

St. Vincent's Private Hospital





St. Vincent's Private Hospital

Executive Review

Overview

St.Vincent's Private Hospital, which was established by the Religious Sisters of Charity in 1974, merged with St.Vincent's Healthcare Group Limited in January 2003. The hospital has 164 inpatient beds, 36 day care spaces (including oncology), operating theatres for major and minor surgery, endoscopy, diagnostic imaging which includes general radiography, CT, ultrasound and MRI and comprehensive oncology and radiotherapy services.

The hospital faced a number of challenges during 2003 including the need to negotiate adequate reimbursement for its services and in particular for the complex cancer and specialised surgical services provided. Senior management worked with the Group Chief Executive and the Finance Committee in refocusing the business model for the hospital and this work will continue into 2004.

I would like to thank the members of the Executive Committee, Management Team, Consultants Forum, Team Leaders and all staff for their efforts in maintaining high standards of clinical and non clinical care throughout the year.

Patient Activity

Overall In-patient admissions increased by 2.1% to 9,397 in 2003 although occupancy was marginally down from 84.71% in 2002 to 84.4% in 2003. This reflected a reduction in length of stay from 5.44 days (2002) to 5.31 days (2003). Day care admissions increased by 6% from 9,196 to 9,716 including day care oncology. Theatre activity increased by 1.4% and endoscopy by 2.8%. A summary of In-patient and Outpatient activity is set out on page 52.

Finance

Hospital turnover increased from €35.3m in 2002 to €38.8m in 2003, which reflects the increase in patient activity and reimbursement agreements. The hospital recorded a small surplus in 2003 of €110,000 compared to €205,000 in 2002. This was achieved mainly through cost containment measures both in the pay and non-pay areas. Overall net borrowings

decreased from €4.6m at 31.12.2002 to 4.4m at 31.12.2003. With the support of the Consultant's Forum and the Finance Team debtor's days were reduced from 67 days to 63 days. A new debtors policy was introduced and this includes a new policy on self-payers.

Charges for OutPatient MRI Services were reduced significantly during 2003 following a VHI Tendering Exercise.

Organisational Structure

Mr. James Crowe was appointed as Financial Controller in 2003 following the appointment of Mr. Peter Sheehan as Head of Corporate Services/Deputy CEO. Mr. Sheehan had previously held the post of Finance Manager. Mr. Liam Butler resigned as Assistant Finance Manager to take up the position of Finance Manager in Cheeverstown House. An Organisational Structure Chart for the hospital is contained on page 53.

IT Systems

The first phase of a new PC Network was installed in 2003, which facilitated the installation of new financial and general management systems. Further phases of the IT Plan will address the needs of clinical and non clinical areas. The hospital's website www.svph.ie was developed in 2003 and now provides a range of information for patients, general practitioners and external agencies including a section on recruitment and general hospital news. The site is linked to the St.Vincent's University Hospital Site www.st-vincents.ie. The Corporate Services Division has been assigned responsibility for the IT Department.

Consultant Forum

The Forum which continued to meet on a monthly basis throughout the year provided the hospital with advice and support on a range of issues including clinical policies and procedures, insurance claims processing, cost containment and service developments. Under the Chairmanship of Dr. Brian Maurer the Forum provided representation on the Executive Committee, IT Strategy and Best Practice Groups. Thanks are also due to Ms. Yvonne Farnan who provided secretarial support to the Forum during the year.

Communication

Regular Team Leader information sessions were held throughout the year to brief heads of departments on developments both with the Healthcare Group and within the wider healthcare environment. This is a two way process and enabled the hospital to harness the support of all staff in maintaining a patient centred approach to the development of services within the hospital. The hospital also developed systems to evaluate the level of patient satisfaction, which exists with the clinical and non clinical services provided.

Staff Presentation

A presentation was made to 16 staff on 11th November 2003 on reaching 25 years service with the hospital. The presentation was made by Sr. Anne MacEaney, Board Member, Ms. Gretta Colbert, Director of Nursing and Mr. Michael Redmond, CEO to Ms. Sally Brady, Staff Nurse, Ms. Andrea Butler, Senior Receptionist, Ms. Joy Feime, Staff Nurse, Ms. Rene Frawley, Staff Nurse, Ms. June Gallagher, Physiotherapy Manager, Ms. Eileen Gallagher, Senior Physiotherapist, Ms. Sheila Holland, Staff Nurse, Ms. Josephine Kavanagh, Staff Nurse, Mr. Jerry Kennan, Materials Manager, Ms. Mary Keyes, Night Superintendent, Ms. Catherine Mehigan, Staff Nurse, Ms. Nancy O'Dowd, Staff Nurse (Night Duty), Ms. Bridge Orbinski, Staff Nurse (Night Duty), Ms. Deirdre Redehan, Staff Nurse, Ms. Carmel Sheerin, Staff Nurse (Night Duty), Ms. Eithne Tarpey, Staff Nurse.

A special presentation was also made to Ms. Sheila Holland, Staff Nurse in recognition of her award as Irish Nurse of the Year 2003 granted by the Irish Nurse Magazine.

Independent Hospital Association of Ireland (IHAI)

The hospital through its Chief Executive and Financial Controller participated with other private hospital senior executives through the IHAI in collaborating on a range of common issues such as evaluating new technology, improving the medical insurance claims processing and compliance with new regulatory requirements. In addition the IHAI has been beneficial in developing a joint approach to the many challenges facing private hospitals including the issue of Medical Indemnity and the Government Programme. Our thanks are due in particular to Dr. Danny O'Hare, Chairman and Mr. Torlach Denham, Director, IHAI.

New Developments

St.Vincent's Private Hospital installed the first General Electric 16 Multi-Slice CT Scanner in Ireland in 2003. This major advance in technology is at the cutting edge of CT imaging worldwide and is the latest development in the range of diagnostic services

on offer at the Hospital. From the patient perspective this technology can result in earlier detection of disease and improve survival rates from life-threatening conditions such as cancers and vascular diseases. The Multi-slice technology allows for faster, high resolution, multi organ acquisition in a single breath hold. Specialised software and hardware includes virtual colonoscopy, advanced vessel analysis (for CT angiography) and advanced lung analysis (suitable for low dose cancer screening).

St.Vincent's Healthcare Group Ltd (incorporating St.Vincent's University Hospital, St.Vincent's Private Hospital and St. Michael's Hospital Dun Laoghaire) applied to the Irish Health Services Accreditation Board for accreditation and the quality improvement teams established include participants from St. Vincent's Private Hospital. It is hoped that this process will harness the best practice approach to clinical and non-clinical services which exists across the group for the benefit of patients.

A new automatic car parking system was introduced during 2003 to address some of the chronic car parking problems which had existed. New charges were applied and a new car parking policy was introduced with the aim of ensuring that unauthorised parking would be eliminated. While the system has resulted in some improvement in the situation demand continues to exceed supply and further measures will need to be introduced in the future to maximise the potential of the car park.

Business plans were drawn up during the year to expand Radiotherapy services and these plans are expected to be implemented in 2004.

Essential refurbishment works were carried out in the main theatres to maintain health and safety and infection control standards. In addition a theatre utilisation review was carried out which resulted in the introduction of revised consultant theatre sessions. A list of developments is set out in the reports for each division.

Michael F. Redmond.
Chief Executive





Allied Health Division

Executive Review

Overview

The Allied Health Division had a busy and challenging 2003. Departments continued to develop and work towards annual action plans and this led to a number of significant services developments/improvements.

An interim upgrade on the Aseptic Services Unit in the Pharmacy Department facilities took place and work processes were reviewed. Further development in this area will be required going forward.

Many Allied Health departments were represented on the Care Teams established as part of the Accreditation process. This promoted collaborative working with colleagues elsewhere within St.Vincent's Healthcare Group and facilitated a mechanism for all areas to review policies and identify opportunities for improvement.

A Divisional Representative was also nominated to the Health & Safety Committee.

Lack of space and IT infrastructure continue to impede the growth of some departments and their ability to meet the needs of inpatient and outpatient populations. Health & Safety issues have also been identified in some areas.

Activity

Many departments formally began recording activity for the first time, making it possible to identify trends and assist in service planning.

Recruitment continued to prove challenging in 2003 but most departments were able to sustain services within budgeted activity levels (Refer to Corporate Services Activity Information).

Student Placements

The Cardiology, Medical Physics, Radiotherapy, Respiratory Lab and Social Work departments provided work placements for students.

Training and Education

The Allied Health Division contains a diverse group of subdivisions, many of which are technology driven. With the rapid change in technology and treatment practices, there is the need for continuous staff development to ensure St.Vincent's Private Hospital (S.V.P.H.) continues to provide an effective and high quality service to patients.

Despite the budgetary constraints in 2003, staff within the Division availed of a wide range of training and education opportunities. This ranged from staff attending the Digital Imaging in Radiotherapy (Royal Marsden Hospital, London) to the European Congress of Radiology.

Staff from Diagnostic Imaging, Pharmacy and Physiotherapy continued to participate in the Diploma in First Line Management run by the National College of Ireland and in conjunction with St.Vincent's University Hospital.

The Physics department organised and presented the Irish Radiotherapy Group Meeting in March with Eimear O'Neill and Aoife Browne both presenting papers.

Allied Health Team Leaders also took part in an in-house Management Development Programme.

Developments

2003 saw significant investment in several departments.

(a) Equipment Replacement

- Multi-detector CT scanner
- Mini PACS (Picture Archival & Communications Systems)
- Ultrasound Machine
- Dry Laser Imager
- Defibrillator
- Two ECG machines
- Aseptic Isolator (used for 'drawing up' chemotherapy)
- Treatment Planning System (Medical Physics /Radiotherapy)

(b) Service Developments

- Dietetics department developed a Hospital TPN policy

- CT angiography and CT colonography
- Regular meetings with Respiratory Consultants
- Participation in Patient Support Group (Sleep Apnoea)
- Review of Service Level Agreements
- Business Case for Acquisition of Two Linear Accelerators and Record and Verification System approved

(c) Facilities Enhancement

- Chemotherapy Preparation Room
- Patient Counselling Room (X-ray department)
- Radiologist Office
- Additional X-ray filing room

Conferences/Professional Meetings Attended

Faculty of Radiology Imaging Meeting
 Faculty of Radiology Annual Scientific Meeting
 Irish Health Care Risk Management Association Annual Meeting
 IMRT ESTRO – European Society of Therapeutic Radiation Oncology
 MRI Users Meeting
 European Respiratory Society Annual Meeting
 ARTI/ARTP Inaugural Meeting (Association of Respiratory Technicians of Ireland/Association of Respiratory Technology and Physiology).
 Palliative Care Association of Physiotherapists Ireland
 Radiotherapy Conference (Harrogate)
 Radiotherapy Conference (Sheffield)
 Private Practice Interest Group –
 Irish Nutrition and Dietetics Institution (INDI)
 INDI AGM
 Weight Management Interest Group

Parenteral and Enteral Nutrition Group
 Irish Radiotherapy Physics Group Meeting
 Digital Imaging in Radiotherapy
 European Congress of Radiology (Vienna)

Training/Educational Courses attended/completed

CPR Updates
 Management Training (NCI)
 Certificate and Diploma in Health Services Management
 CT Courses
 Profession & Legal Issues
 Administration Course
 MRI Users Meeting
 Personal Development and Patient Management
 Certificate in Medical Physics and Physiological Measurement (Kevin Street)
 Advanced Respiratory Course (Beaumont Hospital)
 Haematology Oncology Interest Group Study Day
 British Dietetic Association (Ulster Branch) Annual Study Day
 Various study days on Crohns Disease, Carbohydrate Metabolism, Glycemic Index
 Obesity and Oncology Management
 Management Development Programme
 Risk Assessment Training
 Manual Handling Training

Gerada Warnes,
 Allied Health Manager





Corporate Services Division

Executive Review

The Corporate Services Division was established in 2003 as part of the ongoing development of the hospital structure. The major elements of hospital activity falling within the Corporate Services ambit are Quality & Risk Management, Information Technology, Statistics, and Capital Planning. During 2003 progress was made in the development of each of the elements.

Quality and Risk Management

The drive for Accreditation was the focus point for quality improvement across the Healthcare Group. Application to the Accreditation Board was followed by the establishment of quality improvement groups who commenced the self assessment process. The accreditation process will be the platform for ongoing quality improvement on a Group basis.

In St. Vincent's Private Hospital a new structure was established to promote quality and risk management within the hospital. In April 2003 the Best Practice Committee was formed and includes the Management Team, an external Risk Advisor and a representative of the Medical Consultants. In addition, a Health & Safety Committee was established as a sub committee of the Best Practice Group. The two groups completed an ambitious programme which included the following major elements.

- Development of new hospital safety statement.
- Development of 'No smoking' policy.
- Progression of the incident reporting system.
- Improvement in the infrastructure of the operation theatres and pharmacy.
- Establishment of a risk assessment training programme.
- Activation of a major fire training programme.
- Revision of divisional safety statements.
- Revision of the manual handling policy.
- Provision of flu vaccine for staff.
- Improvement in security procedures with ID badges and CCTV.
- Infection issues relating to SARS and winter bug.
- Identification of requirements for occupational health and infection control.

Information Technology

It was recognised that considerable development in the IT area is required at the hospital. The establishment of a core network was prioritised with a view to providing a platform for communication throughout the hospital in the coming years. The core system was introduced and an initial cabling programme completed.

Two phases of the network development commenced in 2003 - the Divisional Management team and the Finance Division.

Statistics

The first stage of development of the statistical collection and reporting concentrated on high level information for presentation to the Group Board, Executive Committee and Management team. The principal areas of information relate to patient numbers, occupancy rates and activity in the clinical areas.

Capital Planning

The hospital strategic plan 2000-2003 was reviewed and the first stages of an ongoing capital development plan were prepared.

The Corporate Services division is intrinsically linked to capital developments in other divisions. During 2003 a number of major projects were completed including CT scanner, ultrasound, laser imager and ophthalmology equipment. The restructuring of Pharmacy commenced with the installation of a new Isolator.

A presentation of a major business plan was made to the Group Board for development of the radiotherapy facilities. This project will commence in 2004.

Peter Sheehan,
Head of Corporate Services





Department of Nursing

Executive Review

Nursing Division

The expertise of the highly skilled nurse providing hands-on care will always be a fundamental part of patient care, however sophisticated the technology or innovative the latest development in practice. The Nursing Division faced many challenges in 2003; the greatest being recruiting qualified nurses to fill vacancies in a volatile labour market.

Thanks to the commitment and dedication of staff every effort was made to provide quality patient care. Disruption to patient services was minimised and many quality improvement initiatives were instigated with vigour. Much energy was expended on recruitment.

The Nursing Division consists of the following:

- Patient Care areas (7)
- Operating Theatres
- Day Care including Day Care Oncology
- Endoscopy
- Day Surgery
- Pastoral Care/Chaplaincy
- Portering Service
- Admissions
- Nursing Education
- Clinical Nurse Specialists

Operating Theatre

The Theatre review was continued in 2003 and focused on the areas of:

- Patient Care
- Equity of access for consultants
- Increasing patient throughput
- Administrative procedures and protocols

TSSD

The TSSD proved an invaluable resource providing support to theatres and patient care areas.

Pastoral Care/Chaplaincy

The pastoral care team are the following:

Fr: Frank Downes, Sr: Joan O Connor, Sr: Regina,
Ms.Mary Redmond, Ms.Mary Fenelon, Ms.Philomena O'Neill,
Fr: Liam Browne and Fr.Vincent Murphy.

The Pastoral Care team support patients both spiritually and psychologically. Support is also offered to staff.

New appointments 2003

Ms.Margaret White, Clinical Nurse Manager 2	Hawthorn Ward
Ms.Aisling Cronin Clinical Nurse Manager 2	Day Care Oncology
Ms.Susan Cairney Clinical Nurse Manager 1	Day Care Oncology
Sr. Sheila Wall	Pastoral Care

Recruitment

30 Staff Nurses (both full and part time)
6 Care assistants
2 Porters
1 TSSD attendant
1 OT attendant

Nursing Division Committees

Policy and Procedure
Staff Development
Documentation Committee

Mission Effectiveness Committee

The Mission Committee comprises of the following staff members representing all staff disciplines:

Ms.Gretta Colbert (Chair), Mr: Paul Nash,
Ms. Margaret Barry, Mr: Vincent Lane, Mr: Eddie Hartland,
Ms. Orla Fitzgibbon, Ms. Alice Cromien, Ms. Deirdre Behan,
Ms. Mary Donnelly and Ms. Mary Connolly.

The Mission Effectiveness Workshops Units 1 and 2 were held in 2003..

Accreditation

Many staff members from Nursing Division were involved in teams embarking on the journey towards accreditation.

Education and Training

We are committed to ongoing education and professional development of our staff. An active programme of regular nurse education continued during the year 2003 and was developed by Ms. Nora Dwan (Nurse Education Officer). Nora facilitates professional development by organising in-house education sessions and study days in other health care institutions and education centres.

Orientation program for new staff is part of the education remit which was developed in conjunction with Staff Development Committee.

Academic Achievements

Higher Diploma in Oncology:

Ms. Demelza Ryan, Mr: Peter O Grady, Ms. Rosaleen Flaherty,
Ms. Siobhain Browne (Breast care module),
Ms. Jane Fitzgerald (Palliative Care).

Haematology Course:

Ms. Christina Cunningham

Attending Diploma in First Line Management:

Ms. Maeve Giltinane, Ms. Aisling Cronin, Ms. Trudy Nelson,
Ms. Evelyn Fogarty, Ms. Margaret Jameson Ms. Mary Donohue
and Ms. Lorraine O Donovan.

Tribute

Ann Flanagan, Clinical Nurse Manager 1, Rowan Ward died on 1st September 2003 after a short illness. Ann was very much loved and highly respected by colleagues, patients and friends. Ann had truly a patient-centred focus and gave 30 years of dedicated service to St. Vincent's Private Hospital. May she rest in peace.

Resignations

As is the nature of healthcare we said good bye to some staff members who moved on to pastures anew.

Fiona Macken, Assistant Director of Nursing
Margaret Browne, C.N.M.2
Sr: Joan O'Connor, Pastoral Care
Sr: Regina, Pastoral Care

We wish them well.

Nurse of the Year Award

It was with great delight we learned of the Irish Nurse of the Year 2003 awarded to Sheila Holland. Sheila has worked in Oncology for many years providing professional warm and empathetic care to cancer patients and their families. Sheila has never missed a day's work in more than 25 years service and her presence on the oncology unit helps to create an atmosphere of caring and compassion that is remarkable. Truly a role model for us all.

Gretta Colbert,
Director of Nursing



Support Services Division

Executive Review

Support Services Division

The Support Services Division includes Reception, Catering, Household, Maintenance and a number of other Support Services.

Reception

This area has been enhanced to assist in promoting a warm and friendly welcome area for patients, visitors and staff. In addition to the meet and greet function, Reception manages and deals with all telephone calls, incoming and outgoing post and all the administration involved in this area.

In December Andrea Butler, the head receptionist left the hospital after 27 years of service. Eight reception staff cover the front desk from 7am - 11pm Monday – Friday and 7am – 9pm Saturday and Sunday. A night porter/security person covers the reception desk from 9pm – 7am Saturday and Sunday and from 11pm – 7am Monday - Friday.

During 2003 we implemented a system that includes procedures and policies for all tasks carried out. Forms are filled out to log breakdowns of equipment. A new post room is now in operation for incoming, outgoing and franking of post. The Ring Master has been moved from Finance to the reception area to enable phone bills to be issued to patients on departure. In conjunction with Human Resources, group training for the Reception Team was arranged in May and two members of the Reception Team attended external training for Microsoft Word.

In August we installed a pay parking system in the car park. 12 new spaces were created and we increased the number of disabled spaces from two to six. With the introduction of the system we also employed a Car Park Attendant to assist customers and patients in the car park.

Catering

The Catering Department provides patient and staff catering facilities fulfilling the requirements of the ISO 9000:2000 Quality Management System and Hazard Analysis and Critical Control Points (HACCP). Ms. Geraldine O'Nolan, Ms. Yvonne Byrne and Ms. Niamh Cross are the Catering Officers and there is 67 staff

in total to provide all Catering services to patients, staff and visitors. Ms. Gemma Cushen is on a year's leave of absence from May.

Four staff members resigned in the coffee shop and two staff resigned from patient Catering. Ms. Geraldine O'Nolan and Ms. Niamh Cross conducted about thirty six interviews at various stages during the year and recruited eight new staff members to bring the Catering Department to a full complement of staff.

Project work

Patient Catering System

From the October 2002 until August 2003 research and trials were conducted to determine how we could improve the service to our patients. A Patient Review Committee was then established. This committee helped to implement many small changes and one large one – which was the way in which we distribute our menu.

On the 8th September we fully implemented all the required changes to our Patient Catering system. We now give our patients their menu in the morning for their lunch that day, their evening meal and their breakfast as opposed to giving them a menu in the morning for all of the next day. Major changes were made to patients' catering work schedules and procedures at all levels as a result of our changes.

Menu

In line with these changes we had to make a lot of changes to our menu and we also conducted a survey to gain feedback from our patients about what they would like to see on the menu.

Appraisals

Appraisals were carried out with the six patient catering supervisors. This was a pilot programme within the department. They were successful as the individuals all commented positively on the process.

Patient Satisfaction

We received 22 complaints in Patient Catering and 22 in the Coffee Shop. We received many more compliments in the form of letters, cards and chocolates – these come in on a daily basis.

Four surveys were conducted in total – two in the Coffee Shop and two in Patient Catering. We also gave the patients a questionnaire regarding our menu – we told them we were changing it and asked them for their input.

Minor Capital Developments/Improvements

- The Coffee Shop was painted in January.
- The Kitchen now has 'white rock' covering the walls and this work was carried out over three weeks in September.
- A new replacement geyser was provided for the 1st floor kitchenette.
- A new replacement dishwasher was provided for the day-care kitchenette.

External Audits

Catercare carried out three audits during the year. The reports issued following the audits provided us with the material to continually improve and keep our staff aware of the key issues in relation to food hygiene and safety and ensure we are compliant with all relevant legislation.

The CVA (Client Value Assured) is an organisation based in Limerick who awarded us with our ISO Accreditation. They audited our ISO 9001:2000 and IS 340/3 standards on the 1st May and we were successful in this audit.

Training

Basic Food Hygiene Training February and November for new staff members.

All other Catering staff received refresher food hygiene training. Mr. Keith Wickham went on a Presentation Skills course in June. Ms. Yvonne Byrne completed a Chairing Meetings course in June. Ms. Marie Jordan and Ms. Siobhan Kelly went on a training course "Taking Meeting Minutes".

Miscellaneous

From February the catering department now provide Kosher food for Jewish patients. There was a request made to provide this service by the Chief Rabbi Dr. Yaakov Pearlman.

The Catering Department provided refreshments at meetings and events during the year including the Remembrance Mass and the Staff Christmas Party.

Water cooler units are also distributed and maintained throughout the hospital.

Household

Ms. Yvonne Gleeson is the Household Services Officer and the department has four other members of staff. During 2003 the Household Services Officer implemented a managed system in relation to all work done through the department. We now have a range of policies, procedures and dedicated forms, used as records when completed, to back up both policies and procedures. During this process we identified an approved supplier list for the department.

Other areas highlighted were:

- The need to carry out daily checks on our linen delivery.
- Update our service contracts with an emphasis on a quality service and competitive pricing.
- We updated our cleaning specification with the agreement of Maybin Clean to meet the changing needs of the hospital.

The company had a change of Supervisor in November when Ms. June Behan joined the Maybin team.

Maintenance

A maintenance report was written with information gathered from all concerned to evaluate the service provided and to look at hospital requirements. A proposal was put forward and it was agreed by the Management Team that changes have to be made.

Among the areas examined were the following:

- Service's received from SVUH staff
- Service/Maintenance Contracts
- Health and Safety Legislation and Best Practice Guidelines





Human Resources Division

Executive Review

General Projects

Although the MAP committee was disbanded in 2003 a number of staff within the Division continued to participate on the following projects during the year:

- Replacement of CT scanner
- Pay parking system and associated works
- Pharmacy work
- Theatre Enhancement
- Water mains leak

Health and Safety

A Health and Safety Committee was formed in April as a sub-group of the Best Practice Group. The Support Services Manager and Allied Health Manager jointly chair the group. The core group will have representatives from each division. The group is task focused and its primary function is to develop health and safety policies and procedures, making recommendations to the Best Practice Group as necessary.

Areas identified in 2003 were:

- Risk Forms and Process
- Medical Devise Notices
- Supplementary Safety statements
- Fire Management Programme
- Risk assessment Training

Accreditation

In 2003 St.Vincent's Healthcare Group embarked on a project to develop patient focussed continuous quality improvement in all areas of the hospital, within the framework of the Irish Health Services Accreditation Scheme. The Support Services Division is represented on two groups Environmental and Human Resource Management.

Janet Murray,
Support Services Manager

Mission / Vision

"The Mission of the HR Division is to design and deliver innovative HR services in partnership with the Hospital to ensure a progressive, equitable and challenging environment for staff, and a quality service for patients."

Our vision is to lead the way in HR expertise, creating a unique environment for our people that will generate success for the hospital.

Our Values include:

- Being the guardian of fairness and equity
- Valuing all our staff
- Listening and responding appropriately
- Balancing people and business needs
- Learning from our successes and our mistakes
- Communicating intentions and expectations clearly
- Advising managers on how to manage performance fairly and firmly.

Developments to date in the HR Division

The HR Division was set up in June of 2000 with the appointment of the HR manager. The formation of the division was necessary to centralise all of the activities relating to the personnel function, and to ensure that the hospital complied with all the employment legislation enacted over the last number of years. The activities that derive from this role are manpower planning; organisation development; recruitment and selection; staff development and training; industrial relations and implementation of policies and procedures.

The post of assistant to the HR manager was created in December 2000, and Ms. Marian Murphy is the first holder of the post. I would like to thank Marian for her hard work and commitment during the year.

Medical Records

The HR Division also has responsibility for Medical Records, and Patient Focus. I would like to thank Ms. Caitriona O'Connor, Ms.

Ann Marie Kavanagh, Ms. Joanne Clarke and Ms. Ann Cavey for the consistently high level of service they provide to patients and staff.

Training & Development

A number of Training and Development initiatives were also put in place. A development course for the Team Leaders in the Allied Health Division was carried out and support was given to a number of staff for courses of study in their own time. This support took the form of financial support and study leave.

Recruitment, Selection & Retention

Recruitment of staff is completed on an ongoing basis. Difficulties continue in sourcing radiographers, doctors, nursing staff and pharmacy staff. Mr. James Crowe joined as Financial Controller.

The whole area of recruitment has been a major component of the work of the Division in 2003. A number of staff were also recruited for the University Hospital.

Employee Relations

Discussions took place with SIPTU and IMPACT on benchmarking with a view to reaching agreement on measures concerning flexibility and modernisation.

Accreditation

The Accreditation process was begun in 2003 in preparation for the survey visit in 2004. Weekly meetings were held by the HR team and were attended by Ms. Marian Murphy and Mr. Neil Twomey.

During the year we worked closely with our colleagues in the salaries office, Ms. Dorothy Nolan and Ms. Brona McConville. I would like to thank them for their assistance.

Neil Twomey,
Human Resource Manager



Hospital Activity 2003

Executive Review

Hospital Activity

	Jan to Dec 2002	Jan to Dec 2003	Variance	% Variance
Patient Discharges				
Inpatients	9,203	9,397	194	2.1%
Inpatient Occupancy	84.71%	84.40%	(0.3%)	(0.4%)
Daycases				
Daycases	5,285	5,298	13	0.2%
Oncology Daycases	3,911	4,418	507	13.0%
Operating Theatres				
SVPH Theatres	3,811	3,865	54	1.4%
Endoscopy unit	4,591	4,718	127	2.8%
Diagnostic Imaging				
MRI Scans	4,544	4,689	145	3.2%
CT Scans	4,725	5,011	286	6.1%
Ultrasound	5,201	4,985	(216)	(4.2%)
Mammography	1,873	1,962	89	4.8%
Other	12,325	11,651	(674)	(5.5%)
Total	28,668	28,298	(370)	(1.3%)
Radiotherapy				
No of Treatments	12,332	11,531	(801)	(6.5%)
Cardiology				
No of Procedures	6,916	6,491	(425)	(6.1%)
Respiratory Medicine				
No of Procedures	2,654	2,636	(18)	(0.7%)
Pathology Tests				
No of Procedures	358,816	388,369	29,553	8.2%



St. Vincent's Private Hospital Organisational Structure

Executive Review

