTATES OFFICE

MANAGED THE 3RD PHASE OF THE
ANTI-LIGATURE PROJECT IN THE ACUTE
MENTAL HEALTH FACILITY IN
THE JONATHAN SWIFT CLINIC.

4.1 Haematology, Oncology Palliative Care (HOPe)

The HOPe Directorate encompasses the specialties of Haematology, Medical Oncology, Cancer Genetics, Palliative Care, Psychological Medicine and Radiation Oncology. The Haematology Department incorporates the Haemoglobinopathy Service plus national specialities as follows:

- National Centre for Adult Bone Marrow Transplantation
- The National Coagulation Centre.

The directorate provides integrated care with St Luke's Radiation Oncology Network (SLRON) and the Cancer Clinical Trials Programme and is supported by the Bone Marrow for Leukaemia Trust, the Irish Cancer Society and the Daffodil Centre. The HOPe Directorate continues to meet growing demands on its services while capacity still represents an ongoing challenge. The directorate aims to provide the best care for patients, based on patient experience, safety, clinical excellence and innovation.

Performance Highlights 2019

KPIs measured within the HOPe Directorate:

Pillar	KPI
Patient safety	Medication safety eventsAdverse events
Access	 OPD wait times Time to triage by speciality/ consultant Time to treatment
Patient flow	Did not attent (DNA) rateOutpatient and day case activityDischargesLength of stay

Other KPIs

Medical Oncology

Monthly reporting to the National Cancer Control Programme (NCCP), detailing:

- The total number of patients who received a new parenteral systemic therapy in the Haematology Oncology Day Care Ward (HODC)
- The number of patients who received a new parenteral systemic therapy in the day ward within 15 working days of the date of the finalised treatment plan.
- In 2019, 851 oncology patients received a new parenteral systemic therapy in HODC. 826 of these patients received treatment within 15 working days of the date that it is agreed that the patient was deemed ready to treat. Of the 25 patients that did not receive treatment within the 15 working days' time to treat KPI, 17 breached for personal reasons, 5 medical and 3 for capacity reasons

Cancer Genetics

Quarterly reporting to the NCCP, detailing:

- Wait times for predictive and diagnostic testing
- Number and type of laboratory tests completed.

Palliative Care

Monthly reporting to the HSE detailing:

- Inpatient and outpatient activity
- Wait times for inpatient and outpatient consults

Radiation Oncology

Monthly report:

- Radiotherapy admissions
- Radiotherapy discharges a combination of previous months' admissions and transfers to a radiotherapy consultant
- Bed occupancy.

National Adult Haematopoietic Stem Cell Transplant Unit:

Detailed data is submitted on each transplant patient to the European Society of Blood and Bone Marrow Transplantation (EBMT).

Multidisciplinary Cancer Team Conferences (MDT):

- There are eight cancer multidisciplinary team conferences held weekly to establish consensus diagnosis and treatment plans for all cancer patients
- There has been a consistent rise in the number of cases discussed at MDT meetings year on year, in 2019, 10,622 cases were discussed

- In addition to the above, 776 patients with blood cancers and haematological malignancies were discussed at the Haempath meeting in 2019
- The number of cases discussed at MDT meetings 2010-2019 is shown below:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Upper and Lower GI	1059	1167	1109	1271	1203	1017	1228	1248	1361	1362
Urology	623	781	942	1320	1022	958	1029	1089	1088	1139
Gynae	1136	1158	1256	1275	1343	1238	1066	1112	1187	1060
Breast	1947	2122	1935	2420	2256	2143	2521	2615	2463	2848
Lung	1357	1587	1504	1599	1548	1573	1585	1609	1740	1567
Head and Neck	638	599	689	871	934	985	1085	1144	1327	1394
Lymphoma	388	387	429	438	453	444	436	459	467	559
Skin	1491	1599	369	190	243	411	651	617	566	693
Haempath Meeting	N/A	690	654	776						

Staffing

- Jenny Kerlin retired from her Assistant Director of Nursing (ADON) position after over 30 years' service to St James's Hospital
- Audrey O'Halloran was appointed as Clinical Support Nurse for Donal Hollywood Ward
- Marie Roche was appointed as Clinical Nurse Manager I (CNM) for Denis Burkitt Ward
- Una Gibbons was appointed as CNMII for the Anticoagulation Service
- Deirdre Howley was appointed as Family History Cancer Genetic Nurse Coordinator
- Stephen McDermott was appointed as Clinical Nurse Specialist (CNS) in Palliative Care
- Laura Sweeney was appointed as CNS in Systemic Anti-Cancer Therapy (SACT)
- Sangeetha Tamilarasan was appointed as CNM II in HODC
- Eilish Duignan was appointed as CNM III in HODC
- Niamh O'Sullivan was appointed as CNS in Haematology
- Norma O'Riordan was appointed as ADON for the HOPe Directorate
- Sarah Molumby was appointed as Grade VI Cancer Genetics/MDT Manager

Nursing Key Achievements 2019

- Posters presented by Ms Mairead Ni Chonghaile (Bone Marrow Transplant Coordinator) and Ms Aileen Smith (CNS Late Effects) and awarded first and second prize respectively at the Haematology Association of Ireland Conference.
- Ms Maria Boyle, Project Development CNS, in collaboration with Ms Elizabeth Breen, HOPe Clinical Pharmacist, presented the findings of an audit exploring dermatological toxicities with Paclitaxel administration in the treatment of breast cancer at the Trinity Health and Education International Research Conference Integrated Healthcare: Developing Person-Centred Health Systems. At the conference, Maria also presented a poster entitled "Coordinating care over the telephone: a hidden aspect of care provided by Clinical Nurse Specialists".
- Poster HAI 2019TITLE Educate together.
 Empowering the Haematology Staff Nurse.
- Marie Roche CNM1, Deirdre Byrne, CSN and Lekha Thomas, Staff Nurse.



THERE HAS BEEN A CONSISTENT RISE
IN THE NUMBER OF CASES DISCUSSED AT
MDT MEETINGS YEAR ON YEAR, IN 2019,
10,622 CASES WERE DISCUSSED

Nursing objectives for 2020

- Development of a new acute oncology haematology CNS role.
- This role will involve the implementation of the planned non-emergency department direct access route for oncology/haematology patients who are experiencing disease or treatment-related complications.
- Continued collaboration with Trinity College Dublin (TCD) School of Nursing and Midwifery and St James's Hospital who are building their capacity within nursing to make a more substantial contribution to leading the cancer nursing research agenda in Ireland.
- The first Fundamentals in Oncology Education Course is planned to take place in quarter 1 of 2020. This course will provide insight into advanced cancer management for all multi-disciplinary colleagues. Already this course has generated interest nationally from large acute general hospitals and the pharma industry.
- A qualitative research study, in collaboration with TCD, exploring the experience of patients on cancer treatment attending for unscheduled care, and the experience of staff who care for these patients, is due to commence in 2020. It is hoped the study will inform the development of a new acute oncology haematology service.
- Planning has also commenced from a nursing perspective for the roll-out of a Chimeric Antigen Receptor (CAR) T-cell Therapy Programme in the hospital. This is another exciting development in the treatment of patients with haematological malignancies.
- The focus of our nursing care is and will continue to be on quality, research, education and clinical competence.

Haematology Oncology Day Care (HODC)

- There were 17,935 daycase attendances in HODC in 2019
- Quality improvement initiatives continue to be a priority for HODC
- GP phlebotomy support for HODC was piloted in October 2019 with an average of six patients per week. The appointments are electronic using Swift-Queue technology, so once the patient is booked into the system by the administrator, a text alert is automatically sent to the patient.

HODC objectives 2020

- To expand capacity in HODC by increasing the number of treatment couches and to increase the staffing at medical and nursing levels to meet growing patient demand and improve patient experience
- To expand the GP Phlebotomy Support Service.

Medical Oncology

Oncology outpatient and daycase activity remains high with 27,232 combined attendances in 2019.

2019

- Daycase Discharges = 11,095
- Inpatient Discharge = 1,269

2019

- New outpatients = 1,176
- Return outpatients = 14,961

Key achievements in 2019

- Active involvement in OECI inspection in April 2019, leading to achieving OECI Cancer Centre accreditation
- Significant contribution by the medical oncology team into research activity and healthcare policy development at local, national and international levels
- The introduction of the Swift Queue Phlebotomy Service to HODC, a pilot project to reduce waiting times in HODC at registration and phlebotomy, which resulted in patients reporting improved satisfaction with the service.

Objectives for 2020

- Prepare for the introduction of a National Cancer Information System (NCIS) in 2020, in collaboration with the NCCP
- Engage with key stakeholders to increase the number of cancer clinical trials available to patients and patients enrolled on a cancer clinical trial in 2020
- Continue to expand collaborative participation in translational clinical research
- Improve patient satisfaction and wait times through the introduction of telehealth consultations for patients deemed appropriate for this service
- Expand the use of the Swift Queue Phlebotomy Service for patients attending HODC in collaboration with the Laboratory Medicine Directorate
- Expansion and implementation of locally developed and NCCP KPIs related to improved safety and patient experience
- Introduction of a new digital dictation system to improve the capture and sharing of clinical patient information
- Introduction of a more efficient appointment scheduling system to improve patient flow and efficiencies.

Haematology

- As the National Adult Haematopoietic Stem Cell Transplant Unit, the service carried out 146 transplants in 2019
- Outpatient and daycase activity increased on 2018, with 17,166 combined attendances in 2019.

2019

- Daycase Discharges = 6,141
- Inpatient Discharge = 895

Outpatient Activity Haematology 2015-2019								
	2015	2016	2017	2018	2019			
New	744	1046	1104	702	794			
Return	9439	9168	9387	9869	10231			
Total	10183	10214	10491	10571	11025			

Chimeric Antigen Receptor-Therapy (CAR-T)

CAR-T is novel immunotherapy for the treatment of adult patients with relapsed or refractory large B-cell lymphoma after two or more lines of systemic therapy. There is also a CAR-T therapy for adults living with certain types of non-Hodgkin lymphoma.

- Two patients were referred to hospitals in the UK for CAR-T in 2019. This exciting new treatment is expected to be available to patients in St James's Hospital in near the future
- Education and training related to CAR-T have been provided to staff throughout the year in preparation for its introduction.
- Two new staff members have been appointed as CAR-T Co-ordinator and Grade V Administration Co-ordinator. They are expected to take up their posts in 2020.

2020 Objectives

- To address the issues raised during the JACIE inspection, including increased medical and specialist nursing manpower for the allogeneic transplant service
- To obtain JACIE accreditation of the Autologous Transplant Service.
- To formalise the Myeloid MDT Service to include all new myeloid diagnoses and marrow failure syndromes, to assist in the streamlining of treatment planning and to improve the triage and prioritisation of national transplant referrals
- The launch of a Myeloid Next-generation Sequencing Service to assist in assessment and counselling of patients with myeloid disorders for transplantation
- To formalise and provide greater structure for patients with bone marrow failure disorders, to include a more comprehensive diagnostic workup, improved fertility preservation options and improve the nursing support for these patients
- To improve the models of care for the management of the expanding population of adult allogeneic transplant survivors. This will involve closer and more structured liaison with referring national haematological and oncological services
- Development of a service (AYA) directed towards young adults with haematological malignancies, including marrow failure syndromes.

Quality Objectives for 2020

- To improve communications and data collection between SJH and referring centres through fully implementing standardised online patient referral forms for SCT and patient follow-up forms post SCT
- To establish a Patient Forum Group for the development of patient-centred improvements in service delivery
- To be fully prepared for the introduction of CAR-T therapy by Q3 2020, having completed staff training and developed associated SOPs
- To review all SCT policies and procedures in preparation for JACIE interim audit in 2022
- To increase the number of clinical audits undertaken in 2019.

Cancer Genetics

Key Achievements in 2019

- Service activity continued to rise with referrals received from all over the country
- 2019 marked the 25th year since the discovery of the lifesaving BRCA2 gene. The 'Structural Symmetries' sculpture by artist Chris Wilson was unveiled in the hospital concourse. This artwork celebrates the breakthrough work of staff at SJH and TCD, notably Prof Peter Daly, Nurse Wilma J Ormiston and Dr Ross Mc Manus who contributed to the discovery of the BRCA2 gene in 1994. It pays tribute to the families who participated in cancer genetics research, and the international effort led by Professor Sir Michael Stratton (Sanger Institute) in the discovery of the BRCA2 gene, leading to improved care for many worldwide
- The 7th Annual 'Gathering Around Cancer' conference had a central genetics component. The conference was led by Prof. David Gallagher (SJH) and Prof. John Mc Caffrey (Mater Hospital) with talks from international speakers including Dr Karen Cadoo (Memorial Sloan Kettering). The conference offered the opportunity for Irish people involved in many aspects of cancer care to gather for education, to exchange research ideas and develop collaborations

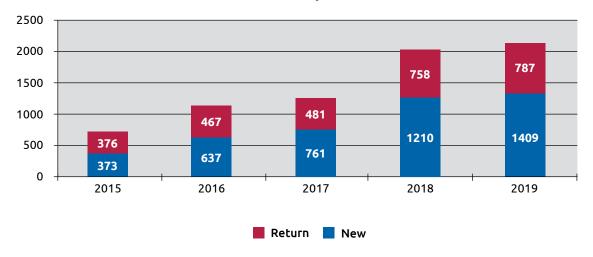
- The service welcomed two new genetic counsellors to the team, Claire Giffney and Aoife O' Shaughnessy-Kirwan
- The Cancer Genetics Service hosted student teaching placements for a medical student (RCSI) and MSc genetic counselling student (Cardiff University)
- A novel programme for MRI screening in Li-Fraumenu Syndrome patients was started with funding support from the Bobbie Bastow Genetic Foundation. Li-Fraumeni Syndrome is an inherited familial predisposition that increases the risk of developing several types of cancer.

Key priorities 2020

- The service looks forward to a new consultant oncologist and cancer geneticist, Dr Karen Cadoo, who will join in 2020
- The growing waiting list is a major challenge for the service. Given the expanding indications for genetic testing, expanding the Cancer Genetics team in 2020 is necessary to meet service demands and reduce waiting times
- To integrate and implement Progeny software, risk modelling and pedigree-software, enabling family-linked records. Optimise resources and efficiencies by improving testing turn-around-time, electronic processes and reducing paper-based practice
- To develop a business model that facilitates remote telemedicine
- To continue to develop research collaborations.

Activity in the Cancer Genetics Service continues to rise, due to ever-increasing demands. **The table below shows increasing outpatient activity 2015-2019.**

Cancer Genetics Outpatients 2015-2019



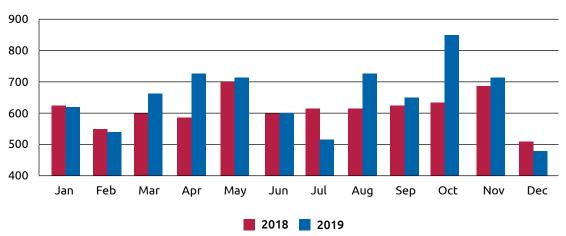
National Coagulation Centre (NCC):

- October 2019 saw go-live with Lighthouse project INDICI New National Haemophilia Electronic Health Record
- Patients switched to new drug Hemlibri, following clinical trial, improving patient quality of life
- A gene therapy study commenced
- Dr Saad Ahmed started as a locum consultant
- Start of Patient Portal Implementation on INDI-CI-Phase 2
- Catherine Bergin was appointed Grade V Data Manager

- Nurse-led telephone clinics commenced
- Shaughnessy-Kirwan
- The Cancer Genetics Service hosted student teaching placements for a medical student (RCSI) and MSc genetic counselling student (Cardiff University)
- A novel programme for MRI screening in Li-Fraumenu Syndrome patients was started with funding support from the Bobbie Bastow Genetic Foundation. Li-Fraumeni Syndrome is an inherited familial predisposition that increases the risk of developing several types of cancer.

NCC outpatient activity





Comparison of overall clinic activity in 2018 and 2019, Inc. dental and anti-coagulation activity from Clintech/Indici

		Jan	Fev	Маг	Арг	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
	2018	646	554	592	583	695	600	615	624	635	653	685	506	7388
:	2019	641	529	663	730	712	597	524	728	665	856	731	477	7853

Red Cell/ Haemoglobinopathy Service

- Demand for this service continues to rise, with over a 450% increase in activity over the past five years
- The team compromises of 1 WTE consultant, 2 WTE CNS, 1 WTE staff nurse, 0.5 WTE senior physiotherapist, 0.5 WTE social worker and 0.5 WTE senior psychologist
- A National Transition Programme has been established for patients transitioning from the paediatric services at Our Lady's Children's Hospital, Crumlin to the adult services in SJH
- The service has established close links with obstetric colleagues in the Coombe Hospital, managing high-risk pregnancies on a national level
- The Red Cell Service is a member of the Eurobloodnet, a collaborative network of institutions committed to improving healthcare services for patients with rare red cell disorders
- Patients have the opportunity to enrol in international clinical trials which are run in conjunction with colleagues in the Clinical Research Facility at SJH
- The Haemoglobinopathy Service continues to expand with increasing demands year on year.

Key Objectives 2020

- Expansion of the Ambulatory Haemoglobinopathy Service
- Development of the Transition Service.

Palliative Care

The Specialist Palliative Care Service looks after patients with life-threatening illness. It provides advice on symptom control and end of life care. It coordi-

nates specialist palliative care support for patients on discharge, and works closely with Our Lady's Hospice and Care Services and other specialist services.

- The Registered Advanced Nurse Practitioner (RANP) Clinics provided by Rory Wilkinson in the HODC continue to grow
- The annual remembrance service took place in 2019
- The Introduction to Specialist Palliative Care Education Programme remains very popular.

Outpatient activity continues to grow year on year:

	2015	2016	2017	2018	2019
New	55	44	55	58	103
Return	199	170	243	315	415
Total	254	214	298	373	518

Team visits:

	2015	2016	2017	2018	2019
Single	4,882	5,066	4,278	4,477	4,429
Joint	676	746	617	728	647
Total	5,558	5,812	4,895	5,205	5,076

Radiation Oncology

- The Stereotactic Ablative Body Radiotherapy Programme (SABR) continued to grow with greater emphasis on complex centrally placed tumours and oligometastatic disease
- Following data gathered across the St Luke's Radiation Oncology Network (SLRON), all patients with mediastinal lymphoma received radiotherapy using a deep inspiration breath hold (DIBH) technique where appropriate. This potentially permits greater sparing of normal tissue irradiation and will likely lead to a reduction in late normal tissue damage
- All women with left-sided breast cancer (and some with right-sided tumours where cardiac irradiation cannot easily be avoided) and/or the need to treat internal mammary lymph nodes now receive radiotherapy using the same technique (DIBH). This is in keeping with international best practice and should reduce late normal heart damage

- The Physics Department in the St James's Centre held an International 3D Printing Bolus Conference in 2019; the first of its kind. 3D printing bolus is an advanced technique that permits the delivery of radiation to more superficial areas of the body in a much more accurate way than was previously achievable
- Despite significant staff shortages, the SLRON continued to recruit patients to clinical trials (approximately 3% of all). Of note, the international endometrial cancer trial PORTEC-4a, opened. This is the first trial to introduce molecular factors into the adjuvant treatment of endometrial cancer and relied on close collaboration with an international validation of the SJH Histopathology Department. PORTEC-4a will show if omitting treatment in cases of favourable molecular profiles is safe and cost-effective
- Data for treatment delivered 2012-2019 are captured in the table below and reflect the increasingly complex nature of the specialty.

Year	Number of New Treatment Starts	Number of Fractions Delivered	% of treatments that are VMAT	SABR Treatments (no of patients)	SABR Treatments (no of fractions)
2012	823	19,303	10	N/A	N/A
2013	1,160	23,127	27	N/A	N/A
2014	1,450	26,322	30	35	156
2015	1,407	24,887	50.8	56	259
2016	1,395	26,036	73.3	75	360
2017	1,377	23,463	74.3	139	754
2018	1445	21676	76.6	128	669
2019	1427	21910	72.9	171	880

Psychological Medicine

The Psychological Medicine service provides care for all cancers; haematology, oncology, medical and surgical cancer patients.

Key Achievements in 2019

- Integration of the SJH Psych-Oncology Service delivery model by the NCCP for the development of psycho-oncology services nationally
- The input of staff from the SJH service in implementing the National Psycho-Oncology Strategy
- Further development of the Radiation Oncology Specialist Service
- Development of management expertise within the service and the appointment from within the Psychological Medicine Service of the lead for service delivery within the HOPe Directorate.

Clinical Trials

- We enrolled 49 patients in 2019 onto 13 different clinical trials
- We opened 12 new clinical trials in 2019 in the areas of lung, breast, GI, GYN and myelofibrosis.
 Three of which were Phase II, with the remainder being Phase III. All were pharmaceutical company sponsored and funded.

Key Priorities for 2020

- To improve the environment for the provision of clinical services
- There is a need for a senior psychiatry trainee (senior registrar) within the service, to ensure the continued development of psychiatric expertise for cancer patient care
- The development of methods to capture service activity. One of the strengths of the service 'on the ground' has been its flexibility in responding to patient need, for example seeing patients on the HODC while they attend their haematology-oncology appointment rather than requiring them to attend a separate Psycho-Oncology outpatient department. This approach, while promoting a flexible clinical approach, has meant that much of the service activity is not measured. With the activation of the electronic patient record (EPR), there is now the possibility of capturing activity more practically, and this will be a focus over the next year.

4.2

Medicine for the Elderly (MedEl)

Mercers Institute for Successful Ageing (MISA) offers clinical services, spanning a thriving ambulatory care service which operates a one-site-one-stop model for up to 30,000 attendees per year, in addition to avant-garde rehabilitation facilities and cutting edge inpatient care delivered in single room occupancy.

Ambulatory care services include; the Falls and Syncope Unit (FASU), Memory Clinic, Bone Health Unit, Stroke Service, and a busy General Outpatient Clinic. Home FIRST is a specialist older persons team, based in the Emergency Department (ED). The ED FASU Service covers all ages. Mercers Institute for Research on Ageing (MIRA) is the research pillar of MISA and is Ireland's largest clinical research facility for older people, dedicated to developing new models of clinical care, technological innovations and highest quality research, education and training in healthcare for older adults.

One of our recent exciting developments has been the introduction of a social prescribing programme which is now embedded into not only clinics for older patients, but also general medical clinics throughout the hospital. The directorate is planning a new Parkinson's Disease ambulatory care service for 2020.

Highlights 2019



Pictured: Minister for Mental Health & Older People, Jim Daly, attending the Social Prescribing Network of Ireland Conference lead by Dr David Robinson, Consultant Geriatrician (right).



Pictured: Dr David Robinson, Consultant Geriatrician, discussing the LAMP Project with The Prince of Wales at Clarence House in London on 3 April, 2019.



Dr Paul Claffey with the Jack Flanagan Medal 2019 winning team

Pictured L-R: Dr Paul Claffey, Claudine Howard-James, Anna Coulter, Shriya Varghese, Max Waterstone.

Clinical Pillar

In 2019, the directorate's day facility, Robert Mayne Day Hospital (RMDH), underwent a complete makeover, creating an acute four bay clinical treatment area equipped with monitors, three infusion stations, additional doctors work stations and consultation rooms, creating a space to deliver acute care effectively meeting the need of growing acutety of the patients presenting for treatment. The day hospital provided comprehensive geriatric assessment, rehabilitation and acute medical care to our elderly community cohort and provides access to a wide range of specialist support services.

The Memory Service continues to be busy and has now introduced online Healthlink referrals, which was developed and agreed by all national stakeholders. The FASU developed a new model of service delivery in the ED which has enabled access to quality care for patients of all ages who present with falls or loss of consciousness, which is one of the single commonest presentations to emergency departments. The new model provides a same-day, day case assessment and management with consequent significant reduction in hospital admissions, bed days and length of stay.

Training and Education Pillar

Programme of training:

- Five-day Foundation Course in Gerontological Nursing
- International Conference on Falls, Frailty, Polypharmacy & Sarcopenia
- National Stroke Conference
- International Biogerontology for Clinicians Conference
- Bone Health and Osteoporosis Conference
- Artificial Intelligence in Healthcare Technology

2019 was a significant year for the Dementia Services Information and Development Centre (DSIDC) with the launch of two guidance documents for healthand social care practitioners. In conjunction with the

National Dementia Office (NDO), the DSIDC was delighted to announce the launch of "The Next Steps: Dementia post-diagnostic support guidance". The document provides guidance on the development and ongoing facilitation of dementia post-diagnostic psycho-educational programmes for people with dementia and family care partners.

Research Pillar (MIRA)

FRAILMatics:

Funding was awarded for a research programme called FRAILMatics: Mathematical research and big data analytics towards the development of the next generation of transdisciplinary diagnostics for the assessment of physiological vulnerability in older adults: challenge-based disruptive technology initiative. The programme commenced in December 2019 and runs until 2024.

The Sense-Cog Trial:

This trial is a 36-week randomised, controlled, parallel-group, observer-blind, multicentre, superiority intervention to standard care, to improve quality of life in people with dementia, and their companions. Prof. Iracema Leroi is the chief investigator and the principal investigator is Professor Brian Lawlor.

The effects of an extensive exercise programme on the progression of Mild Cognitive Impairment (MCI):

Dr Coen (Neuro-phychologist who worked in the Memory Clinic) was involved in an advisory capacity regarding the cognitive assessment aspects of this multicentre study in three countries (PI Prof Stefan Schneider, Institute for Movement and Neurosciences at the German Sport University in Cologne). Sub-studies were undertaken by Kate Devenney (TCD, academic aupervisor Prof Brian Lawlor, with input from Dr Coen) and Kate successfully completed her PhD.

Creative Life Pillar

Our unique creative life hub has provided wellbeing initiatives in creativity for both the elderly in patients and those in the community. Staff have also been included in these programmes developed in conjunction with Creative Ireland and the Arts Council.

Creative Life events:

- National College of Art and Design (NCAD) Studio + Group 1 Public showcase in MISA
- Dublin Castle end of workshop series invited showcase in Dublin Castle
- MISA Choir (Director Norah Walsh) rehearsals and public performances
- Irish Therapy Dogs weekly visits
- NCAD and MISA guest public lunchtime art talks series -6 lectures
- Age of Arts and GBHI expert hub concept, co planned and delivered in 2 locations at the one time in TCD and an online audience- MISA Choir 1st choir to perform in Paccar Theatre.
- Creative Life area Tai Chi classes, and meetings.
- DIT-TU art workshop students working with older people participating in arts
- Outlandish Theatre artists working with SCOPE/ SALT staff and Martha Whiteway with patients.
- Bealtaine festival
- Café BÁS with the Irish Hospice Foundation
- Bealtaine Discussion National event NCAD IMMA –MISA CL
- IMMA Collaboration with SCOPE Physio team mark making workshop for patients

- Connect- Social Prescribing MISA with IMMA meetings.
- Cantando choir Director Orla Barry) performance in MISA
- MISA Choir performances for Alzheimer's Society Ireland – Advocacy Group National Meeting and DCC Culture Night, St James's Church.
- Age and Opportunity national artists in residence.
- Age well art participatory workshop series, for patients and carers with a public art showcase (collaboration) TCD and HOPe
- Dublin International Film Screening (Elvis) Film /Jail House Rock (collaboration) – for patients on MISA wards.
- "Poems and Piano in the key of Elsewhere" performance by Dr Anne Marie O'Dwyer and Maeve O Sullivan (public event)

Creative Life Pillar

- Develop Community Integration Initiatives
- Development of Movement Disorder Service
- Expanison of the Robert Mayne Day Hospital
 Services to meet patient needs in the community
- Memory Clinic expansion

4.3 Medical and Emergency (MED)

The Medical and Emergency Directorate (MED) comprises all Internal medicine specialties. It is organised into four administrative pillars; Acute Floor, Inpatient Care, Day Procedures and Ambulatory Care. Its mission is to provide the best care for all patients based on safety, clinical excellence and the patient experience. The agreed management process is a clinically-led cycle for continuous improvement.

Its aims focus on optimal acute and ambulatory care for all patients in the following specialties; emergency medicine, acute and internal medicine, cardiology, dermatology, endocrinology, endoscopy, gastroenterology and hepatology, clinical immunology, GU medicine and infectious diseases, ophthalmology, neurology and clinical neurophysiology, respiratory medicine and the Respiratory Assessment Unit and rheumatology.

Performance Highlights

2019 brought changes to the MED Directorate.

Appointments

- Prof. Declan Byrne was appointed as Clinical Director
- Aisling Collins was appointed as Operations Manager
- Carolyn Conroy was appointed as ADON for the Ambulatory Pillar

The Narcolepsy Sleep Unit opened as planned in 2019.

Key appointments linked to the Narcolepsy Unit:

- Dr Brian Kent was appointed as a Respiratory consultant
- Dr Deirdre O' Rourke was appointed as a Neurology consultant
- Dr Arthur Hennessy was appointed as an Emergency Medicine consultant

The Endoscopy Unit retained JAG accreditation after a successful audit visit by the JAG Accreditors in September, 2019.

Retirements:

Dr Brendan Foley, Consultant Cardiologist, retired in early 2019. It is planned to fill this post by early 2020.

Key objectives for 2020

- Implementation of the cardiovascular information system (CVIS)
- Completion of the Endoscopy Decontamination Unit.

4.4 Surgery, Anaesthesia and Critical Care (SACC)

The Surgery, Anaesthesia and Critical Care Directorate (SACC) provides a range of services and specialties at a local, regional and national level. SACC's mission is to provide safe, timely and personal care to all patients.

Services provided are Anaesthesia and Pre-assessment, Breast Care, Cardiothoracic Surgery, Critical Care, Upper and Lower Gastrointestinal Surgery to include General Surgery, Gynaecology, Oral and Maxillofacial Surgery, Orthodontics, Prosthodontics and Cleft Ambulatory Care, Orthopaedics, Otolaryngology, Plastics, Reconstructive and Burn Surgery, Acute and Chronic Pain Management, Vascular Surgery and Urology. SACC is also responsible for the Hospital Sterile Supplies Unit (HSSU).

Performance Highlights

The start of the year saw the retirement of the directorate's Clinical Director, Dr Jeanne Moriarty. Mr Vincent Young, Consultant Cardiothoracic Surgeon, was appointed as the new Clinical Director.

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There were a number of new consultant appointments to the directorate, Mr Gary Fitzmaurice, Thoracic Surgeon, joined the team, and Ms Lisa Smyth, Urological Surgeon, commenced her joint role between St James's Hospital (SJH) and Tallaght University Hospital.

There was also a high turnover of Assistant Director of Nursing (ADON) staff members within the directorate. Ms Catherine Tobin, ADON for Critical Care, transferred to her new role in Human Resources, with Ms Charlotte Stuart, ADON for Ambulatory Care, Ms Jane Murphy ADON for the surgical ward areas and Ms Rynagh Gilligan, ADON for Critical Care and The National Burns Unit, all commencing their roles in the directorate. We welcome them, and all new staff who joined the directorate in 2019.

2019 was also a year of great sadness for the directorate as we lost a dear friend and colleague, Ms Orla Beggs. Orla completed her nurse training in SJH and was CNM3 for the directorate ward areas. Orla's commitment and contribution to both the hospital and the directorate was unquestionable. She was an amazing character and she certainly left a lasting impression on all of her colleagues.

Theatre access continued to be a challenge, with a deficit in both nursing and consultant anaesthetic posts, requiring the need for the continuation of rolling theatre closures.

2020 Key Objectives

The key areas for development within the directorate for 2020 are as follows:

- Opening of unfunded, unstaffed main operating
- Improved theatre access for both inpatient and day surgical theatre
- Improved Rapid Access Prostate Service delivery
- Increasing our critical care capacity
- Continued improvement in the delivery of the Day of Surgery Admission (DOSA) pathway.



4.5

Laboratory Medicine (LabMed)

The St James's Hospital Centre for Laboratory Medicine and Molecular Pathology (LabMed Directorate) is a fully accredited service. It comprises the clinical laboratory disciplines of; Biochemistry (including Point of Care Testing), Cancer Molecular Diagnostics, Haematology (incorporating Coagulation and Cryobiology), Histopathology (incorporating Cytopathology), Immunology, The Irish Mycobacteria Reference Laboratory (IMRL), Microbiology (incorporating Virology, (Interim) Gonococcal Reference Laboratory (GCRL) and Infection Prevention and Control), The National MRSA Reference Laboratory (NMRSARL), Phlebotomy and Transfusion Medicine (incorporating Haemovigilance). In addition to this, the laboratory engages in clinical research and is actively involved in clinical audit and improvement.

Performance Highlights of 2019

All laboratory departments were successful in retaining their accreditation status to ISO 15189: 2012 (Medical Laboratories: Requirements for Quality and Competence) in 2019 for another five-year cycle (2019 – 2024). The laboratory's Near-Patient Testing Service is also accredited to ISO22870:2016 POCT Requirements for Quality and Competence. The whole directorate is assessed on an annual basis by the Irish National Accreditation Board (INAB) for continuing compliance with these international standards.

Additional extensions to the scope of laboratory testing repertoire are continuously delivered which contribute to patient care, the quality and commitment of the laboratory teams and the integrated Quality Management System across all departments. The Cryobiology Laboratory is licensed as a Tissue Establishment by the Health Protection Regulatory Authority (HPRA) and in 2019, completed laboratory assessment and inspection to obtain accreditation from the Joint Accreditation Committee ISCT-Europe and EBMT (JACIE) as Europe's only official accreditation body in the field of haematopoietic stem cell transplantation (HSCT) and cellular therapy.

The directorate's workload is rising year on year, averaging at 7% in overall testing figures, leading to a total test volume of just under 10.5 million in 2019. The increase in workload (varying from 1-18%) is distributed across multiple laboratory disciplines, including increases in Phlebotomy Services.

Laboratory personnel continue to engage in the development of the National Medical Laboratory Information System (MedLIS) Project and the National MedLIS Project Board. This is a long-term project with high levels of complexity and unique challenges impacting the hospital (the provisional go-live date for SJH is Q1, 2021). The delivery of this project will create a national laboratory record for patients to drive improvements in patient care in Ireland.

Some specific developments in Laboratory Services in 2019 include:

- The Haematology Department continues to manage the expansion of the Haemoglobinopathy Services for adults across the entire laboratory workload, with increased test complexity as well as increased activity in the Haematinics and Transplant Drug Monitoring Laboratory area and the National Coagulation Laboratory.
- The Microbiology Department had an overall increase in workload of 17% over the same period in 2018, comprising General Microbiology (42% of workload), compared to Virology (Molecular & Serology; 58% of workload). Specific areas of development included STI screening and as well as Bacteriology screening (CPE/VRE). The end of 2019 also saw increased routine and urgent flu screening which was managed well by the Molecular Department. In addition, the GCRL continued to offer reference laboratory services to external hospitals for N. gonorrhoea susceptibility testing and resistance monitoring.

- The Phlebotomy Department is working to expand the Phlebotomy Appointment System for the Outpatient Department (OPD) phlebotomy patients and SwiftQueue services to the Haematology/Oncology Day Ward (provisional completion by Q2 2021).
- The Immunology Laboratory at St James's Hospital (SJH) remains by far the largest diagnostic immunology service in Ireland, providing a complete repertoire of immunology diagnostic tests, a supporting clinical service and translational research activity. The laboratory team continues to provide a high-quality service to SJH as well as local GPs and external users from across the country. Translational research projects undertaken with MISA, Neurology, Respiratory, Rheumatology Departments and paediatric Allergy & Immunology specialists in CHI have added to our repertoire. These tests cover a range of disorders including Primary Immunodeficiency, Neuro-degeneration, Autoimmune Encephalopathy and general Autoimmunity.
- was relocated to the Trinity Translational Medicine Institute (TTMI) on the SJH campus in August 2019, with increased laboratory workspace. This required equipment revalidation as well as additions to equipment inventory for automated library preparation, cell-free DNA extraction system and EGFR mutation detection. Service development will continue in 2020 to expand the panel repertoire for mutation detection.



THE MICROBIOLOGY DEPARTMENT HAD AN OVERALL INCREASE IN WORKLOAD OF 17% OVER THE SAME PERIOD IN 2018,

COMPRISING GENERAL MICROBIOLOGY

Objectives for 2020 include:

- Development and implementation of a new fiveyear strategic plan consistent with SJH and HSE strategic priorities
- Continued infrastructure developments to support service needs including the area of Phlebotomy and development of a BioBank with Trinity College Dublin and BioBank Ireland Trust
- 3. Continued expansion of CMD repertoire and laboratory development
- 4. Progress implementation of the Equipment Management Programme in key areas such as Histopathology, PTTS System.
- Continued IT development, driving improvements in connectivity, functionality and interfacing of analysers. This includes validation of the MedLIS System and electronic results management (internally and with external hospitals)
- 6. Develop strategies for recruitment, development and retention of staff in conjunction with the HR Department

4.6 Diagnostic Imaging (DiagIm)

The DiagIm Directorate provides a diagnostic imaging service to the patients and clinicians of St James's Hospital. Imaging services provided include CT, MRI, ultrasound, breast imaging, nuclear medicine, PET/CT, interventional radiology and general X-ray. A service is also provided to GPs as well as tertiary care to hospitals. A radiographic service is also provided to the Cardiac Catheterisation Laboratory, Endovascular Suite, Endoscopy Dept., DXA and Theatres. The provision of education and training is a key function of the directorate. A training programme for specialist radiology registrars is delivered in addition to ongoing clinical training of undergraduate and postgraduate radiography students.

Performance Highlights of 2019

The demand for diagnostic imaging services, in particular CT, MRI, ultrasound, mammography and PET/CT, continued to increase in 2019. The directorate aims to

provide timely patient access to all diagnostic imaging services. There was a continued focus on improving our wait times for all procedures in 2019. The overall activity of the department increased by 5%, with a 16% increase in MRI and a 14% increase in CT.

Imaging Modality	2018	2019	Variance
General Radiology + Max Fax	114,116	115,788	1%
G.I.	852	816	-4%
Mammography	7,507	7,668	2%
Ultrasound	20,880	21,122	1%
C.T.	37,641	43,062	14%
Interventional Radiology	3,369	3,432	2%
Nuclear Medicine	4,833	4,919	2%
M.R.I	10,395	12,098	16%
PET/CT	3,211	3,220	0%
TOTALS	202,804	212,125	5%

PET/CT Service:

PET/CT PSMA scans are the most sensitive scans available for detection of prostate tumour recurrence following therapy and have a valuable role in staging patients with high-risk prostate cancer at the outset. The PET/CT PSMA Service commenced in 2019 at St James's Hospital. To support this new service, a new laminar flow cabinet was installed in the Nuclear Medicine Department. Currently, one to three scans are performed on two days per week, depending on generator age (two to six scans per week). The scan number is variable because the radioactivity obtained from the generator decreases with time (each generator lasts approximately six months). The national demand for this service significantly exceeds the available capacity as St James's Hospital is the only PET/ CT Department currently offering this service in the country.

New appointments

In 2019, Prof Ciaran Johnston commenced his term as the Clinical Director of the DiagIm Directorate.

Karen O'Leary was appointed to the position of Superintendent Radiographer. There were three appointments to Clinical Specialist Radiographer grade: Elaine Doyle (Radiation Safety Officer), Vindhya Madappa (Mammography) and Aoibheann Gormley (Ultrasound).

Other 2019 highlights

In 2019, the new graduate entry MSc in Diagnostic Radiography Programme commenced at Trinity College Dublin. The programme was established by radiography staff in the directorate. The course director is Suzanne Dennan, Radiographic Services Manager and the course coordinator is Laura Kenny, Deputy Radiographic Services Manager. St James's Hospital is the largest clinical placement site for radiography students on this programme.

During 2019, radiographers at St James's Hospital successfully completed the MSc in Medical Imaging Programme (Nuclear Medicine strand) at Trinity College Dublin.

The St James's Radiographers' Education Group also facilitated the following skills courses:

- Radiation Protection for Non-Radiology Medical Practitioners and Hospital Personnel
- IV Skills Training for Radiographers

5.1

Speech and Language Therapy, Medical Social Work, Clinical Nutrition, Occupational Therapy, Physiotherapy (SCOPe)

The SCOPe Health & Social Care Professionals (HSCP) Directorate comprises of five departments; Speech and Language Therapy (SLT), Medical Social Work, Clinical Nutrition, Occupational Therapy and Physiotherapy. SCOPe provides a multidisciplinary client-centred holistic inpatient and outpatient service. 14,496 new and 29,928 return outpatients and 26,115 new and 132,710 return inpatients were seen in 2019. Currently, there are 185 WTE HSCPs, 10.00WTE clerical/admin and 10.70WTE attendants working in the directorate.

Performance Highlights of 2019

SCOPe

- National Treatment Purchase Fund (NTPF) funded weekend Dietetics, Occupational Therapy, Physiotherapy and Speech and Language Therapy services commenced
- SCOPe services referred out to the Community Rapid Response Team (CRT)
- HSCP's Clinical Specialist Forum was established with the aim to expand HSCPs scope of practice to improve access and wait times for patients
- "Kindness at work bundle" was developed
- Involvement in OECI accreditation audit in 'supportive care and survivorship'.

Clinical Nutrition

- Collaboration with SLT, nursing, catering and multidisciplinary colleagues in preparation for International Dysphagia Diet Standardisation Initiative (IDDSI) transition
- Implementation of Nutrition Focused Physical Examination (NFPE), enhancing malnutrition diagnosis and informing patient care
- 0.5WTE Clinical Specialist Dietitian secured for IBS care-pathway after pilot demonstrating €103,953 cost savings and reduced waiting list for endoscopy
- Initiation of dietetic service to National Narcolepsy and Related Sleep Disorders Adult Service
- Temporary senior dietetic approved to meet growth in head and neck cancer patients requiring intensive dietetic input
- Increased patient numbers established on home enteral nutrition in UGI Surgery and Haematology Oncology Day Care (HODC), optimising nutritional status and enabling patients to go home and remain at home during treatment.

Medical Social Work

- Senior social workers were appointed to the following services:
 - Delayed transfers
 - o Inclusion Health team
 - Bereavement service and follow up for families where a post mortem is required
- Children First child protection policies and procedures completed.

Occupational Therapy (OT)

- The National Treatment Purchase Fund funded OT-led advanced practice elective orthopaedic waiting list initiative was extended to the Plastic Surgery Outpatient Departments
- Therapeutic group-work became fully embedded in MISA OT rehabilitation programmes, with groups running weekly; Homeward Bound, Extend Chair Exercises and Breakfast Group.
- Clinical pathways for driving assessment and intervention were established in MISA, including the Robert Mayne Day Hospital.

Physiotherapy

- Established first 'OpFit Prehabilitation Service' nationally for patients undergoing major cancer surgery
- Delivered first contact Advanced Practice Physiotherapy Service in ED over a 5-month period
- Delivered pilot specialised Gynae-oncology Service funded by Emer Casey Foundation
- Championed inpatient flow initiatives through continuation of End PJ Paralysis and Red to Green.

Speech & Language Therapy

- Securing new temporary senior post to Head/ Neck Oncology service March 2019
- Commencement of SLT Emergency Mobile Phone Service for laryngectomy patients with urgent communication and voice prosthesis issues
- Involvement in:
 - o Patient signage project QI Committee
 - o Audit of diet orders process
 - o QI project targeting mealtime experiences for patients in MISA
- Initiation of a Head/Neck training module for undergraduates in both TCD and University of Malta.

Awards

2019 INDI Research in Practice Dietitian of the Year Competition

Winner Michelle Fanning, Clinical Specialist
 Dietitian in Upper GI Surgery, St James's Hospital. 'A join dietitian and surgeon clinic dedicated to
 investigating and managing symptoms of malabsorption after oesophageal and gastric cancer
 surgery'.

Physiotherapy

- Grainne Sheill was recognised by the Irish Cancer Society with the award 'Postdoc Researcher of the Year'.
- Awarded minor beneficiary of TCD Med Day for physiotherapy post-operative breast cancer care.

Postgraduate Awards

- Kate Devenney completed a PhD with TCD supported by Prof B. Lawlor: 'The Effects of an Extensive Exercise Programme on the Progression of Mild Cognitive Impairment (MCI)'
- Sinead Coleman completed a MSc by research with RCSI: 'Progressive Resistance Training in a Post-acute, Older, Inpatient Population: A Feasibility Randomised Controlled Trial'
- Bronagh Conroy completed part-time MSc by research with RCSI: 'Examining the Variables Associated with Community Ambulation in an Elderly Day Hospital Population.'



2019 INDI RESEARCH IN PRACTICE DIETITIAN OF THE YEAR COMPETITION

MICHELLE FANNING

Clinical Specialist Dietitian in Upper GI Surgery

2020 Objectives

SCOPe

- Continue NTPF service provision seven days per week
- Engage in Cancer Survivorship Initiatives.

Clinical Nutrition

- International Dysphagia Diet Standardisation Initiative (IDDSI) transition
- Intestinal Failure Service for SJH patients and young adults transitioning from paediatric services
- Secure temporary dietetic post approved to optimise nutritional management of increased head and neck cancer surgery patient numbers diagnosed and treated in SJH.

Medical Social Work

- Continue to provide a high quality social work service to patients and families
- Update departmental policies and procedures in all areas of practice
- Continuing professional development for all staff in areas relevant for social work.

Occupational Therapy

- Secure temporary clinical specialist post in orthopaedics – NTPF-funded, OT-led Outpatient Department (OPD) waiting list initiative
- Secure temporary post for SMART Specialised Memory and Attention Rehabilitation Therapy cognitive rehabilitation programme for people with dementia.

Physiotherapy

- Pursue opportunities to extend Lymphoedema/ Gynae-oncology Service
- Re-establish ED APP initiative
- Explore how to develop survivorship Physiotherapy Service.

5.2 Pharmacy

The Pharmacy Department works as an integral part of the multi-disciplinary team and provides a pharmacy service that optimises patient outcomes through the safe, judicious, clinically effective, appropriate and cost-effective use of medicines.

We source and procure, clinically review, dispense and distribute medicines and selected non-medicinal products within the hospital. A full suite of pharmaceutical services is provided to the hospital and its patients. These include; pharmacy procurement, medicines management, clinical pharmacy services including specialist Haematology Oncology (HOPe) and Department of Genitourinary Medicine (GUIDe) clinical pharmacy services and aseptic compounding services (ACU). A pharmacy outpatient service is provided to Tuberculosis (TB) patients and GUIDe patients. We provide pharmaceutical services, both products and staff to St Luke's Hospital, Rathgar. Both pharmacies are registered with the Pharmaceutical Society of Ireland, under the Pharmacy Act. The Pharmacy Department actively contributes to the education of nursing, medical and pharmacy staff within the hospital and at undergraduate level.

Performance Highlights of 2019

A key highlight of 2019 was the Pharmacy Department winning two awards at the Hospital Professional Awards.

- · Hospital Pharmacy Team of the Year
- Aseptic Compounding Team of the Year

Medicines Management and ACU Services successfully continued throughout 2019 to provide:

- 980,139 packs purchased via Pharmacy Procurement Office to a value of €83 million
- 424,923 transactions processed through Medicines Management Dispensary Services
- Medication tenders and contracts continued, resulting in significant savings to the hospital
- 27,765 items were manufactured or processed through the Aseptic Compounding Unit
- Lean Ward Medicines Management continued throughout the hospital
- The successful introduction of the Falsified Medicines Directive.

The Clinical Pharmacy Service continued to provide medicines reconciliation on admission. A total of 16,750 medication reconciliation episodes were completed in 2019; 33% of which were completed within 24 hours, 76% were completed within 72 hours, a clinical review of medication for inpatients, medicines information, promoted cost-effective use of medication and patient medication education.

Three medication safety audits were completed in tandem with the Medication Safety Facilitator:

- Management of Acute Hyperkalaemia
- Management of Hypoglycaemia
- Review of Clinical Pharmacists Interventions.

The Clinical Pharmacy Team and Medication Safety Facilitator in conjunction with the Renal and Endocrinology Teams collaborated and facilitated the introduction of an algorithm for the treatment of acute hyperkalaemia

2020 Objectives

In 2020, the department aims to build on the progress achieved in 2019:

- Utilise EPMAR to develop best in class workflows for our Clinical Pharmacy and Medicine Management Services and to support staff in the safe prescribing and administration of medication
- Expand our procurement activity, increase our expertise and harness greater value for money
- Demonstrate the quality and cost-effectiveness of our Pharmacy Service by relevant KPIs and research
- Review of Aseptic Compounding Services with a view to implementing NCIS and robotics.

2019 was another exciting, challenging and busy year for the Pharmacy Department. The department met these challenges, maintained its core activity and also managed to expand services. In 2020, the department will continue to build and expand upon those achievements.

5.3 National Medicines

Information Centre (NMIC)

The National Medicines Information Centre (NMIC) provides independent, evidence-based information and advice to healthcare professionals throughout Ireland. The aim of the NMIC Service is to promote the safe, effective and efficient use of medicines through information provision, mainly by means of a Clinical Enquiry Answering Service (CEAS) and proactive information provision through our publications; Therapeutics Today and the NMIC therapeutics bulletins. Its team of pharmacists and doctors are trained in information retrieval and analysis and use a range of information sources including specialist texts, information databases and primary journals.

Both NMIC publications are available on www.nmic.ie and are distributed nationally to healthcare professionals. The NMIC also has an educational role in promoting safe and effective use of medicines. This is demonstrated through NMIC's involvement in teaching various groups including medical and pharmacy undergraduate and postgraduate students, GP trainees, NCHDs and GPs.

Performance Highlights of 2019

2019 was a busy and productive year in the NMIC. We continued to provide information support to health-care professionals to assist them in the management of patients with increasingly complex pharmacotherapeutic needs. Some key performance highlights include:

- Over 80% of enquiries to our CEAS originated in primary care
- Over 99% of enquiries to our CEAS were patient-centred
- Information and advice was most commonly requested about the choice of therapy, drug interactions, dose and adverse drug reactions
- Monthly user satisfaction surveys indicated a high level of confidence in the quality of the information provided via the NMIC CEAS. In 2019, 100% of respondents stated they would use the service again.
- Education and training sessions on therapeutics delivered to GP trainees, NCHDs, undergraduate and postgraduate pharmacy, medical and dental students (TCD) and final year medical students (UCD).
- Continued collaboration with, and support to organisations, such as the Department of Health, HPRA, HSE Medicines Management Programme, ICGP, HSE and RCPI.
- Ongoing contribution to the work of the SJH Pharmacy & Therapeutics, Medication Safety, and New Drugs Committees.

Staff changes:

Claudine Hughes (Chief II Pharmacist) was seconded to the Clinical Effectiveness Unit at the National Patient Safety Office, Department of Health. Gráinne O'Malley was appointed as Chief II Pharmacist. Dr MaryJo MacAvin became full-time Medical Advisor.



OVER 99% OF ENQUIRES TO OUR CEAS WERE PATIENT-CENTRED

Key Objectives for 2020

- We will endeavour to continue to provide a high-quality service that remains patient-focused and responsive to the needs of our users.
- Further engagement with the GP training programmes/GP faculties nationwide to increase awareness of the NMIC as an important resource to support GPs in their everyday practice.

6.1 The William Stokes Post-Graduate Centre

St James's Hospital supports a large number of doctors, both in structured training programmes in the disciplines of medicine and surgery and in standalone posts, and takes great pride in its top class teaching and education of postgraduate students. As a level four training hospital, teaching obligations and responsibilities are delivered in many guises across disciplines and specialties, including Medical and Surgical Grand Rounds, medical updates, formal intern and senior house officer (SHO) teaching, specialty journal clubs, multidisciplinary teams (MDTs), bedside tutorials, research meetings, case conferences and seminars etc.

The Postgraduate Centre facilities are available to deliver and support medical education programmes and the centre plays a key role in the organisation, coordination and ongoing development of medical education, in close liaison with Trinity College Dublin (TCD), the Royal College of Physicians of Ireland (RCPI), Royal College of Surgeons in Ireland (RCSI) and our community partners in General Practice.

Performance Highlights

Dr Nicola Raftery was awarded the Intern Medal from the Intern Class of 2019. This medal is an accolade which acknowledges a specific research or project interest which is developed and presented in the intern year.

2019 saw a change in the management of the Postgraduate Centre, which was previously aligned to the Medical Workforce Unit within the Human Resources Directorate, both from a funding and management perspective.

Key Objectives for 2020

Plans throughout 2019 focussed on planning and development of inter-professional simulation training in 2020.



7.1 Clinical Research Facility (CRF)

The Wellcome Health Research Board (HRB) Clinical Research Facility (CRF) at St James's Hospital (SJH) supports Trinity College (TCD) and SJH based investigators conducting clinical research involving patients of the hospital. This is accomplished by providing access to purpose built facilities, equipment and specialist services that enable high-quality clinical research to take place.

The CRF is funded by the Wellcome Trust and the HRB and is jointly governed by the hospital and TCD. The CRF is a clinical area and includes clinical assessment rooms, an exercise physiology room, a neurophysiology suite, isolation rooms, a six-bed day ward, a dispensary and aseptic compounding suite and a sample processing laboratory. The services provided by the CRF include; advice on the preparation of protocols and funding applications, contract negotiations, research pharmacy, research nursing, regulatory affairs advice and sample processing.

The CRF is open to a wide range of research, which includes experimental medicine and early phase (Phase I and II) clinical trials, Phase III clinical trials, studies involving exercise physiology/physiotherapy and electrophysiology. In 2019, the CRF supported clinical studies and trials in the areas of cardiology, dermatology, gastroenterology, geriatric medicine, haematology, hepatology, immunology, nephrology, neurology, oncology and psychiatry.

Performance Highlights of 2019

Notable examples of high impact clinical studies and trials started in 2019 include:

- The COVINCE Trial for stroke patients led by the HRB funded Stroke Network.
 - Principal Investigator (PI): Professor Joe Harbison
- Studies looking at the natural history of neurodegenerative diseases like MND, ALS using EEG data recorded in the CRF's neurophysiology lab PI: Professors Orla Hardiman and Colin Doherty
- 3. SENSECOG: A trial looking at how the provision of glasses and hearing aids can slow down cognitive decline in the elderly
 - PI: Professor Iracema Leroi
- 4. RENEW: A medical device trial to measure the impact of external counter pulsation therapy (ECPT) on the progression of mild cognitive impairment and Alzheimer's Disease
 - PI: Professor Brian Lawlor.

Key Objectives

In 2019, the CRF focused on the following objectives:

 Planning for the integration and alignment of the CRF with the Cancer Clinical Trials Office on the St James's campus. To this end, the hospital funded a senior clinician (0.3FTE) to become an associate director of the CRF with a mandate to increase the amount of haematology/ oncology clinical trials being supported by the CRF and with a view of fostering integration and alignment of the Cancer Clinical Trials Unit with the CRF

- 2. Late in 2019, the CRF recruited a further senior pharmacist to assist with gene therapy trials in early 2020
- 3. Preparing for a gene therapy trial for the treatment of Haemophilia A in early 2020
- 4. Commencing research clinics for specific patient cohorts (e.g. vasculitis).
- 5. Preparing for a Phase 1 trial of a novel therapy for ALS in 2020
- 6. Appointing a Quality and Regulatory Affairs Manager to support investigators wishing to conduct trials sponsored by TCD
- Fostering CRF's relationship with the University of Birmingham's School of Health and Dental Sciences, with a joint meeting taking place in May 2019 involving clinicians from St James's Hospital.

The eventual achievement of some of these objectives was subsequently disrupted by the COVID-19 pandemic. Despite this, 2020 saw the Phase I trial of a treatment for ALS started, the Haemophilia A Gene Therapy Trial (the first in Ireland), completed by three St James's Hospital patients, and the relocation of cancer clinical activity to the CRF.



Research and Innovation (R&I) Office

The Research and Innovation (R&I) Office is a joint venture between the hospital and the Wellcome-HRB Clinical Research Facility (CRF). It entered its fifth year of operation in 2019 and acts to maintain oversight of hospital-based research activity, in addition to working to support and strengthen the research culture on campus.

An online R&I Research Application Form must be completed and submitted for review before starting any study and applies to all forms of research, audit and quality improvement projects. Support is provided in a "sign-posting" capacity and includes guidance on local procedures and the available local resources, in addition to assistance with study classification, and clarification of any associated documentation or further approvals required. A guidance document is available on the R&I Office webpage on the intranet (and website), explaining how to complete an R&I application, and a number of document templates are also located there (e.g. Ethics Application Information, Data Protection Impact Assessment forms, Nursing Research Access Study Protocol, etc.).

An R&I Steering Committee, jointly chaired by Ann Dalton (SJH Deputy CEO) and Professor Martina Hennessey (CRF Director), meets quarterly, to monitor trends in activity, share information across disciplines and plan for the future development of the R&I Office. The Committee met four times in 2019.

Performance Highlights of 2019

There were 353 studies registered with the R&I Office in 2019. This is an increase of 57% from 2018 (n=225). The breakdown can be seen in *Figure 1* below. *Figure 2* outlines the 'Non-research' categories, while *Figure 3* outlines the breakdown of research categories:

Application Type 2019 - Total 353

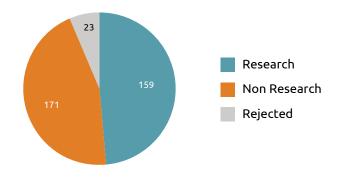


Figure 1

Non-research application types 2019

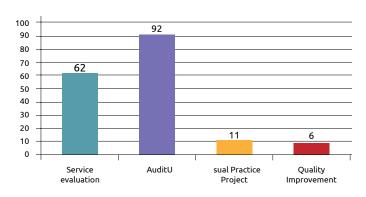


Figure 2

Research Application Types 2019

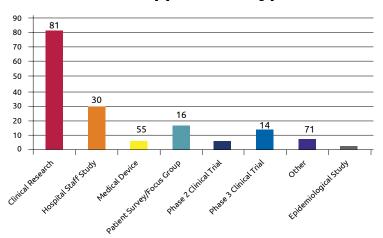


Figure 3

Claire Temple, who has previously worked as a pharmacist for the SJH Cancer Clinical Trials Office, took up the position of R&I Programme Manager in Jan 2019.

In 2019, the R&I online application form was re-designed and went live in March. Additional data protection questions were included to ensure compliance with GDPR. The updated version of the form assists in correctly classifying projects as either research or service evaluation/audit. The R&I Programme Manager, DCEO & CRF Director established regular meetings with the SJH/ Tallaght University Hospital (TUH) Joint Research Ethics Committee (JREC). These meetings aimed to improve communication and processes. This proved to be very successful as the process was more stratified and JREC now request an R&I reference number for all SJH applications.

The R&I programme manager presented at various educational sessions to explain the purpose of R&I and to outline the processes involved e.g. at SCOPe Research Café, Nursing Grand Rounds, Clinical Research Education Day and intern training sessions. The programme manager also:

- Assisted with the requirements of the Health Research Regulation for existing research, including contributing to Health Research Consent Declaration Committee applications and worked with the Data Protection Office to produce a GDPR compliant consent form checklist
- Raised patient awareness of SJH research including the Clinical Trials Day patient and public event in May 2019 and the development of a clinical research patient information leaflet.

Key Objectives for 2020

Looking ahead to 2020, the R&I Office will focus on the following objectives:

- Work with the SJH/TUH Joint Research Ethics Committee (JREC) with the introduction of an IT system to improve the ethics application processes
- To continue to implement the objectives of the Hospital Research Governance and Support Framework
- To build upon the work that has commenced on ensuring compliance with data protection legislation impacting research
- To strengthen communication within the research community in SJH.

Patient Representative Group

The Patient Representative Group (PRG) was formed in March 2016. The Representatives serve as an advisory resource to staff of the hospital and help the staff to see the hospital from the patient perspective. The Patient Representative Group (PRG) provides a forum for patients and family members to engage with hospital staff to provide feedback and advice and contribute to the hospital's decision making processes.

Performance Highlights

- The PRG was visited by Quality Improvement fellows from the Imperial College in London and healthcare professionals participating in the HOPE European Health Care Exchange Programme. During these meetings they shared their experiences of being PRG members and patients in St James's Hospital and the Irish healthcare system
- Three PRG members met with auditors during the Organisation of European Cancer Institutes' Accreditation visit to demonstrate the model of partnership in place in the hospital
- Members represented the PRG at the Hospital's Campus Mobility Management Committee, Garden Committee, Person Centred Care Governance Committee and the Clinical Research Facility Board of Management
- In October, two members of the QSID team and a member of the PRG participated in a HSE Master Class, entitled 'Partnering with Patients'
- Ten PRG staff engagement meetings were held in 2019
- The group developed a promotional video and pro-

- vided considerable input to development of the hospital's new website
- The PRG developed and administered a survey evaluating the group's work. The survey provided helpful feedback to inform the group's further work.

• Key findings included:

- People engaged with the PRG to hear the patient voice
- Satisfaction rating with the PRG was rated on average as 8.5/10
- The waiting time to attend a PRG meeting was perceived to be acceptable (90% happy)
- Most staff went on to modify patient resources after engagement with PRG
- 77% of respondents would like to see the work of the PRG expand

2020 Objectives

 The group's plans for 2020 include developing a strategy to drive their work and support more effective patient engagement in the hospital.



Mr Damien Nee



Mr Peter Hartnett



Ms Orlaith Brennan



Mr Pat Rooney



Mr Joe Bowden



Ms Lora Ruth Wogu



Mr Michael Foley

Other members

Ms Rosanna Farrell

Ms Sheila Elmes

Mr Derek Ward



9.1 Publications

Nursing services

MEDEL DIRECTORATE: LIST OF NURSING PUBLICATIONS/ RESEARCH PAPERS/POSTER PRESENTATIONS/LECTURES, AT A NATIONAL AND INTERNATIONAL LEVEL FOR THE 2019 ANNUAL REPORT

HOPe Directorate

Greenan, E., Vandenberghe, E., Murphy, C.C. (2019). Refractory recurrent ocular graft versus host disease. BMJ case reports, 12(12)

González-Barca, E., Boumendil, A., Blaise, D. and 26 more (...) (2019).Outcome in patients with diffuse large B-cell lymphoma who relapse after autologous stem cell transplantation and receive active therapy. A retrospective analysis of the Lymphoma Working Party of the European Society for Blood and Marrow Transplantation (EBMT). Bone Marrow Transplantation

Case Report. Hairy cell leukaemia Masquerading as Pancytopenia in Pregnancy.

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Louisa Shackleton, 1 Stephen E. Langabeer, 2 David O'Brien, 1 Sarah L. McCarron, 2 Bridgette Byrne, 3 Rupert Barry, 4 Richard Flavin, 5 C. Larry Bacon, 1 and Catherine M. Flynn 1

Crampe M, Kearney L, O'Brien D, Bacon CL, O'Shea D, Langabeer SE. Molecular Monitoring in Adult Philadelphia Chromosome-Positive Acute Lymphoblastic Leukemia with the Variant e13a3 BCR-ABL1 Fusion. Case Rep Hematol. 2019 Jun 27;2019:9635070. doi: 10.1155/2019/9635070.

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Smith Aileen, ANP Late Effects poster: Survivorship post Haematopoietic Stem Cell Transplantation (HSCT)

Shona Brady, Snehal Prabhukeluskar, Niamh Larkin, Noreen Boland, Janet Cleary, Deirdre Gorman, Catherine Buckley, Julie Benson, Dr. Kevin Ryan, NCC, poster: **Developing a Nurse-Led Telephone Clinic for Patients with Mild Bleeding disorders**

Mairad Ni Chonghaile, HSCT Coordinator: Identifying and comparing the self- perceived education needs of haematology nurses in Ireland and across a European setting

HAI 2019 – Submitted abstract and accepted as Oral presentation

NURSE-LED FACTOR VIII PHARMACOKINETIC CLINICS OFFER RAPID GENERATION OF PHARMACOKINETIC PROFILES FOR PATIENTS WITH SEVERE HAEMOPHILIA A – THE iPATH STUDY -Niamh Larkin¹, Evelyn Singleton¹, Mary Byrne¹, Michelle Lavin², Brian O'Mahony⁴, Kevin Ryan¹, Peter L. Turecek³, Niamh M. O'Connell¹, James S. O'Donnell^{1,2}

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Physical activity and haemophilic joint arthropathy amongst adults with severe haemophilia in Ireland: The Irish personalised approach to the treatment of haemophilia (IPATH) study. M Kennedy, S Roche, m Mc Gowan, E Singelton, A Patel, R C Jones, B O Mahony, K Ryan, N M O Connell, M Lavin, P L Turecek, J S O Donnell, J Gormley. P208 Haemophilia (2019) Vol 25, Supplement 1

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A- 1052-0038-01168. ISTH Conference 201

Medicine for the Elderly (MedEl)

Falls and Syncope Unit

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Dr Enda O'Connor

 The pharmacokinetics of critical illness. St Luke's Symposium, October 13 2019. Royal College of Physicians of Ireland

Oral Presentations 2019

Dr C de Blacam

Management of Robin Sequence without Mandibular Distraction Osteogenesis C de Blacam, E Francis, L Duggan, S Javadpour, D Orr American Cleft Palate Association Tucson AZ, USA, April 2019 and Irish Association of Plastic Surgeons Cork, May 2019.

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Immunology Laboratory

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Microbiology (including IMRL, NMRSAL & GCRL) laboratory

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- National Surveillance Report HPSC: Gonorrhoea antimicrobial resistance in Ireland, 2010-2017: Summary January 2019
- RESIST Newsletter: Antimicrobial Resistance and Infection Control Team: July 2019 Ed 8 The rise of antibiotic resistant gonorrhoea
- 8. Epi Insight Volume 20, Issue 12 December 2019 Response to the threat of multi and extensively-drug resistant gonorrhoea: How are we doing?
- Article for HSE Resist newsletter, Edition 3, July 2019: "Gonorrhoea antimicrobial resistance: A World Health Organization priority"
- HPSC news article, March 2019: "Recent updates on gonorrhoea antimicrobial resistance in Ireland

Biochemistry Laboratory

 Redmond EJ, Murphy CF, Leonard J, Faulds K, Abdelfadil S, Crowley VE, Lynch TH, Manecksha RP. (2019) The influence of dietary supplementation with cranberry tablets on the urinary risk factors for nephrolithiasis. World J Urol. Mar;37(3):561-566. doi: 10.1007/s00345-018-2344-1. PMID: 30039387 Clinical Trial.

Poster Presentations

- "The Molecular Basis of Acute Porphyria and familial Cutanea Tarda in the ROI" at the British and Irish Porphyria Network (BIPNET) 2019 (Dublin)
- "Implementation of single-unit Transfusion Policy in an Adult Allogeneic Transplant Unit" Sarah Darcy, Julie McCabe, Deirdre Gough, Adele Maguire, Ann Marie McCann, Kevin Ryan, Diarmaid O'Donghaile
- "How secure is your electronic patient identification system in transfusion?" J Mc Cabe, S Darcy, D Gough, A Maguire, AM McCann, D O'Donghaile, Kevin Ryan
- "Audit of Appropriate Use of O Rh Negative Red Cells in a large Teaching Hospital" C Buckley, AM Mc Can1, D O'Sullivan, D O Donghaile

Other Research activities

- "Development and validation of LDL Cholesterol genetic risk score for polygenic hypercholesterolemia in ROI" by Chemical pathology trainee specialist registrar 2019-2020
- "Optimisation of a Laboratory Developed Test for PPOX variant scanning for Variegate Porphyria and Review of Acute
 Hepatic Porphyria Variant Pathogenicity in an Irish Cohort"
 MSc in Molecular Medicine, TCD, undertaken by Basic grade
 Medial scientist working in Biochemical genetics. 2019
- "Investigation of prevalence of ApoE genotypes in Irish Blood Donor population" MSc in Clinical Biochemistry, TCD, undertaken by chemical pathology NCHD, 2018-2019
- "Genetic Characterisation of Copy Number Variants in the LDLR Gene and Assessment of the Prevalence of ABOB p.R3527Q Variant in an Irish Population" Undergraduate project BSc. Biomedical Science, DIT.

SCOPe

Clinical Nutrition

- The "Mikidney" smartphone app pilot study: Empowering patients with Chronic Kidney Disease. Nuala Doyle1, Mairead Murphy1, Laura Brennan2, Alice Waugh3, Margaret McCann4, Geraldine Prizeman4, George Mellotte5. 1Renal Unit, St. James's Hospital, Dublin, Ireland, 2Department of Clinical Nutrition, St. James's Hospital, Dublin, Ireland, 3Department of Physiotherapy, St. James's Hospital, Dublin, Ireland, 4Trinity Centre for Practice and Healthcare Innovation, School of Nursing and Midwifery, Trinity College Dublin, Dublin, Ireland, 5Department of Nephrology, St. James's Hospital, Dublin, Ireland. Journal of renal care. 2019 Sep;45(3):133-40.
- Investigating whether consuming meals in a dining room impacts patients' mood, level of interaction, and subsequent nutrient intake on a stroke rehabilitation ward. S Abouhajar1, G Bennett1, L Dooley2, T Waldron2, K Walsh3, S Murphy3, A McMorrow2 and SL Doyle1. 1School of Biological Sciences, Dublin Institute of Technology, 2Department of Clinical Nutrition, St James's Hospital, 3Department of Speech and Language Therapy, St. James's Hospital. Sure-J: Science Undergraduate Research Journal. 2019;1(1):7.

Physiotherapy

- Quinn, G., Comber, L., Galvin, R. and Coote, S., 2018. The ability of clinical balance measures to identify falls risk in multiple sclerosis: a systematic review and meta-analysis. Clinical Rehabilitation, 32(5), pp.571-582.
- Quinn, G., Comber, L., McGuigan, C., Galvin, R. and Coote, S., 2019. Discriminative ability and clinical utility of the Timed Up and Go (TUG) in identifying falls risk in people with multiple sclerosis: a prospective cohort study. Clinical Rehabilitation, 33(2), pp.317-326.
- Quinn, G., Comber, L., O'Malley, N., McGuigan, C., Galvin, R. and Coote, S., 2019. An Exploration of Falls and Dual Tasking: A Prospective Cohort Study of People With Multiple Sclerosis. Topics in Geriatric Rehabilitation, 35(3), pp.190-198.
- Lucinda Edge, Brian O'Rourke, Conal Cunningham Frances Horgan. Revisiting Comprehensive Geriatric Assessment in the Emergency Department. September 2019, Age and Ageing 48 (Supplement 3):iii17-iii65.
- Pilot Study Profiling Frailty and Ageing in a Population of Older Adults Living with Human Immunodeficiency Virus. September 2018, Age and Ageing 47, (suppl 5):v13-v60. Chiara Reddin, Rose Galvin, Frances Horgan, Colm Bergin.
- Does the Shoe Really Fit? Characterising Ill-Fitting Footwear among Community Dwelling Older Adults. September 2018, Age and Ageing 47, (suppl 5):v13-v60. Brian O Rourke, Rachael Brophy, Shanice Vallely, Frances Horgan

Speech & Language Therapy

Two Clinical Specialist SLT's were involved in inputting into the discipline specific section of the HSE Palliative Care Competence Framework 2014

Current Research Projects Physiotherapy

- Lucinda Edge is enrolled in a part-time MSc by research with RCSI in Sept 2019, working title: 'Revisiting Comprehensive Geriatric Assessment in the Emergency Department'
- Gemma Foley has commenced a part-time MSc by research with TCD: 'An investigation of the impact of impaired orthostatic blood pressure responses on gait in an older population using gait laboratory analysis.'
- Kieron Connolly was awarded a grant from The Irish Research Council and is currently completing a fulltime research MSc with RCSI: 'Prevalence of Sarcopenia and its effect on older adults attending a day hospital service in Ireland'

Oral Presentations Clinical Nutrition

- *Awarded highly commended* A dietetic initiative to reduce DNA rates and optimise dietetic time for the Irritable Bowel Syndrome service at an acute teaching hospital. P McNamara1, S Brady1, F MacCarthy2, D Kevans2, S McKeirnan2 and C Dunne2. 1 Department of Clinical Nutrition, St James's Hospital, 2 Department of Gastroenterology, St James's Hospital.
- An Audit of the Clinical Nutrition Service to Patients with Head & Neck Cancer in an Acute Teaching Hospital. M Fitzmaurice1, P Lennon2, S Brady1, M Merrick1 and G Kennedy1. 1Department of Clinical Nutrition, St James's Hospital, 2Head & Neck Surgeon, St James's Hospital.
- Changes over time: Review of Clinical Nutrition input on a discharge planning ward in the first 10 months of operation in an acute teaching hospital. C Hughes1, S Brady1, R Ashline1, R McGowan1 and J Browne2. 1Department of Clinical Nutrition, 2Consultant Physician and Geriatrician, St James's Hospital.
- Change in practice to Clinical Nutrition service provision to

- Maxillo-Facial Trauma patients. Niamh Flanagan, Senior Dietitian, St James's Hospital.
- Going Home on NG or NJ Feeding: Experience from a Specialist Oesophagogastric Centre. D Tynan1, M Fanning1, A McMorrow1, N Ravi2, JV Reynolds2. 1Department of Clinical Nutrition, St James's Hospital, 2Department of Surgery, St. James's Hospital.
- Epilepsy and bone health. L Healy1, E Doran2, J Banks2, C Synnott2, C Doherty2. 1Department of Clinical Nutrition, St James's Hospital, 2Department of Surgery, St. James's Hospital.
- Investigating whether consuming meals in a dining room impacts patients' mood, level of interaction, and subsequent nutrient intake on a stroke rehabilitation ward. S Abouhajar1, G Bennett1, L Dooley2, T Waldron2, K Walsh3, S Murphy3, A McMorrow2 and SL Doyle1. 1School of Biological Sciences, Dublin Institute of Technology, 2Department of Clinical Nutrition, St James's Hospital, 3Department of Speech and Language Therapy, St. James's Hospital.
- Evaluation of the effect of blue plates on the nutritional intake in older persons in an acute setting. A O'Donoghue1,2, M O'Sullivan2, T Waldron3, A McMorrow3, C O'Keeffe3, N Cole3, S Carroll3, A Edwards3, J Reilly3, B Doherty3, T O'Brien3. 1Dublin Institute of Technology, 2Trinity College Dublin, 3St James's Hospital Dublin.

AUGIS 2019 (Association of Upper Gastrointestinal Surgeons of Great Britain and Ireland) Posters

- Going Home on NG or NJ Feeding: Experience from a Specialist Oesophagogastric Centre. M Fanning1, D Tynan1, A McMorrow1, N Ravi2, JV Reynolds2. 1Department of Clinical Nutrition, St James Hospital, Dublin 8, 2Department of Surgery, St James Hospital, Dublin 8. British Journal of Surgery (Vol. 106, pp. 73).
- Home Enteral Nutrition Discharges a 2 year snapshot from a specialist oesophagogastric service. A McMorrow1, M Fanning1, E O'Connor1, R McGowan1, H Mellett1, N Ravi2 and JV Reynolds2. 1Department of Clinical Nutrition, 2Department of Surgery, St James's Hospital, Dublin 8, Ireland. British Journal of Surgery (Vol. 106, pp. 74-75).
- Percutaneous endoscopic jejunostomy (PEJ): Early experience in patients with a previous oesophagectomy and jejunopexy. Fanning M1, Ismael G2, Reynolds JV2, Ravi N2. 1Department of Clinical Nutrition, 2Department of Surgery, St James's Hospital, Dublin 8, Ireland. British Journal of Surgery (Vol. 106, pp. 72-73).
- Continuous glucose monitoring and a low glycaemic index diet in reactive hypoglycaemia post oesophagectomy: a case series. M Fanning1, CF Murphy2, JA Elliott2, N Ravi2, JV Reynolds2. 1Department of Clinical Nutrition, St. James's Hospital, Dublin 8, Ireland, 2Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland. British Journal of Surgery (Vol. 106, pp. 73).
- A novel, multidisciplinary, approach to personalised patient care in oesophageal cancer survivorship. CF Murphy1,2, M Fanning3, N Raftery1, CW le Roux2, N Ravi1, JV Reynolds1.
 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Metabolic Medicine Group, Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland. British Journal of Surgery (Vol. 106, pp. 65).
- Assessing micronutrient status in a consecutive cohort before and after curative oesophagectomy for oesophageal cancer. N Raftery1, CF Murphy1,2, M Fanning3, N Ní Leathlobhair1, D Koshy1, N Ravi1, JV Reynolds2. 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College

- Dublin and St. James's Hospital, Dublin 8, Ireland, 2Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland. British Journal of Surgery (Vol. 106, pp. 83).
- Iron status before and after curative oesophagectomy for oesophageal cancer, and its relation to anaemia, transfusion and postoperative outcomes. N Raftery1, CF Murphy1,2, M Fanning3, N Ní Leathlobhair1, D Koshy1, N Ravi1, JV Reynolds1. 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Metabolic Medicine Group, Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland. British Journal of Surgery (Vol. 106, pp. 84).

IrSPEN 2019 (The Irish Society for Clinical Nutrition and Metabolism)

Posters

- A novel, multidisciplinary, approach to personalised patient care in oesophageal cancer survivorship. CF Murphy1,2, M Fanning3, N Raftery1, CW le Roux2, N Ravi1, JV Reynolds1.

 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Metabolic Medicine Group, Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland.
- Assessing micronutrient status in a consecutive cohort before and after curative oesophagectomy for oesophageal cancer. N Raftery1, CF Murphy1,2, M Fanning3, N Ní Leathlobhair1, D Koshy1, N Ravi1, JV Reynolds2. 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland.
- Iron status before and after curative oesophagectomy for oesophageal cancer, and its relation to anaemia, transfusion and postoperative outcomes. N Raftery1, CF Murphy1,2, M Fanning3, N Ní Leathlobhair1, D Koshy1, N Ravi1, JV Reynolds1. 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Metabolic Medicine Group, Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland

St James's Hospital 12th Annual Multidisciplinary Research, Clinical Audit & Quality Improvement Seminar Book of Abstracts

Posters

- *2nd Prize Poster Competition Winner* Epilepsy and bone health. L Healy1, E Doran2, J Banks2, C Synnott2, C Doherty2. 1Department of Clinical Nutrition, St James's Hospital, 2Department of Surgery, St. James's Hospital.
- Project Oak and Clinical Nutrition the successes, challenges and experiences of Dietitians. H Mellett, Á Higgins, J Mc Anulty, O O'Brien, Department of Clinical Nutrition, St James's Hospital.

Health and Social Care Professions Conference 2019 – Connections, Confidence, Collaboration

 Pen to pad: HSCP come together to lead and drive change from paper to electronic records at St. James's Hospital. Deirdre Gilchrist1 and Aine Higgins2. 1Department of Speech and Language Therapy, 2Department of Clinical Nutrition, St James's Hospital.

26th Sylvester O'Halloran Perioperative Scientific Symposium Oral presentation

• Iron status before and after curative oesophagectomy for oesophageal cancer, and its relation to anaemia, transfusion and postoperative outcomes. N Raftery1, CF Murphy1,2, M Fanning3, N Ní Leathlobhair1, D Koshy1, N Ravi1, JV Reynolds1. 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Metabolic Medicine Group, Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland. Mesentery Peritoneum 2019;3:AB134.

Poster

 Colonic interposition for oesophageal reconstruction: a case series. Naomi Fearon1, Michelle Fanning2, Narayanasamy Ravi1, John Reynolds1. 1Department of Upper GI Surgery, 2Department of Clinical Nutrition, St James's Hospital, Dublin, Ireland. Mesentery Peritoneum 2019;3:AB159.

Sir Peter Freyer Surgical Symposium 2019 Oral presentation

Assessing micronutrient status in a consecutive cohort before and after curative oesophagectomy for oesophageal cancer. N Raftery1, CF Murphy1,2, M Fanning3, N Ní Leathlobhair1, D Koshy1, N Ravi1, JV Reynolds2. 1Department of Surgery, Trinity Centre for Health Sciences, Trinity College Dublin and St. James's Hospital, Dublin 8, Ireland, 2Conway Institute of Biomedical and Biomolecular Research, University College Dublin, Dublin 4, Ireland, 3Department of Clinical Nutrition, St James's Hospital, Dublin 8, Ireland.

Poster

Percutaneous endoscopic jejunostomy (PEJ): Early experience in patients with a previous oesophagectomy and jejunopexy. Fanning M1, Ismael G2, Reynolds JV2, Ravi N2. 1Department of Clinical Nutrition, 2Department of Surgery, St James's Hospital, Dublin 8, Ireland.

HISI 2019 (Health Informatics Society of Ireland) Oral presentation

Dabbling in data – HSCPs experiences. Higgins Á1, Lavan S2.
 1Department of Clinical Nutrition, 2Department of Speech and Language Therapy, on behalf of SCOPe and IMS, St James's Hospital Dublin.

ESPEN 2019 (European Society for Clinical Nutrition and Metabolism)

Poster

Prevalence of Sarcopenia in Community-Dwelling Older Adults in Ireland: Comparison of EWGSOP1 and EWGSOP2 Definitions. Murphy CH1, McMorrow AM1,2, Flanagan EM1, Cummins H1, McCarthy SN3, McGowan MJ4, Rafferty S5, Egan B6, De Vito G1, Corish CA1, Roche HM1. 1University College Dublin, 2St James's Hospital Dublin, 3Teagasc Re-

search Centre, 4HSE CHO6, 5HSE CHO9, 6Dublin City University. Clinical Nutrition. 2019 Sep 1;38:S301.

Occupational Therapy

- Griffin, A. (2019) Specialised Memory and Attention Rehabilitation Therapy (SMART). The International Dementia Conference, Dublin.
- Griffin, A. (2019) Specialised Memory and Attention Rehabilitation Therapy (SMART). The Irish Gerontological Society Annual Conference, Cork.
- O' Carroll, S (2019) Manual Analytical Progressive Sequential (MAPS) Therapy. The Irish Hand Surgeon's Society Annual Conference, Dublin.
- Hill, O 92019) Development & Implementation of a Hand Therapy Led Clinic in the Emergency Department. An ePoster at the Irish Accident and Emergency Annual Conference, Sligo.
- O' Donnell, M (2019) Clinical Outcomes of Ligamentotaxor for Intra-articular PIPJ injuries. . The Irish Hand Surgeon's Society Annual Conference, Dublin.
- Norris, L and O' Carroll, S (2019) Functional Dystonia- Case Study of Treatment. . The Irish Hand Surgeon's Society Annual Conference. Dublin.
- O' Donnell, M and Eadie, P (2019) 25 years of Hand Therapy and Surgery at St. James's Hospital at the first SCOPE Clinical Specialists meeting.
- Lavery, P, Smith, F and Peele, M (2019) Steps towards a more dementia friendly medicine for the older person acute admission ward. The Irish Gerontological Society Annual Conference, Cork.
- Lavery, P and O' Connor, S (2019) "Playing our part" Are the
 Occupational Therapist completing a Comprehensive Geriatric Assessment? The Irish Gerontological Society Annual
 Conference, Cork.

Speech & Language Therapy

- Sarah Lavan co presented with Aine Higgins "Dabbling in Data" at the HISI conference Nov 2019 (on behalf of SCOPe QI ICT group)
- Deirdre Gilchriest presented at the Inaugural HSPC conference 2019 (on behalf of SCOPe QI ICT group
- Ailis Brunton presented on the role of the SLT at the SJH Stroke Study Day

Clinical Research Facility

Research Papers

- Juliette Hussey, John Reynolds, Joanne Dowds, John Reynolds et alia;, Quantifying postoperative mobilisation following oesophagectomy. Physiotherapy 2019 Mar;105(1):126-133.
- Roisin Mackin, Stefan Dukic, Amina Coffey, Peter Bede, Niall Pender, Orla Hardiman et alia. Dysfunction of attention switching networks in amyotrophic lateral sclerosis. Neuroimage Clinical 2019; 22: 101707.
- Holland JF, Cosgrove D, Whitton L, Harold D, Corvin A, Gill M et alia. Beyond C4: Analysis of the complement gene pathway shows enrichment for IQ in patients with psychotic disorders and healthy controls. Genes and Brain Behaviour. 2019 Nov: 18(8).
- Aguila S, Lavin M, O'Connell NM, Ryan K, Nolan M, O'Donnell JS et alia. Increased galactose expression and enhanced clearance in patients with low von Willebrand factor. Blood 2019 Apr. 4: 133 (14): 1585-1596.
- Coghlan M, O'Leary A, Melanophy G, Bergin C, Norris S. Pharmacist-led pre-treatment assessment, management and

- outcomes in a Hepatitis C treatment patient cohort. International Journal of Clinical Pharmacology 2019 Oct; 41(5): 1227-1238
- Torres A, Chalmers JD, Dela CruzCS, Dominedó C, Koller M, Martin-Loeches I, Niederman M, Wunderink RG. Challenges in servere community-acquired pneumonia: a point-of-view review. Intensive Care Medicine 2019 Feb; 45(2): 159-171.

Poster Presentations

Una Coleman: How to ace your monitor visit report card, UK Clinical Research Facility Network, 15th Annual Conference, Nottingham UK, July 2019. **Awarded First Prize.**

Informatics Directorate

Awards

 Healthcare Centre Awards - Winner in Best Use of information Technology category

Publications

- 259 The Electronic Patient Record as an Enabler for Hospital Wide Delirium and Dementia Screening Lessons Learned from a Clinical Implementation Lucy Chapman, Mel Corbett, Grainne Courtney, Brian Lawlor Age and Ageing, Volume 48, Issue Supplement_3, September 2019, Pages iii17-iii65
- 2. 252 Physicians' Perceptions to Electronic Alerts for Delirium and Dementia Screening Qualitative Analysis of Bypass Reasons in an Electronic Patient Record Darragh Rice, Lucy Chapman, Mel Corbett, Grainne Courtney, Brian Lawlor Age and Ageing, Volume 48, Issue Supplement_3, September 2019, Pages iii1–iii16,

Presentations at National and International Conferences

1. Health Informatics Society of Ireland

- How St James's Hospital became the first Digital Acute General Hospital in Ireland – Gemma Garvan
- St James's Hospital background and everyday journey with EPR Kama Stokes

2. Digital Government Conference

Data Driven Healthcare – Gemma Garvan

3. Health Managers Institute

Standards for the future of EPR and patient centred care – Grainne Courtney

4. Cerner European Community Forum

- St James's Hospital Training Delivery Acute Hospital Setting: "Perspectives on the challenges and lessons learned in delivery of training for an EPR implementation in a large multi-speciality acute teaching hospital"
- Cerner ECF19 Alison Donohoe, Kate Bentley
- Leaping the Valley of Despair with Proactive Quality Improvement Measures
- Cerner ECF19 Kama stokes, Ruth Hughes

5. European Health Interoperability Forum

Implementation Challenges in eHealth Interoperability at St James's Hospital, Dublin, Ireland.

Medical and Emergency Directorate (MED)

- Human genetics and neuropathology suggest a link between miR-218 and amyotrophic lateral sclerosis pathophysiology (2019) Science Translational Medicine, 11 (523), art. no. eaav5264, . Cited 2 times. https://www.scopus.com/inward/ record.uri?eid=2-s2.0-85080837788&doi=10.1126%2fscitranslmed.aav5264&partnerID=40&md5=fbf8912bc6a6d796efeb44cead8eadea DOI: 10.1126/scitranslmed. aav5264
- 2. Goggins, M.R., Conway, R., Durcan, L.J., Johnston, C., Cunnane, G. High prevalence of abnormalities on chest radiography in rheumatoid arthritis (2019) Clinical Rheumatology, 38 (12), pp. 3375-3380. Cited 1 time.
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- 7. Fragoulis, G.E., Conway, R., Nikiphorou, E. Methotrexate and interstitial lung disease: Controversies and questions. A narrative review of the literature (2019) Rheumatology (United Kingdom), 58 (11), pp. 1900-1906. Cited 16 times.
- 8. Dukic, S., McMackin, R., Buxo, T., Fasano, A., Chipika, R., Pinto-Grau, M., Costello, E., Schuster, C., Hammond, M., Heverin, M., Coffey, A., Broderick, M., Iyer, P.M., Mohr, K., Gavin, B., Pender, N., Bede, P., Muthuraman, M., Lalor, E.C., Hardiman, O., Nasseroleslami, B. Patterned functional network disruption in amyotrophic lateral sclerosis (2019) Human Brain Mapping, 40 (16), pp. 4827-4842. Cited 15 times.
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