

26th February 2014.

Ms. Margaret Falsey,
Committee Secretariat,
Committee of Public Accounts,
Leinster House,
Dublin 2.

Dear Ms. Falsey,

I refer to the anonymous letter sent to the PAC Chair Mr John McGuinness TD, dated 13th January 2014 and correspondence received from your colleague, Ms. Niamh Maguire dated 11th February 2014.

The quality of patient care, and the safety of our patients, is paramount to St Vincent's University Hospital (SVUH). We have developed, over many years, a comprehensive clinical and corporate governance framework to support the continuous improvement of quality and safe care to our patients. When things go wrong, as they do in all hospitals from time to time, we investigate the matter thoroughly and develop a Quality Improvement Plan (QIP) to ensure that the learning from that incident is incorporated into how we care for our patients. This ensures that our staff are involved in both reviewing the incident, and learning from any mistakes we may have made.

When an incident occurs a Risk Management Occurrence Form is completed, and sent to our Quality and Safety Department. Every form is assessed, and all serious incidents or near misses are reviewed. We have a Risk Advisory Committee, Patient Safety Committee and a Clinical Governance Committee, which meet regularly. These committees review summary data on serious incidents, and near misses as well as complaints and other forms of feedback on clinical performance. Our review of clinical incidents in 2013 saw a less than 1% increase over 2012, despite significantly higher levels of activity. Critically there were no trends identified of increases in particular types of clinical incidents, but every incident is reviewed on its own merits. We also report on patient falls through our clinical governance structure. We saw a 2% increase in falls in 2013, and we have decided to appoint a falls co-ordinator in response to this emerging trend and the increasing age profile of our patients.

Staffing in SVUH is always a challenge, as it is in all hospitals, due to the current economic climate. However, every morning, senior nurse managers carry out a detailed risk assessment before determining the level of staff for each clinical area in the hospital. This risk assessment is based on the provision of quality and safe care to our patients, by ensuring that we have the appropriate number of suitably qualified staff in each area.

In the anonymous letter there is a reference to the transfer of emergency services from St Columcille's Hospital (SCH) in Loughlinstown, which happened on the 27th of November 2013. This transfer happened after a long period of planning, negotiation and engagement, including with General Practitioners and political representatives in the region. While there has been a very significant increase in the level of attendances at the Emergency Department (ED) in SVUH, and the level of referral has been higher than anticipated, we have redeployed staff to meet the additional workload. As with every other clinical area, there is a daily risk assessment before staffing levels are confirmed. When we opened additional beds, to meet the requirement to admit more patients, these additional beds are also staffed appropriately.

SVUH welcomes and encourages feedback from staff. We have monthly Heads of Department meetings, which informs senior managers of developments, and seeks their views on issues that are emerging in the hospital. Each Head of Department has their own departmental meeting, which provides a further forum for discussion and dialogue, particularly regarding


BOARD OF DIRECTORS

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Mr. James Menton

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Dr. Michael Somers

Elm Park
Dublin 4

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St. Vincent's Healthcare

GROUP LIMITED

challenges associated with the volume of activity and issues of quality and safe patient care. These concerns are always taken seriously, and addressed appropriately.

The approach of individuals using anonymous letters to surface issues they believe need to be dealt with requires careful consideration, as it would be inappropriate to provide this alternative way of communication with a status and credibility that could convey to staff that this is the most appropriate way to raise any such issues and concerns.

Depending on the nature of the complaint, there are a number of avenues open to staff ranging from the Trust in Care policy, the Dignity at Work policy, the Disciplinary and Grievance policy, the Local Hospital Complaints policy itself, to the legislative provisions covering Protected Disclosures of Information in the Workplace, Data Protection and Freedom of Information Legislation. All of these avenues are open to staff in the Health Service and SVUH.

It is extremely difficult for any hospital to act appropriately on an anonymous complaint or comment. At national level the HSE has implemented a "Protected Disclosure Policy", which SVUH is fully signed up to. This was provided for in the Health Act 2004 (as amended by the Health Act 2007) "Protection of Disclosures of Information". The HSE developed a procedure around this legislative provision, which SVUH has implemented. We recommend that any staff member, who feels unable for any reason, to refer an issue of concern to their line manager, uses the established procedure for protected disclosure. In this way we can ensure that every issue that is raised is appropriately reviewed and acted upon.

In view of comments made on 'whistleblowing' provisions at the recent PAC hearing attended by SVUH, I wish to confirm that SVUH is covered in the same way as every other Health agency/hospital and staff are encouraged to use these well established procedures. The HSE has an "authorised person" to whom such disclosures can be made.

In relation to concerns raised about capital developments (anonymous letter dated 4th January 2014), all developments on the campus, funded by the State were approved by the Department of Health. The Development Control Plan (DCP) for the SVUH site was developed with the Department of Health's support and approval. The current DCP for the SVUH site is in the process of being reviewed in the context of the National Maternity Hospital (Holles Street) development.

I trust the above provides the necessary clarification regarding the anonymous correspondence. Please feel free to contact me if you require any further information.

Yours sincerely,



Nicholas C. Jermyn
Group Chief Executive
St. Vincent's Healthcare Group Ltd.
(incorp. SVUH, SVPH and St. Michael's Hospital)



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26th February 2014.

Ms. Niamh Maguire,
Committee Secretariat,
Committee of Public Accounts,
Leinster House,
Dublin 2.

Dear Ms. Maguire,

I refer to your letter dated 22nd January 2014 and the request therein for SVHGL to provide "a profile of both St. Vincent's private and public hospital in terms of costs and throughput of patients and staff appointments, to include the number of staff who have an employee or a contractual relationship with both bodies"

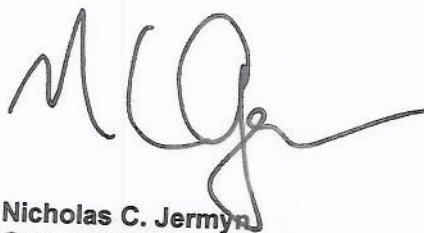
Please find enclosed high level profile as requested.

With regard to "to include the number of staff who have an employee or a contractual relationship with both bodies" Apart from the three senior executives who are currently the subject of consideration, in the context of the public sector pay policy, there are no other employees who hold employment contracts with both St. Vincent's University Hospital and St. Vincent's Private Hospital (dual contracts).

If you have any queries, please contact me.

With kind regards,

Yours sincerely,



Nicholas C. Jermyn
Group Chief Executive
St. Vincent's Healthcare Group Ltd.
(incorp. SVUH, SVPH and St. Michael's Hospital)

Profile St. Vincent's Healthcare Group

- **Background St. Vincent's Healthcare Group**
- **Mission Statement**
- **Description St. Vincent's University Hospital**
- **Description St. Michael's Hospital (Dun Laoghaire)**
- **Description St. Vincent's Private Hospital**
- **Catchment area**

Background

St. Vincent's Healthcare Group Limited ("SVHGL") is a private company limited by shares, having two Shareholders who hold those shares in trust for the Religious Sisters of Charity.

SVHGL was incorporated as a company, wholly owned by the Sisters of Charity, on the 8th February 2001. The assets comprising St. Vincent's University Hospital were transferred from the Sisters of Charity to SVHGL on the 1st January 2002. The shares are held in trust by the Sisters of Charity and are governed By the Memorandum and Articles of Association of SVHGL, the name adopted for the company on the 28th March 2003.

The main objects for which SVHGL were established are:

- (a) To provide medical, surgical, nursing services and accommodation at St. Vincent's University Hospital (Dublin), St. Michael's Hospital (Dún Laoghaire), St. Vincent's Private Hospital (Dublin) and/or at other healthcare facilities (together, the "Facilities") for the treatment of sick persons and the relief, cure, rehabilitation and prevention of sickness, and disability both physical and mental through the continuance and furtherance of the ethos, aims and purposes of the Congregation of the Religious Sisters of Charity.
- (b) To conduct and maintain the facilities in accordance with the healthcare philosophy and ethical code of the Religious Sisters of Charity.
- (c) To provide a pastoral care service for the spiritual welfare and support of patients, relatives and staff, and,
- (d) To promote opportunities for education and research.

Group Structure

St. Vincent's Healthcare Group owns and operates three separate hospital institutions:

- (a) St. Vincent's University Hospital
- (b) St. Michael's Hospital, Dún Laoghaire and
- (c) St. Vincent's Private Hospital

Each of the aforementioned hospitals is a private institution under the ownership, control and management of the company, and, ultimately, of the religious order known as the Religious Sisters of Charity.

The annual budgets for each of the foregoing institutions are as follows (Ref: 2013):

St. Vincent's University Hospital	€203m
St. Michael's Hospital	€25m
St. Vincent's Private Hospital	€95m

Consistent with the separate and distinct economic status of the three hospitals, SVHGL registered each of them separately under the Registration of Business Names Act 1963 as follows:

<u>Business Name:</u>	<u>Reg's Number</u>	<u>Date of Reg'n</u>
St. Vincent's University Hospital	228339	11/12/2002
St. Michael's Hospital	228336	11/12/2002
St. Vincent's Private Hospital	228331	11/12/2002

Group Structure

None of the directors of SVHGL, executive or non-executive, receives any director's fees or remuneration as directors.

St. Vincent's Private Hospital's affairs have been completely separate from the two other hospitals to ensure transparency and probity in their financial affairs, while maintaining authority within one overall Board.

The hospitals' accounts, operations, banking and industrial relations are kept separate and distinct. The physical properties and assets of the hospitals are kept distinct.

All insurances including public liability, employer's liability and clinical underwriting insurances are dealt with separately. Consultants operating in SVHGL group hospitals have separate insurance in relation to St. Vincent's Private Hospital. Services such as pathology services are paid for on a commercial basis by St. Vincent's Private Hospital in accordance with a services level agreement with St. Vincent's University Hospital.

The separate accounts for the hospitals are later consolidated in the corporate accounts of SVHGL.

Mission Statement

The values underlying the philosophy of St Vincent's Healthcare Group (SVHG) in relation to our care of patients and staff are those of **human dignity, compassion, justice, quality and advocacy**, which are based on the mission and philosophy of the Religious Sisters of Charity, our shareholders.

We strive to maintain excellence in **clinical care, education and research**.

We will continue to develop the Healthcare Group in line with the above principles and with our responsibilities to the wider Irish healthcare system.

St. Vincent's University Hospital

St. Vincent's University Hospital (SVUH) is one of the largest University teaching hospitals in the country. The hospital provides a front line trauma/emergency service and national/regional medical care at inpatient and outpatient level with in excess of fifty medical and surgical specialties. The hospital has 554 in-patient beds, incorporating 7-day, 5-day and day care options, including intensive care, high dependency and coronary care beds as well as medical, surgical, orthopaedic, care of the elderly and psychiatry beds.

The hospital is a health promoting hospital. Education (undergraduate and post-graduate) and research are major components of the hospital's activities.

St. Vincent's Private Hospital

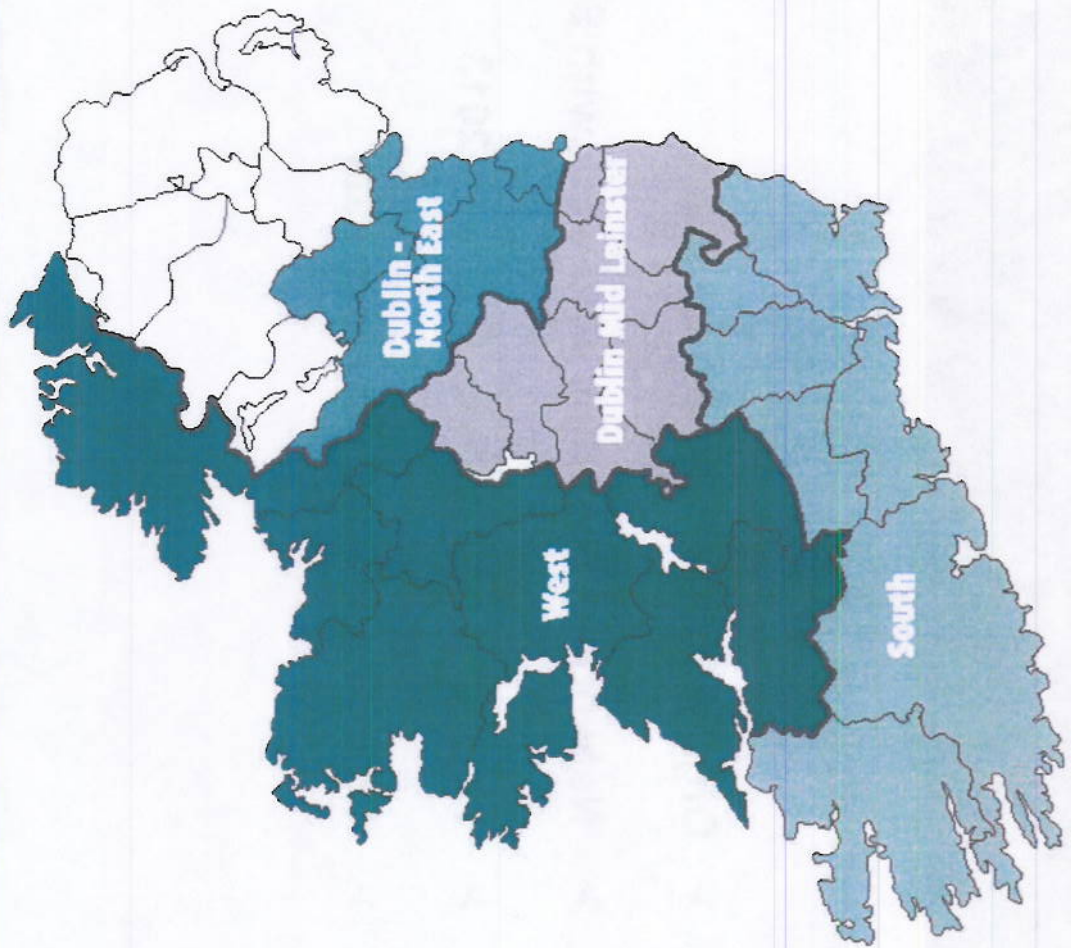
St. Vincent's Private Nursing Home was established by the Religious Sisters of Charity on the current St. Vincent's Healthcare Group campus in 1974. Prior to this the Sisters ran two nursing homes in central Dublin. The nursing home facilities were developed in 1980 and St. Vincent's Private Hospital (SVPH) became an acute private hospital. SVPH and SVUH were integrated into St. Vincent's Healthcare Group in 2006.

A new purpose built private hospital was constructed on the St. Vincent's Healthcare Group campus and opened in November 2010. The new "state of the art" hospital has 236 in-patient beds, 52 day care beds, specialist consulting rooms and expanded diagnostic and treatment facilities.

St. Michael's Hospital

St. Michael's Hospital is a community hospital in the Dun Laoghaire Borough and has been developed as an acute general hospital situated in the centre of the rapidly growing urban district of South County Dublin, Wicklow and Kildare. The hospital has 134 in-patient beds incorporating 7-day, 5-day and day care options. Facilities are provided for general medical and surgical patients, outpatient clinics and a minor injuries unit open from 8am – 8pm. A range of general and specialist services which include a Cardiac rehabilitation programme are also provided.

Patient Population



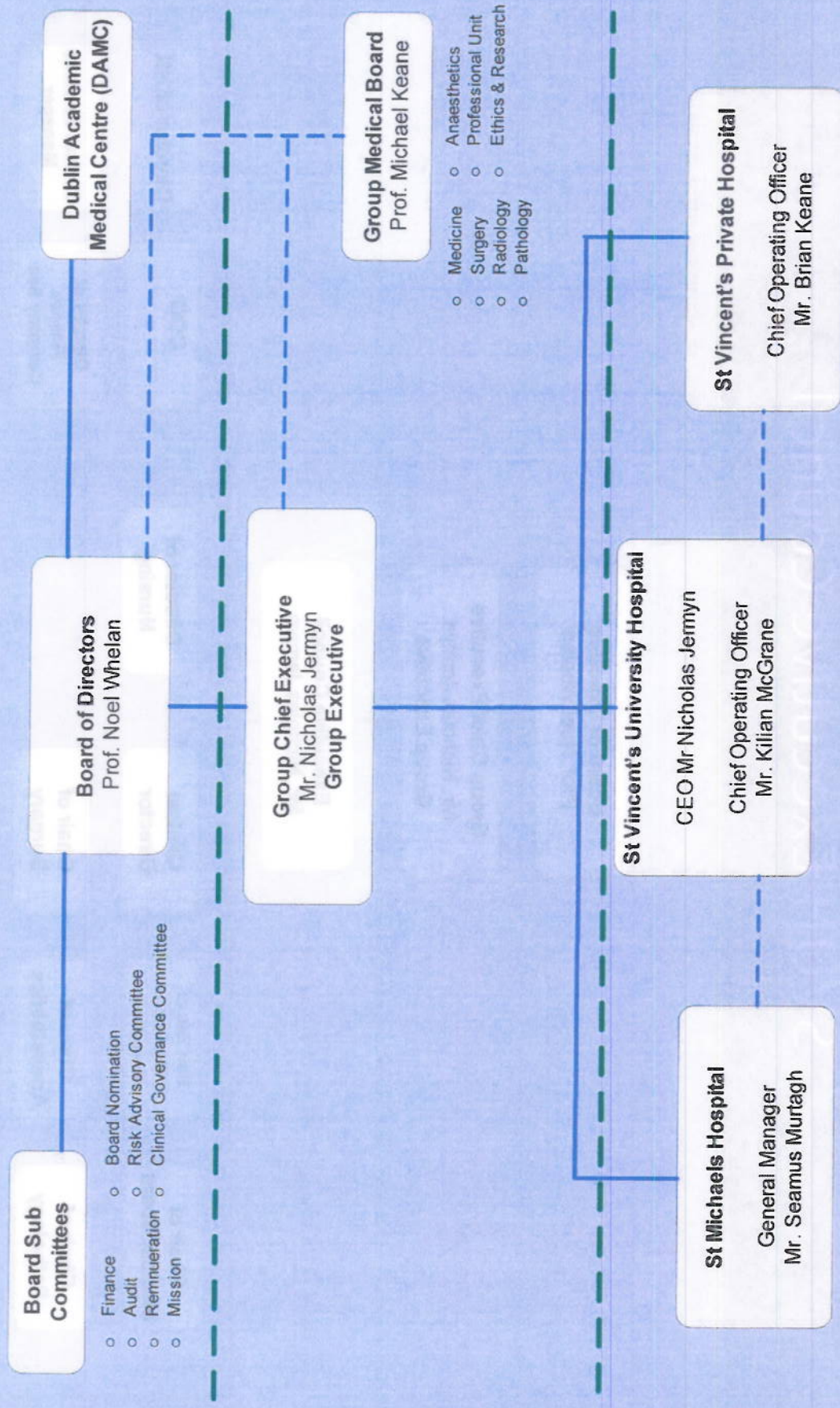
St. Vincent's Healthcare Group hospitals provide **front line emergency services** and in-patient and outpatient care with over 50 **medical and surgical specialties**.

Network Population 364,464
Overall population 4.58 million

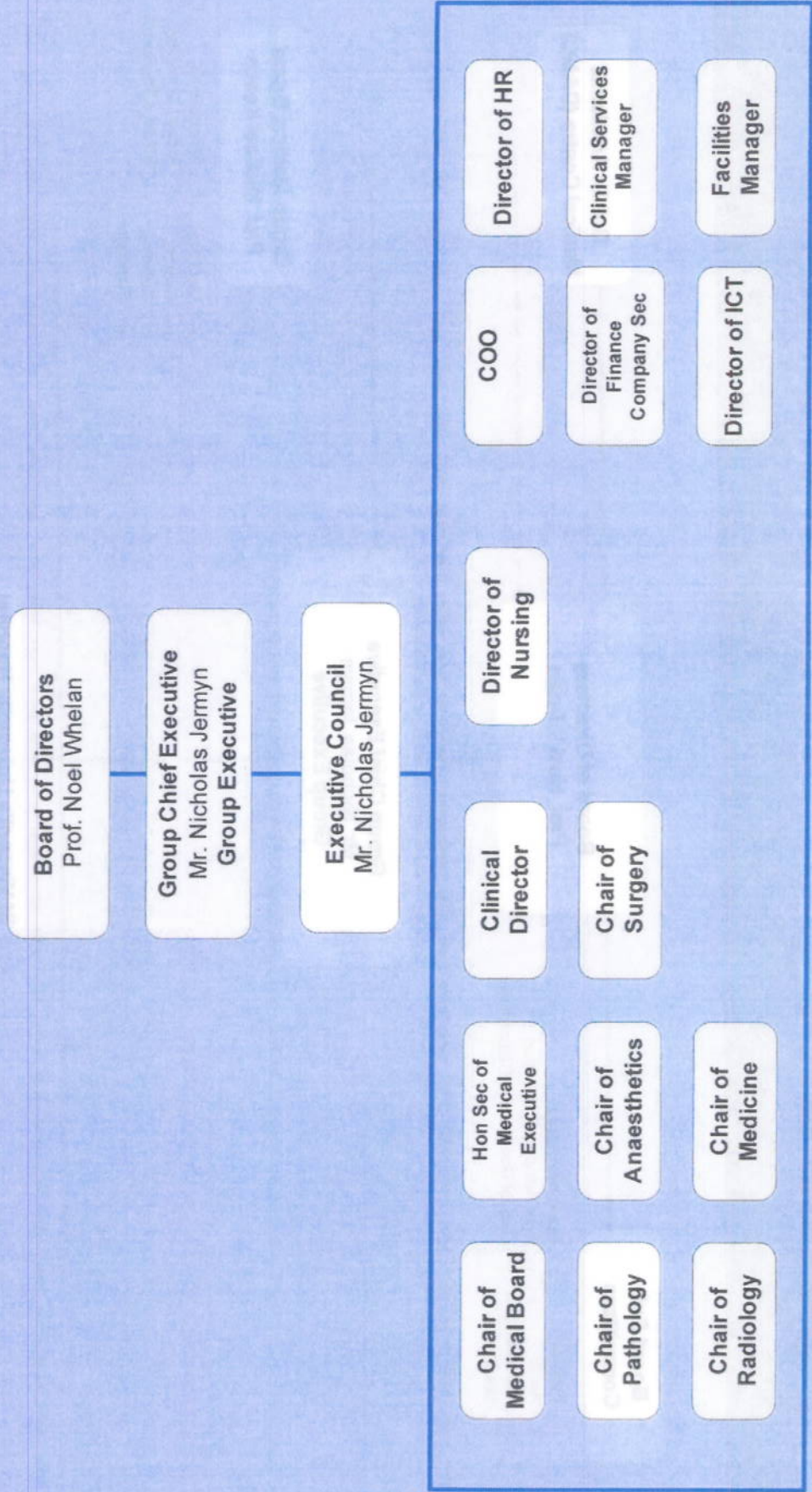
St Vincent's Healthcare Group hospitals provide a **tertiary referral service** for patients both **regionally** and **nationally** including a number of **national centres of specialisation**. Super-regional specialist centres.

- **Organisational structure / chart**
- **Network of hospitals who work with St. Vincent's Healthcare Group**
- **Financial and activity figures : 2013**
- **Consultant Speciality interests**

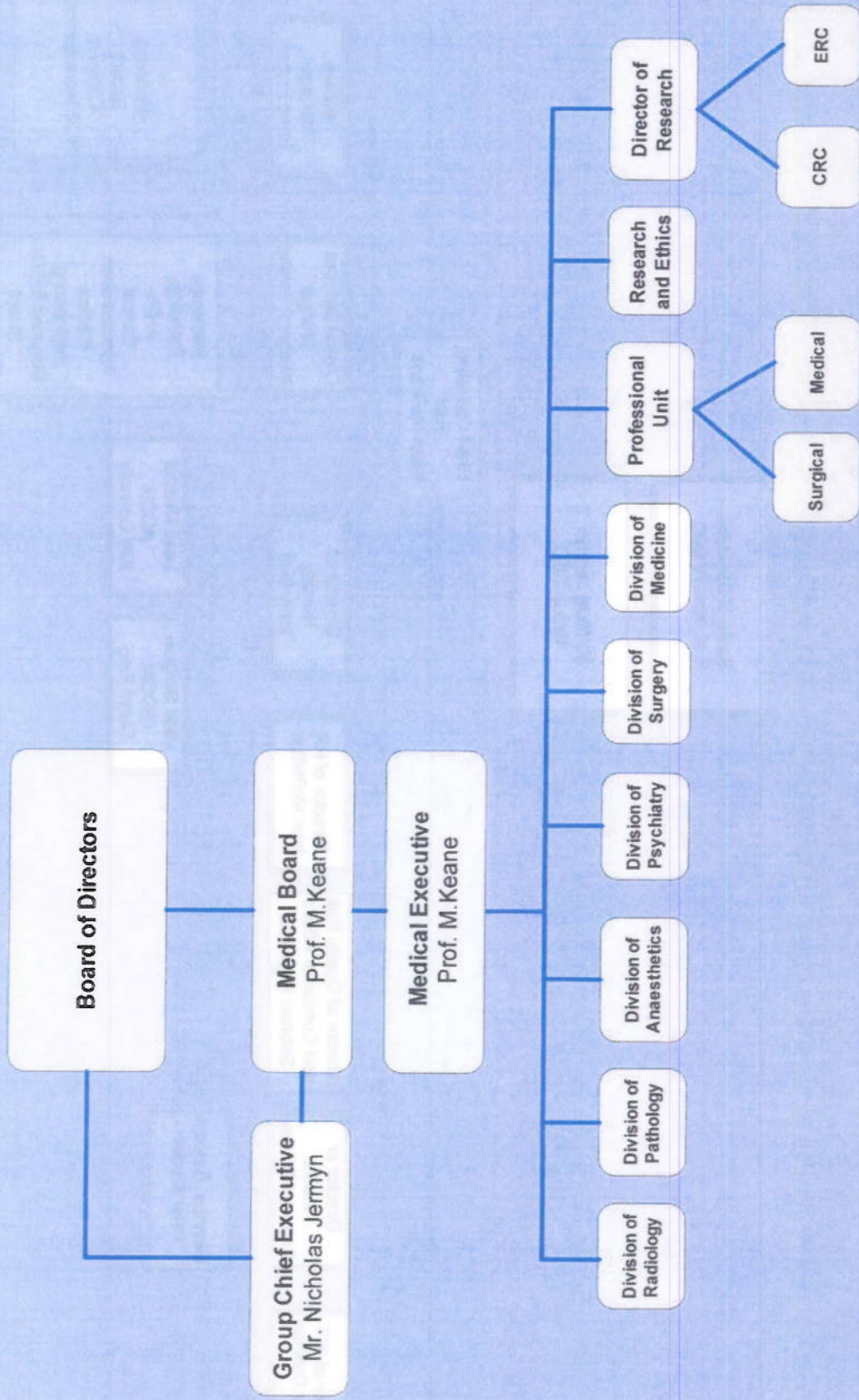
SVHG Organisational Structure



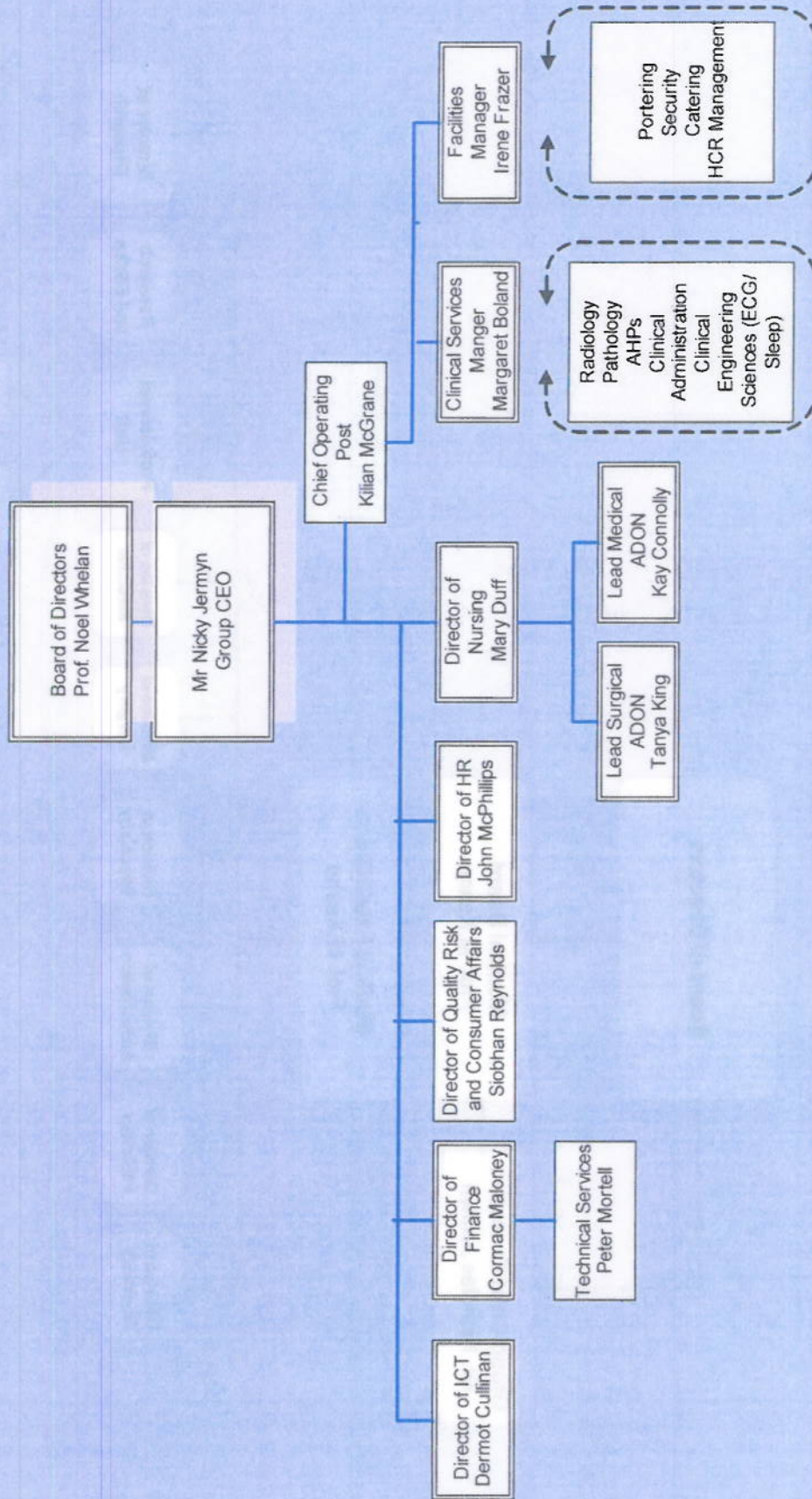
SVUH Executive Council



SVHG Medical Governance



SVUH Senior Management Team



St. Michael's Hospital Organisational Chart

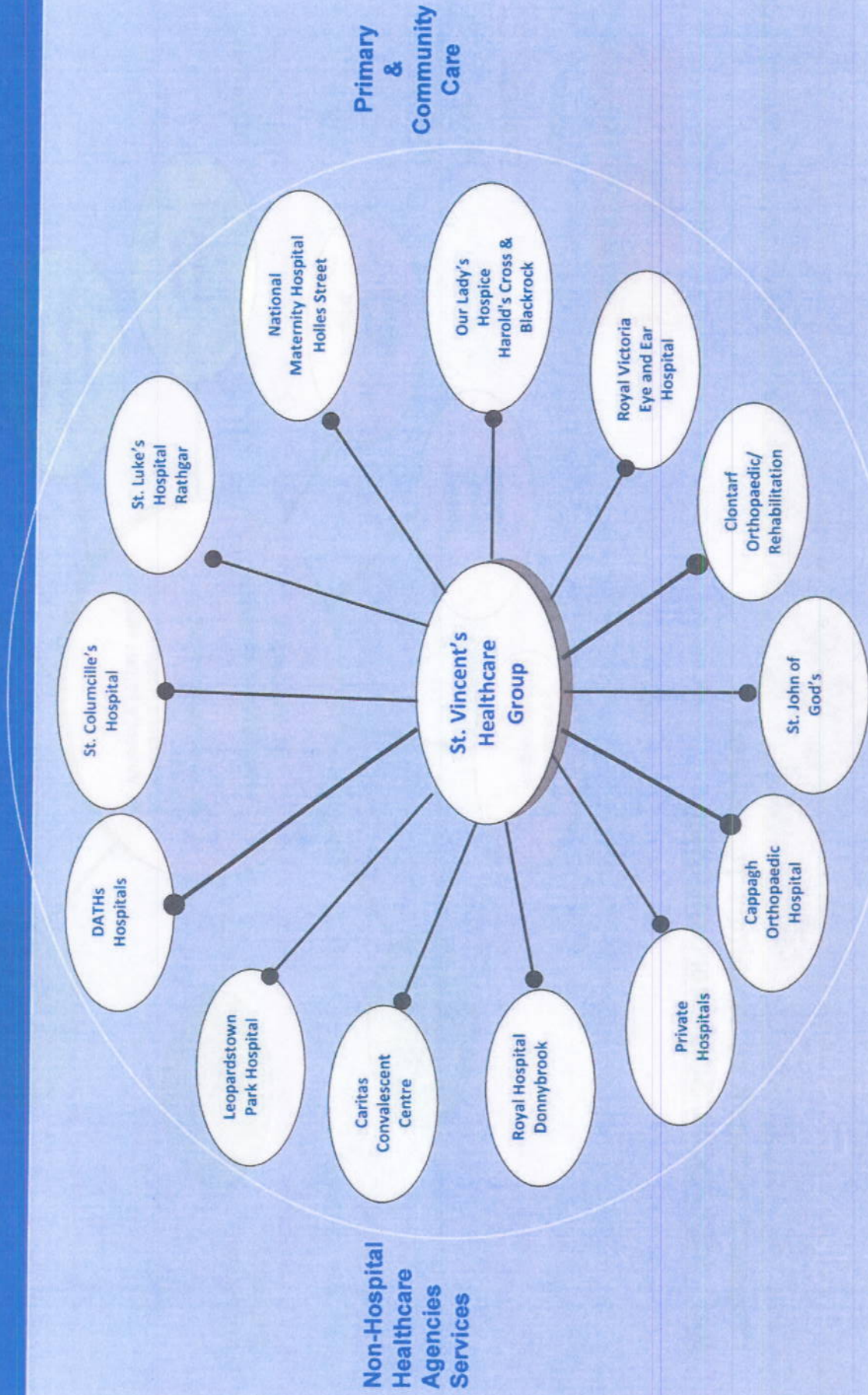


St. Vincent's Private Hospital

Organisational Structure



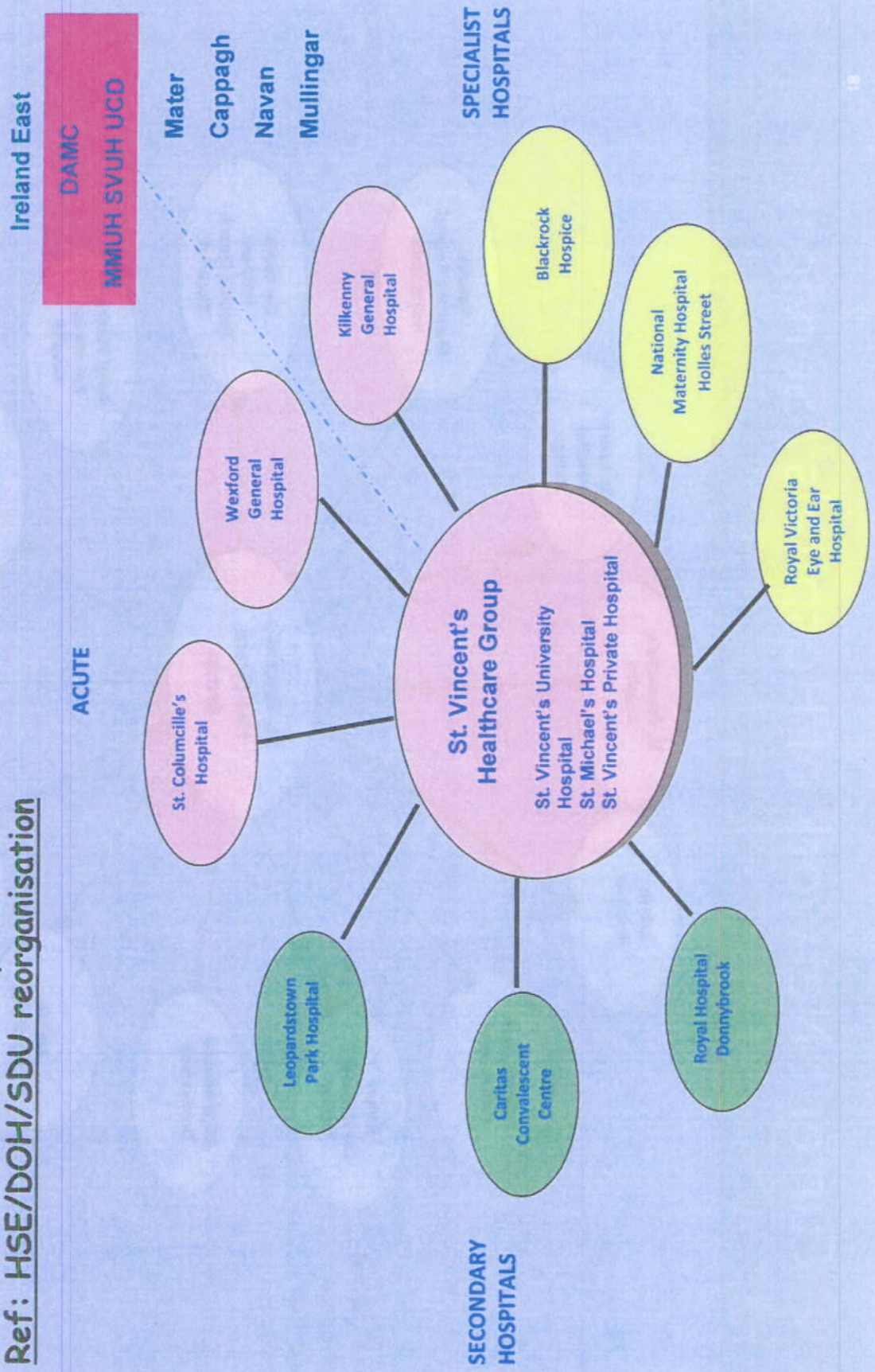
Current Network of Hospitals / Services



Proposed Network of Hospitals & Community Services (Ireland East)

Proposed network of hospitals formalised

Ref: HSE/DOH/SDU reorganisation



STATISTICAL REVIEW OF 3 BRANCHES - YEAR 2013

YEAR 2013	ST. VINCENT'S UNIVERSITY HOSPITAL	ST. MICHAEL'S HOSPITAL	SUB TOTAL	ST. VINCENT'S PRIVATE HOSPITAL	GRAND TOTAL
Total Admissions inc. Day	84,667	9,717	94,384	21,108	115,492
OPD attendances	142,820	21,769	164,589	-	164,589
ED Attendances	44,322	14,234	58,556	-	58,556
Pathology tests	7,826,597	1,548,000	9,374,597	1,154,550	10,529,147
Diagnostics examinations	185,225	30,510	215,735	48,122	263,857
Theatre operations	19,252	3,494	22,746	26,039	48,785
TOTAL EMPLOYEES (NOT wte)	2,865	458	3,323	860	4,183

St Vincent's University Hospital
 St Michael's Hospital
 St Vincent's Private Hospital
 Dublin, Ireland
 2013

STATISTICAL REVIEW OF 3 BRANCHES - YEAR 2012

YEAR 2013	ST. VINCENT'S UNIVERSITY HOSPITAL	ST. MICHAEL'S HOSPITAL	SUB TOTAL	ST. VINCENT'S PRIVATE HOSPITAL	GRAND TOTAL
Total Admissions inc. Day	79,440	8,881	88,321	20,329	108,650
OPD attendances	139,675	20,524	160,199	-	160,199
ED Attendances	41,104	13,724	54,828	-	54,828
Pathology tests	7,019,281	1,573,000	8,592,281	980,156	9,572,437
Diagnostics examinations	172,417	30,661	203,078	43,696	246,774
Theatre operations	17,727	3,075	20,802	23,743	44,545
TOTAL EMPLOYEES (NOT wte)	2,831	457	3,288	824	4,112

**CAPITAL EXPENDITURE 2003 to 2013
3 Branches**

	€'M
ST. VINCENT'S UNIVERSITY HOSPITAL	231
ST. MICHAEL'S HOSPITAL	10
ST. VINCENT'S PRIVATE HOSPITAL	195
TOTAL:	436.2

2013 Annual Report of the Health Service Executive

Expenditure (High Level summary) : St. Vincent's Healthcare Group Ltd.

Expenditure	St. Vincent's University Hospital	St. Michael's Hospital	Sub-total	St. Vincent's Private Hospital	GRAND TOTAL
2012					
PAY	(€168m)	(€24.6m)	(€192.6m)	(€38.2m)	(€230.8m)
Non-PAY	(€75.2m)	(€8.9m)	(€84.1m)	(€60.5m)	(€144.6m)
Total Expenditure	(€243.2m)	(€33.5m)	(€276.7m)	(€98.7m)	(€375.4m)
HSE Revenue Funding	€202.1m	€25.2m	€227.3m	-	€227.3m
Income	€39.6m	€7.9m	€47.5m	€89.4m	€136.9m
Net	(€1.5m)	(€0.4m)	(€1.9m)	(€9.3m)	(€11.2m)
Income/(Expenditure)					

Expenditure	St. Vincent's University Hospital	St. Michael's Hospital	Sub-total	St. Vincent's Private Hospital	GRAND TOTAL
2013					
PAY	(€165.2m)	(€24.2m)	(€189.4m)	(€33.3m)	(€222.7m)
Non-PAY	(€78.5m)	(€8.4m)	(€86.9m)	(€61.2m)	(€148.1m)
Total Expenditure	(€243.7m)	(32.6m)	(€276.3m)	(€94.5)	(€370.8m)
HSE Revenue Funding	€199.1m	€24.8m	€223.9m	-	€223.9m
Income	€39.3m	€7.7m	€47m	€95.3m	€142.3m
Net	(€5.3m)	(€0.1m)	(€5.4m)	€0.8m	(€4.6m)
Income/(Expenditure)					

Consultants - Special Interests

Department	Special Interests
Anaesthesia	Airway Management Orthopaedics Vascular Access Hepatobiliary Senior Lecturer College Tutor Plastics Airway Management ENT Thoracic Day Care Peri Operative Breast Obstetrics Vascular Pre Operative ICU Pain Hepatobiliary
Cardiology	Heart Failure EP Interventional
Cardiothoracic Surgery	Lung Cancer Transplantation
Dermatology	Phototherapy/PDT Psoriasis
Gastroenterology	Liver Diseases Hepatobiliary Hepatology IBD
Psychiatry	Old Age Psychiatry Research Liaison Psychiatry/Eating Disorders Perinatal
General Surgery	Breast General/HPB/Liver Transplantation Liver Surgery Vascular/Endovascular Colorectal Coloproctology Hepatobiliary

Consultants - Special Interests

Department	Special Interests
Haematology	Haematological Malignancy Thrombosis/Haemostasis/Obstetric Haematology Haemovigilance
Histopathology	Ocular Gastrointestinal /Dermatopathology Neuropathology Lung, Renal, Breast & Haematopathology Liver & Autopsy Pathology Cytopathology Gynaecological Pathology Breast Pathology Cardiac & Lung Pathology
Emergency Medicine	Resuscitation Sports Injuries/Clinical Decision Medicine
Geriatric Medicine	Falls/Syncope Stroke Movement Disorders Orthogeriatrics
Rehabilitation Medicine	
Medical Oncology	Breast GYN,GI,Urology Head & Neck, Thoracic
Microbiology	Virology Infection Control
Nephrology	
Neurology	Dystonia/Parkinsons Multiple Sclerosis
Neurophysiology	
Obstetrics & Gynaecology	Academic Fetal Medicine Reproductive Medicine Oncology Uro Gynaecology
Ophthalmic Surgery	Cornea Vitreo Retinal Ocular Oncology
Orthopaedic Surgery	Tumours Spine Arthroplasty Foot & Ankle Reconstruction
Otolaryngology	Laryngology Otology Head & Neck Oncology
Paediatrics	Respiratory Medicine CF
Consultant Palliative Medicine	
Endocrinology	Osteoporosis Obesity Diabetes Mellitus
Plastic Surgery	Skin Cancer Hand/Micro surgery Breast Reconstruction
Radiation Oncology	Prostate / 3D RT / IMRT / Brachytherapy
Radiology	Ultrasound Hepatobiliary CT Gynae Imaging Oncology & Radionuclide Imaging Cardiovascular & Thoracic Imaging Musculoskeletal Radiology Oncology & Radionuclide Imaging Breast Imaging/Breastcheck Interventional Radiology Breast Lung/Prostate Gynaecology Pancreatic

Consultants - Special Interests

Department	Special Interests
Respiratory	Sleep Disorders TB CF Lung transplantation Interstitial Lung Diseases
Rheumatology	Paediatrics
Urology	Prostate Cancer, Pelvic Oncology, Reconstruction Laparoscopic Urology Incontinence and Female Urology

