

## SDU Paper re Focus Sites & Key Process Improvement Actions

### Focus Sites - Winter Initiative 2016

Sites, on the basis of selected key performance indicators, were identified as Focus Sites for the Winter Period, namely, [REDACTED]

University Hospital Limerick, [REDACTED]

The **Winter Plan 2016 / 2017** contains a number of key measures both in terms of hospital avoidance, timely access and discharge. Some of the key outcomes to be achieved through the implementation of this plan include:

- A reduction in Delayed Discharges in acute hospitals to no more than 500.
- Improvements in Patient Experience Times
- TrolleyGAR – All sites to meet 8am TrolleyGAR threshold (max 236).

In terms of funded supports to the Focus Sites as part of the Winter Initiative, the following table details same:

Initiative	UHL
CIT expansion	no
Aids and Appliances	yes
Additional Homecare Provision	6
Additional TCBs * currently available on demand for patients waiting LTC	
Once off transfer of patients - Ward of Court	
Additional bed capacity	

## **SDU Paper re Focus Sites & Key Process Improvement Actions**

### **Key Process Improvements – Winter 2016 / 2017**

Coupled with the funded initiatives there is a requirement to progress key process improvement actions to:

1. To improve the patient experience
1. To improve patient safety
2. To reduce los, and increase capacity
3. To improve internal processes in hospitals to eliminate unnecessary and avoidable delays in the patient journey
4. To improve internal processes in hospitals to ensure timely access for patients to services outside of acute hospitals
5. To ensure optimal use of available capacity and capability to improve 'flow'
6. To improve patient outcomes

The SDU identified a number of key process improvements to effect improvements in 'flow' and engaged formally with each of the ■ Focus Sites to agree specific process improvements to be effected with immediate effect in each site.

The following detail, on a site by site basis details the agreed process improvements now underway at site level.

It is not possible to definitively project the impact of the agreed process improvement measures on the 8am TrolleyGAR threshold for each of the Focus Sites.

## SDU Paper re Focus Sites & Key Process Improvement Actions

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## SDU Paper re Focus Sites & Key Process Improvement Actions

[Redacted]

[Redacted]

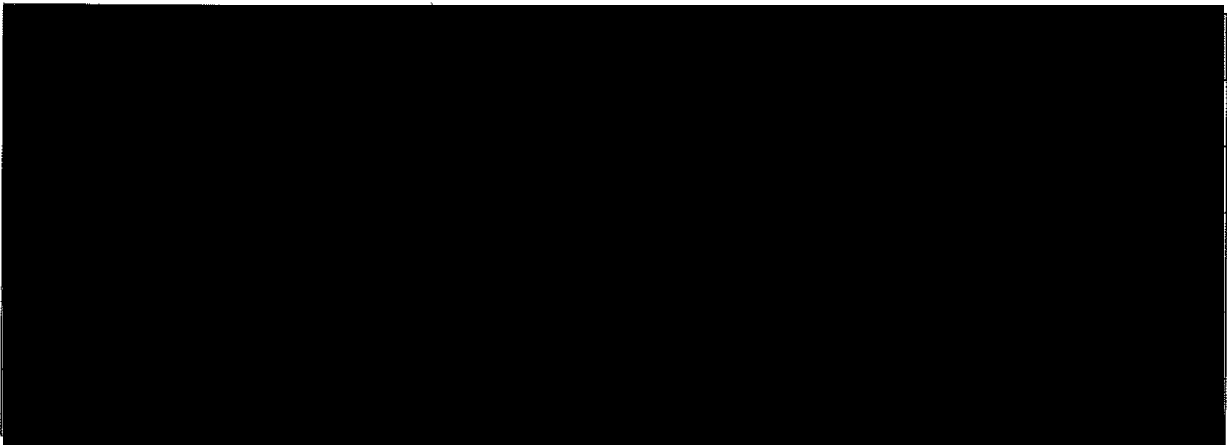
[Redacted]

[Redacted]

## SDU Paper re Focus Sites & Key Process Improvement Actions

### Focus Site 5 – University Hospital Limerick

UHL – Improvement Measures Agreed	Target	KPI	Implementation Date
Aim to transfer 15 patients daily to model 2 sites	Achieve 15 patient transfers daily	No of daily transfers ( <i>10 at weekends</i> )	01.12.16
Aim to effect MRI response time of <24hrs for inpatients	MRI response time <24hrs for inpatients	% MRI <24hrs	TBD
Aim to sustain zero >9hrs breaches for patients >75yrs via fast track triage / Cat 3 patients direct to AMAU	Zero breaches	No of >9hr breaches for patients >75yrs	01.12.16
Aim to sustain zero 24 hour breaches for winter period	Zero Breaches	No of >24hr breaches	01.12.16
Aim to vacate 7 beds pre 12 midday. Maximise utilisation of Discharge Lounge to support same.	7 beds ready by 12noon daily for admissions	No of early daily discharges	05.12.16
Aim to have no more than 10 DDs on site in UHL	Agreed target for DDs <10 on site	No of DDs on site	01.12.16



## SDU Paper re Focus Sites & Key Process Improvement Actions

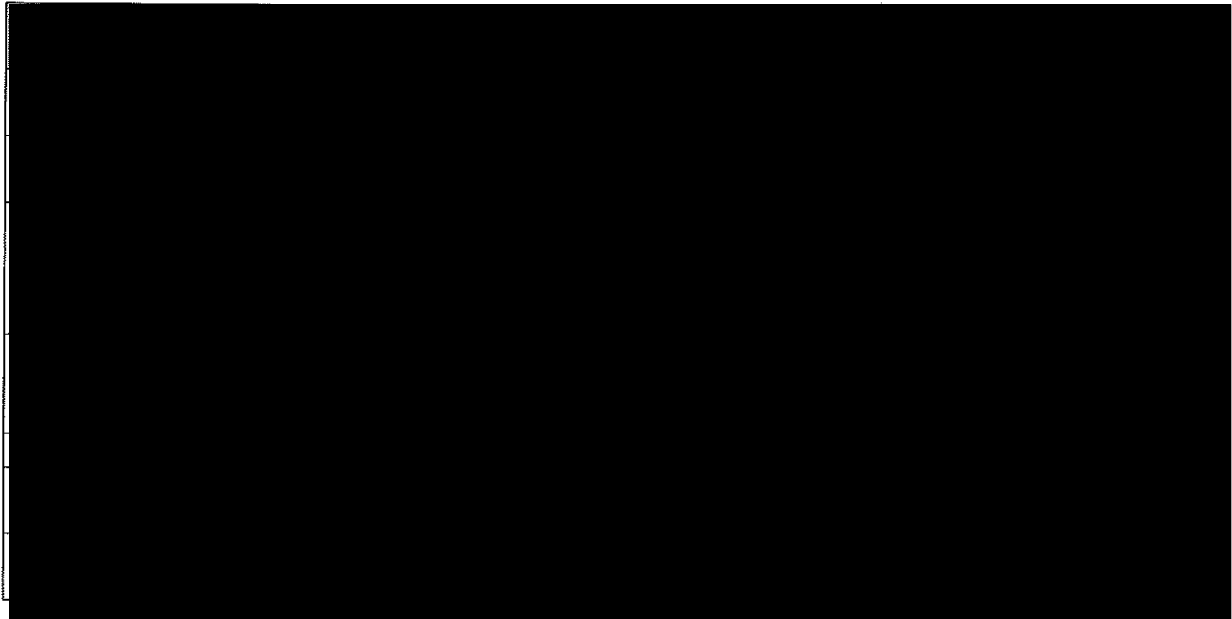
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## SDU Paper re Focus Sites & Key Process Improvement Actions



### Conclusion

There is room for improvement in terms of process improvement in every site. The proposed process improvements are for immediate implementation in the Focus Sites to effect short term improvements in 'flow'.

The SDU is at present confirming the data sources for the respective metrics that will be used to report on and used to monitor and measure improvement, a draft template has been included in the WI Template as submitted for the Weekly Winter Initiative Meeting on Tuesday 6<sup>th</sup> of December in this regard.

The priority now is for the SDU Team to engage heavily and consistently with sites.

END

**Topial Issue**

Barbara Walsh to: ULHOSPITALS, CEO  
Cc: "Hurley, Trisha", Catherine Corcoran

25/05/2017 10:28

Hi Trisha,

please see below topic issue raised for today:

**TOPICAL ISSUE (Ref. No.: 9 )**

*( 4 minute Statement)*

---

To ask the Minister for Health is he aware of the huge concerns expressed by the Irish Nurses and Midwives Organisation in University hospital Limerick in relation to critical patient safety issues in advance of imminent opening the new ED. The HSE intend to have a minimum of 24 patients on trolleys when they move into a new Emergency Department. Is the Minister aware of this plan by HSE management and does he agree that we should be moving away from this problem of patients on trolleys, not transferring the problem to the new department?

Member(s): Maurice Quinlivan Department: Health Date for Answer: 25/05/2017  
Request No.: 1

I would be grateful if you could provide material for inclusion in the Ministers speech and brief, in particular, information on any plans UHL has on having a minimum of 24 patients on trolleys. As both speech and brief is to be with our Secretary Generals office by 1.30pm, I would appreciate if you could forward material no later than 12.00.

Kind Regards.

Barbara Walsh  
Acute Hospitals Policy Unit 3  
[REDACTED]





RE: Topial Issue  
ULHOSPITALS, CEO

to:  
'Barbara\_Walsh@health.gov.ie'  
25/05/2017 11:58

Sent by:  
"Hurley, Trisha" <trisha.hurley@hse.ie>

Cc:  
"Catherine\_Corcoran@health.gov.ie", "Joan\_Regan@health.gov.ie"

Hide Details

From: "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>

To: "'Barbara\_Walsh@health.gov.ie'" <Barbara\_Walsh@health.gov.ie>

Cc: "Catherine\_Corcoran@health.gov.ie" <Catherine\_Corcoran@health.gov.ie>, "Joan\_Regan@health.gov.ie" <Joan\_Regan@health.gov.ie>

Sent by: "Hurley, Trisha" <trisha.hurley@hse.ie>

History: This message has been forwarded.

Dear Barbara,

*Please see response below from UL Hospitals Group.*

An unprecedented level of engagement - under the auspices of an independently-chaired forum involving management and both nursing unions INMO & SIPTU - has taken place over the past 18 months regarding the Emergency Department - and in particular the move to the new Emergency Department.

A comprehensive document addressing issues raised by the unions was developed by management at this forum. This document included:

- the allocation of the additional 30 nursing WTEs
- A clinical skills competency document for the allocation of staff to each area
- Patient Flow for the admitted patients

In addition there has been significant recruitment of over 90 new staff (all grades) to the new department, with the new nursing staff undertaking an intensive induction programme.

The three-week induction programme was facilitated by the Nursing Planning and Development Unit as well as the dedicated Clinical Skills Facilitator for ED. Induction applied to new staff recruited from home and abroad as well as to existing staff transferring to the new ED from elsewhere (e.g. medical wards). All new nursing staff have been paired with an experienced mentor and also have the support of a clinical skills facilitator within the ED.

All nursing staff recruited within ULHG are subject to same interview process with interviews conducted by experienced senior nurse managers. Some nurses from overseas already have experience of working in English-speaking countries including Ireland.

Healthcare has long been characterised by high international mobility in its workforce. UL Hospitals Group has been employing excellent nursing staff from overseas for many years and we extend a warm welcome to staff who have been recruited for the new ED - from home and abroad. Given the worldwide shortage of nurses, we are delighted to have been able to recruit the staff to allow the opening of the department. Recognising that our new staff were coming from overseas into a new healthcare system, we took the decision to bring the staff in a number of months in advance, with many starting in March and the remaining staff commencing in April.

University Hospital Limerick is a teaching hospital and we welcome the opportunity to train students and newly qualified staff. State-of-the-art training and simulation facilities in the ED will make it an even more attractive place to come and train.

In relation to skillmix, it should be noted that two in three of the nursing staff in ED are classified as either proficient or expert, meaning they have many years of nursing experience, clinical expertise and training/education. The new ED is laid out in pods with major, minor, paediatric etc patients treated together. This will allow us to more readily match the skills of staff to the patients being assessed and treated in these pods.

The new department will also have 15 additional Health Care Assistants to support patient care. They have also undergone a dedicated induction programme.

The move to the new Emergency Department has been a significant project for the group and has been managed by a dedicated project manager.

Key staff have been inducted and trained and orientations have been running twice daily for over a month.

A key element of the plan was a Dry Run ahead of the opening of the ED. UL Hospitals is unaware of any such exercise having been attempted ahead of an ED opening in Ireland before. The Dry Run has been part of the plan since September 2016 and it took place on Wednesday last, May 17th. At no point has the project team or management been notified by staff representatives that holding a single dry run was inadequate.

The object of the Dry Run was to accurately simulate a normal day's operation in the ED; to properly test the new department's capabilities; to confirm that the design and processes would efficiently maximise patient flow and to accurately capture the results.

Just under 100 feedback forms were completed by staff and volunteers on the day. The balance of the feedback as a whole was very positive. The three most significant negative issues identified were ICT issues, acoustics in the main reception and signage. All of these are being resolved before opening. The balance of the feedback as a whole was very positive.

The CT scanner in the Resus area is currently being commissioned and will also need to complete the EPA licensing process. This means that it may not be operational for another two to three weeks. Currently patients in the ED who require a CT scan are transferred to the radiology department and this will continue until the new CT in Resus is operational. Where a patient requires a CT, this will require a registrar to accompany that patient on their journey to radiology and back. From the Dry Run we know that this will require the absence from the Department of a registrar of between 13 to 29 minutes, depending on the degree of mobility of the patient. There is a plan in place to manage this temporary staffing issue through rostering.

UL Hospitals Group plans to open an interim short-stay unit for admitted patients in the area of the current ED occupied by paediatric patients and the Clinical Decision Unit. This will have capacity for 17 patients and will reduce dramatically the number of patients waiting on trolleys in the ED. This unit will be opened following a deep clean.

Converting the older areas of the current ED to a short-stay unit for admitted patients is one of a number of options currently under consideration following significant engagement from staff. This will require funding to refurbish and to staff. UL Hospitals has not rejected any proposal on the current ED from the INMO or anybody else.

Hospital management will continue to work with staff over the coming days to ensure that the move to the new department runs smoothly.

Kind regards,

Trisha Hurley

*Y helle my name is...*

Trisha Hurley, PA to Colette Cowan, Chief Executive Officer  
UL Hospitals Group, University Hospital Limerick, St. Nessan's Road, Dooradoyle, Limerick, V94 F858  
trisha.hurley@hse.ie |   
[www.ulh.ie](http://www.ulh.ie) | @ulhospitals

Values in Action Champion - 'Our behaviour is our value, so value your behaviour'



From: Barbara\_Walsh@health.gov.ie [mailto:Barbara\_Walsh@health.gov.ie]  
Sent: 25 May 2017 10:28  
To: ULHOSPITALS, CEO  
Cc: Hurley, Trisha; Catherine\_Corcoran@health.gov.ie  
Subject: Topical Issue

Hi Trisha,

please see below topic issue raised for today:

**TOPICAL ISSUE (Ref. No.: 9)**

*( 4 minute Statement)*

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Kind Regards,

Barbara Walsh  
Acute Hospitals Policy Unit 3

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=====  
IMPORTANT  
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This e-mail and any attachment contains information which is private and confidential and is intended for the addressee only. If you ar



**Fw: Topial Issue**  
Joan Regan to: Catherine Corcoran

25/07/2017 17:13

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Joan Regan  
Acute Hospitals Policy 3  
Dept of Health  
Dublin 2



----- Forwarded by Joan Regan/SLAINTE on 25/07/2017 17:13 -----

From: "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>  
To: "Joan\_Regan@health.gov.ie" <Joan\_Regan@health.gov.ie>  
Cc: "Hurley, Trisha" <trisha.hurley@hse.ie>, "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>  
Date: 25/05/2017 12:39  
Subject: FW: Topial Issue

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Dear Joan

With reference to the query raised below, the HSE/ULHospitals Group has never stated we would endeavour to have 24 patients on trolleys so this is a fabrication of facts.

The current UL Hospitals cap on ED admissions is 16 which we do breach at times which triggers our escalation processes.

We intend to use the old ED clinical decision unit area to open a short stay unit for admitted patients which will take the burden of our new ED – Which will be up to 17 bays

Once the new ED has bedded in – we will reduce the cap further to again push the flow in the right direction.

Regards

Colette

**Colette Cowan, Grúpa Príomh Offier Feidhmiúcháin**

Grúpa Ospidéal OL, Ospidéal na hOllscoile, Luimneach, Bóthar Naomh Nessian, Tuar an

Dail, Luimneach V94 F858

[ceoulhospitals@hse.ie](mailto:ceoulhospitals@hse.ie) | [www.ulh.ie](http://www.ulh.ie) | [I@ulhospitals](mailto:I@ulhospitals) | [I@colettecowan](mailto:I@colettecowan)

**Colette Cowan, Group Chief Executive Officer**

UL Hospitals Group, University Hospital Limerick, St. Nessans Road, Dooradoyle, Limerick, V94 F858

[ceoulhospitals@hse.ie](mailto:ceoulhospitals@hse.ie) | [www.ulh.ie](http://www.ulh.ie) | [I@ulhospitals](mailto:I@ulhospitals) | [I@colettecowan](mailto:I@colettecowan)

**Values in Action Champion – ‘Our behaviour is our value, so value your behaviour’**  
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cid:image002.png@01D238D6.50336CF0cid:image003.png@01D238D6.50336CF0

Description: cid:image002.png@01D2B460.59282930

Description: cid:image003.png@01D2B460.59282930Description:

cid:image004.png@01D2B460.59282930

**From:** [Barbara Walsh@health.gov.ie](mailto:Barbara_Walsh@health.gov.ie) [[mailto:Barbara\\_Walsh@health.gov.ie](mailto:Barbara_Walsh@health.gov.ie)]

**Sent:** 25 May 2017 10:28

**To:** ULHOSPITALS, CEO

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Barbara Walsh  
Acute Hospitals Policy Unit 3



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SDU Trolley overview (Monday 29 May)

Sarah Cooney

to:

Paula Smeaton, Tracey Conroy, Joanne Lonergan, Majella Fitzpatrick

29-05-17 11:46 AM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Ciara Pidgeon, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Monday 29 05 17 8am update.docx

Dear Paula, all,

Please see attached SDU Trolley overview. [REDACTED]

Other sites under pressure this morning are [REDACTED] and Limerick.

The new ED in Limerick opened this morning.

Rgds, Sarah

(See attached file: Monday 29 05 17 8am update.docx)

# SDU Morning Update Report 2017

Monday 29 <sup>th</sup> May 8am Update	DD	Threshold	8am	2pm	Comments
[REDACTED]					
[REDACTED]					
[REDACTED]					
[REDACTED]					
[REDACTED]					





## Note for Leader's Questions – 30 May 2017

### The issue: Trolleys/EDs

- [Redacted]
- [Redacted]
- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [REDACTED]
- [REDACTED]
- Yesterday, 29 May, the new ED opened at University Hospital Limerick. The new ED is three times the size of the previous department and will provide safe, modern, fit for purpose facilities that meet the needs and expectations of patients and their families. At the same time it will provide high quality, comfortable accommodation that protects privacy and dignity.

**Ends**

**Contact: Sarah Cooney [REDACTED] Marita Kinsella [REDACTED]**

**ADDITIONAL BRIEFING**

[REDACTED]

[REDACTED]

[REDACTED]

**4. OTHER ON-GOING MEASURES IN PLACE TO HELP ALLEVIATE PRESSURE IN OUR EDS**

- [REDACTED]

- Major capital projects underway or in process of completion, that will increase overall capacity in the hospital system include: [REDACTED]; new ED in Limerick; [REDACTED]

- [REDACTED]
- [REDACTED]



SDU Trolley overview (Wednesday 31 May)

Sarah Cooney

to:

Paula Smeaton, Tracey Conroy, Joanne Lonergan, Majella Fitzpatrick

31-05-17 02:51 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Ciara Pidgeon, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Wednesday 31 05 17 8am.docx

Dear Paula, all,

Please see attached the SDU Trolley overview. [REDACTED]

SDU notes that these numbers are high for this time of the year and are indicative of congestion within ED's yesterday impacting flow (47% of patients waiting had a DTA overnight), high attendances at particular sites and the cumulative impact of increased admissions in the last 7 days.

There is also some evidence of sites trying to accommodate increased surgical procedures to meet waiting list targets. Sites are also reporting ongoing high numbers of older patients presenting (not yet validated empirically).

Delayed discharges are impacting also with the national total [REDACTED]

The sites most impacted are the [REDACTED] and Limerick who are all utilising surge to support patient safety. SDU note it is unlikely that these sites will be able to de-escalate until Friday.

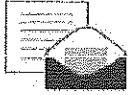
Rgds, Sarah

(See attached file: Wednesday 31 05 17 8am.docx)



# SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	9	12	19		7 > 9hrs. 22 surge in use.
<b>Date:</b>	Wednesday 31 <sup>st</sup> May 2017 8am Morning Update				
<b>SDU duty officer</b>	Anne Keating				
<b>Issues to Report</b>					



**Info from UL re new ED**  
Catherine Corcoran to: Noreen Moran

01-06-17 10:24 AM

Noreen

Info received from UL about new ED. Topical issue had been raised about staffing

Catherine Corcoran  
Acute Hospitals Policy Unit 3  
Dept of Health  
[REDACTED]

----- Forwarded by Catherine Corcoran/SLAINTE on 01/06/2017 10:23 -----

From: "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>  
To: "Barbara\_Walsh@health.gov.ie" <Barbara\_Walsh@health.gov.ie>  
Cc: "Catherine\_Corcoran@health.gov.ie" <Catherine\_Corcoran@health.gov.ie>, "Joan\_Regan@health.gov.ie" <Joan\_Regan@health.gov.ie>  
Date: 25/05/2017 11:58  
Subject: RE: Topial Issue  
Sent by: "Hurley, Trisha" <trisha.hurley@hse.ie>

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new healthcare system, we took the decision to bring the staff in a number of months in advance, with many starting in March and the remaining staff commencing in April.

University Hospital Limerick is a teaching hospital and we welcome the opportunity to train students and newly qualified staff. State-of-the-art training and simulation facilities in the ED will make it an even more attractive place to come and train.

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The move to the new Emergency Department has been a significant project for the group and has been managed by a dedicated project manager.

Key staff have been inducted and trained and orientations have been running twice daily for over a month.

A key element of the plan was a Dry Run ahead of the opening of the ED. UL Hospitals is unaware of any such exercise having been attempted ahead of an ED opening in Ireland before. The Dry Run has been part of the plan since September 2016 and it took place on Wednesday last, May 17th. At no point has the project team or management been notified by staff representatives that holding a single dry run was inadequate.

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Kind regards,

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UL Hospitals Group, University Hospital Limerick, St. Nessan's Road, Dooradoyle, Limerick, V94 F858

trisha.hurley@hse.ie | [REDACTED]

[www.ulh.ie](http://www.ulh.ie) | @ulhospitals

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**Sent:** 25 May 2017 10:28

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**Cc:** Hurley, Trisha; Catherine\_Corcoran@health.gov.ie

**Subject:** Topical Issue

Hi Trisha,

please see below topic issue raised for today:

**TOPICAL ISSUE (Ref. No.: 9)**

**( 4 minute Statement)**

---

To ask the Minister for Health is he aware of the huge concerns expressed by the Irish Nurses and Midwives Organisation in University hospital Limerick in relation to critical patient safety issues in advance of imminent opening the new ED. The HSE intend to have a minimum of 24 patients on trolleys when they move into a new Emergency Department. Is the Minister aware of this plan by HSE management and does he agree that we should be moving away from this problem of patients on trolleys, not transferring the problem to the new department?

Member(s): Maurice Quinlivan Department: Health Date for Answer: 25/05/2017 Request No.: 1

I would be grateful if you could provide material for inclusion in the Ministers speech and brief, in particular, information on any plans UHL has on having a minimum of 24 patients on trolleys. As both speech and brief is to be with our Secretary Generals office by 1.30pm, I would appreciate if you could forward material no later than 12.00.

Kind Regards.

Barbara Walsh  
Acute Hospitals Policy Unit 3

\*\*\*\*\*

Email Disclaimer and; Legal Notice: <http://health.gov.ie/email-disclaimer/>

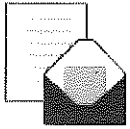
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IMPORTANT

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This e-mail and any attachment contains information which is private and confidential. If you have received this e-mail in error, please do not disseminate, distribute or copy this e-mail. If you have received this e-mail in error, please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system.



SDU Trolley overview (Thursday 1 June)

Sarah Cooney

to:

Paula Smeaton, Tracey Conroy, Joanne Lonergan, Majella Fitzpatrick

01-06-17 12:42 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Ciara Pidgeon, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Thursday 01 06 17 8am.docx

Dear Paula, all,

Please see attached the SDU Trolley overview. [REDACTED]

SDU have indicated that the system nationally remains very busy and many sites have not yet been able to de-escalate including [REDACTED] Limerick. [REDACTED]

Rgds, Sarah

(See attached file: Thursday 01 06 17 8am.docx)



## SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	9	12	26		8 >9hrs, 1 > 24hrs. very significant admission rate overnight partially caused by some delays in patient reviews in new Department. All patient flow actions in place to reduce overcrowding
<b>Date:</b>	Thursday 1 <sup>st</sup> June 8am Morning Update				
<b>SDU duty officer</b>	Anne Keating [REDACTED]				
<b>Issues to Report</b>	<div style="background-color: black; height: 40px; width: 100%;"></div> <p>As discussed earlier in the week the following sites have not yet de-escalated –                  [REDACTED] UHL/ [REDACTED] challenged this am due to high attends for 2 days.                  [REDACTED]</p>				

## Note for Leader's Questions – 1 June 2017

### The issue: Trolleys/EDs

- [REDACTED]

- [REDACTED]

[REDACTED]

- Several Hospitals are under pressure this morning. These include some of our larger Model 4 Sites including the [REDACTED] [REDACTED] **University Limerick Hospital (UHL)**.

- [REDACTED] and **UHL** were identified as focus sites under the Winter Initiative in terms of ED congestion and as such, Improvement Plans have been put in place setting out specific mitigating actions to support patient flow and improve processes in these EDs. [REDACTED] and UHL are also now fully engaged with the National Patient Flow Improvement Project as pilot sites, to further improve processes within the hospitals. [REDACTED]

- [Redacted]

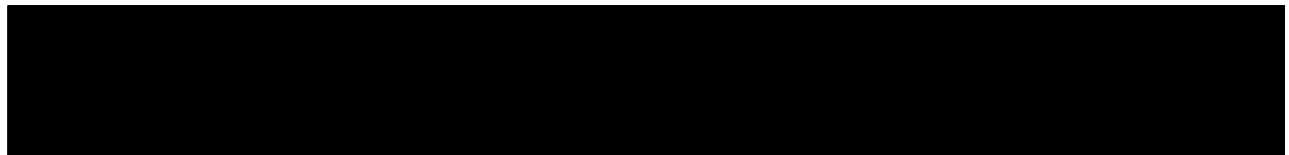
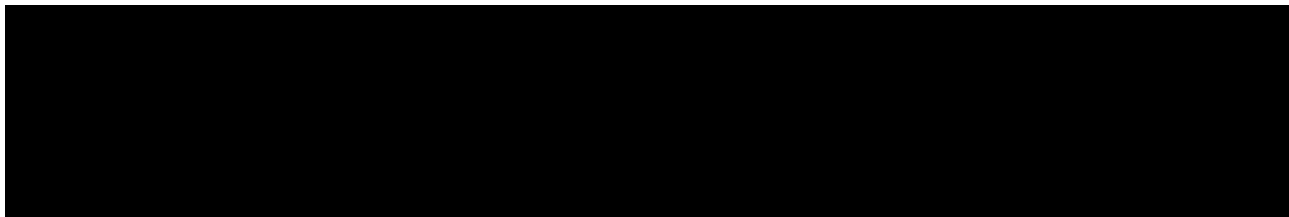
- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]



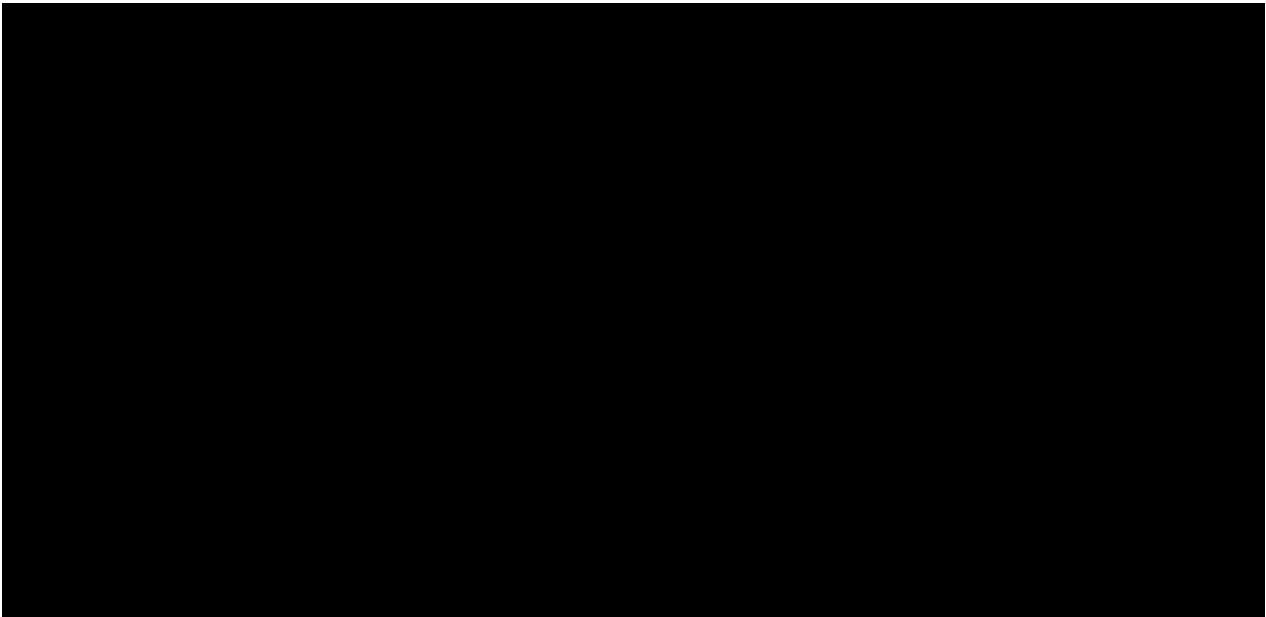
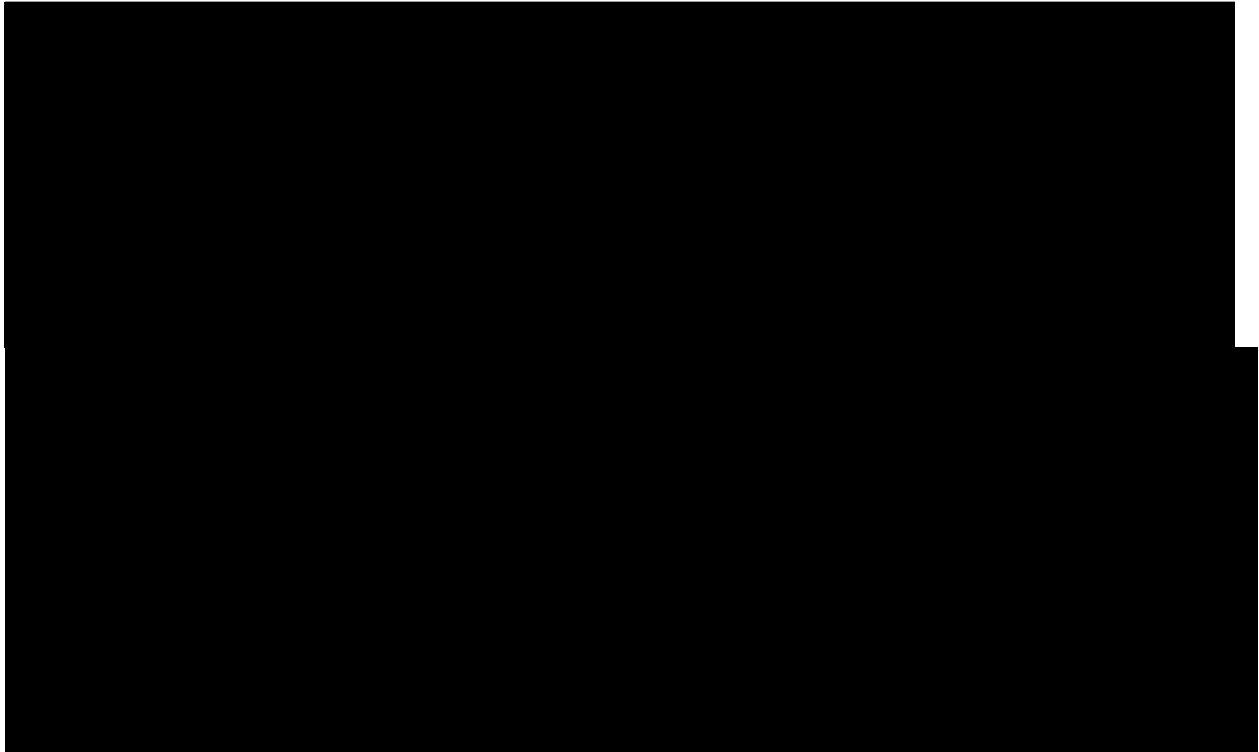
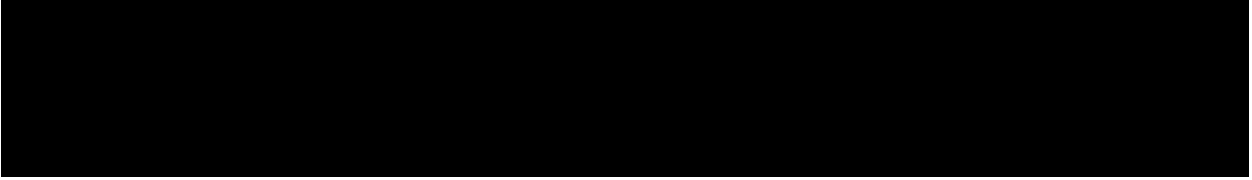


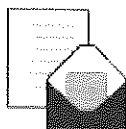
- On 29 May, the new ED opened at University Hospital Limerick. The new ED is three times the size of the previous department and will provide safe, modern, fit for purpose facilities that meet the needs and expectations of patients and their families. At the same time it will provide high quality, comfortable accommodation that protects privacy and dignity.

**Ends**

**Contact: Sarah Cooney** , **Marita Kinsella** 

**ADDITIONAL BRIEFING**





SDU Trolley overview (Tuesday 6 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy

06-06-17 09:55 AM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Ciara Pidgeon, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

History: This message has been forwarded.

1 Attachment



Tuesday 6th June 2017 report.docx

Dear Paula, all,

Please see attached the SDU Trolley overview. [REDACTED]

[REDACTED]

The SDU Improvement Leads will liaise heavily with sites over the coming days to gain further insight as to the consistently higher than last year 8am numbers and in so doing will seek to drive improvement.

SDU have indicated that all sites today are focussed on post long weekend discharges and good improvement is expected by this afternoon based on the levels admitted overnight and the impact of post take reviews.

Sites of most concern include [REDACTED] Limerick, [REDACTED]

Rgds, Sarah

(See attached file: Tuesday 6th June 2017 report.docx)



## SDU Morning Update Report 2017

[REDACTED]					
ULHG					
Limerick	9	12	22		9>9hrs, 3>24hrs 2 extra beds & 13 trolleys up on wards 2 blocked beds due to ip&c
<b>Date:</b>	Tuesday 6 <sup>th</sup> June 8am Morning Update				
<b>SDU Improvement Lead</b>	Willie Reddy [REDACTED]				
<b>Issues to Report</b>	[REDACTED]				
	Sites of most concern include [REDACTED] Limerick, [REDACTED] [REDACTED]				



SDU Trolley overview (Wednesday 7 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy

07-06-17 09:46 AM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Ciara Pidgeon, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Trolley Report Wed 7 June 2017.docx

Dear Paula. all,

Please see attached SDU Trolley overview. [REDACTED]

All sites remain focused on post long weekend discharges and balancing of unscheduled/elective demand.

Sites in red with high levels of over 9 hour waits are likely to remain under pressure for next 48 hours as they seek to restore admission/discharge mismatch. Site of most concern include Limerick, [REDACTED]

Rgds, Sarah

*(See attached file: SDU Trolley Report Wed 7 June 2017.docx)*



## SDU Morning Update Report 2017

ULHG					
Limerick	9	12	26		11>9hrs, 2>24hrs 17 trolleys up on wards 2 extra beds up on wards 6 blocked beds blocked due to ip&c
<b>Date:</b>	Tuesday 7 <sup>th</sup> June 8am Morning Update				
<b>SDU duty officer</b>	Willie Reddy [REDACTED]				
<b>Issues to Report</b>	<p>[REDACTED]</p> <p>All sites remain focused on post long weekend discharges and balancing of unscheduled/elective demand. Sites in red with high levels of over 9 hour waits are likely to remain under pressure for next 48 hours as they seek to restore admission/discharge mismatch. Site of most concern include [REDACTED] Limerick, [REDACTED]</p> <p>[REDACTED]</p>				



**Fw: High Trolley Numbers**

Marita Kinsella To: Paula Smeaton

07/06/2017 18:41

Cc: Tracey Conroy, Sarah Cooney, Alessandra Fantini, Joanne Lonergan, KathyAnn Barrett

Paula,

I'd be grateful if you would bring the email below from the SDU to the Minister's attention.

As can be seen from Grace's email below comparing ED admissions with total admissions (for 30 May), many hospitals are showing high admission rates from sources other than ED. The SDU team will validate these data further and provide a more detailed report in the coming days.

Rgds

Marita

----- Forwarded by Marita Kinsella/SLAINTE on 07/06/2017 18:35 -----

From: "Rothwell, Grace" <Grace.Rothwell@hse.ie>  
 To: "Marita\_Kinsella@health.gov.ie" <Marita\_Kinsella@health.gov.ie>  
 Cc: Liam Woods <liam.woods@hse.ie>  
 Date: 07/06/2017 18:02  
 Subject: Re: High Trolley Numbers

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Marita,

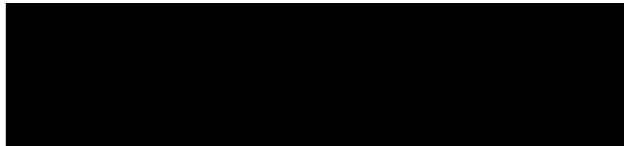
I understand that at today's Waiting List meeting the issue of high trolley numbers was raised by the Minister, and that he is keen to understand whether there is an evidence base for comments that elective work has been causing an increase in trolley numbers.

As referenced in this morning's SDU Report members of the SDU team are currently looking at a number of hospitals to determine key causal factors attributing to the current high trolley numbers, there is a sense that increased elective activity is impacting but validation is required. I will get validated detail together with a report on trolley data for May 2015, 2016 and 2017 to you before the end of the week.

Meantime, and by way of example I refer to the list below which details admissions for Tuesday 30<sup>th</sup> of May, the first column indicates ED adms and the second column indicates total admissions, not all of these would be elective i.e. admitted from Day Services / Clinics etc, but as is evidenced by the numbers below admissions challenges from sources other than ED in quite a number of hospitals are significant and most certainly impacts on bed availability and in turn trolley numbers:


Hospital	ED Adm	Total Adms
[REDACTED]		

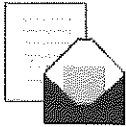


Limerick 41 72  


Hoping this is useful and I will submit detailed report as outlined above before the end of the week.

Thanking you.

Grace Rothwell  
Head of the SDU  
Acute Hospitals Division  
Health Service Executive  
Room 236 St. Canice's Building  
Dublin Road Kilkenny  




SDU Trolley overview (Thursday 8 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy

08-06-17 01:50 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Ciara Pidgeon, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Thursday 8th June 2017 report.docx

Dear Paula, all,

Please see attached the SDU Trolley overview. [REDACTED]

[REDACTED] As noted previously SDU are undertaking an examination of the root causes of this trend including the possible impact of increased elective care activity on bed availability and in turn trolley numbers.

Today all sites are focussed on identifying discharges in advance of the weekend to create capacity.

Sites that remain of most concern include: [REDACTED] and Limerick. [REDACTED]

SDU have indicated that the discharge profile is expected to improve over next 24 hours and tomorrow's afternoon report will seek to provide further detail in advance of the weekend.

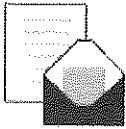
Rgds, Sarah

*(See attached file: Thursday 8th June 2017 report.docx)*



## SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	11	12	24		15>9hrs, 5>24hrs 7 surge beds in use. 2 extra beds and 17 trolleys on wards.
<b>Date:</b>	Thursday 8 <sup>th</sup> June 8am Morning Update				
<b>Report prepared by:</b>	Willie Reddy [REDACTED]  Grace Rothwell				
<b>Issues to Report</b>	<div style="background-color: black; height: 100px; width: 100%;"></div> <p>Sites that remain of most concern include: [REDACTED] and UHL.</p> <div style="background-color: black; height: 50px; width: 100%;"></div>				



SDU Trolley update report Friday 9 June 2017

Marita Kinsella

to:

Paula Smeaton

09-06-17 08:04 PM

Cc:

Tracey Conroy, Joan Regan, Fionnuala Duffy, Celeste O'Callaghan, Sinead Quill, Emma Bradley, Cecilia McAllister, Siobhan Kennan, Sarah Cooney, Alessandra Fantini, Fiona Mansergh, Joanne Lonergan, KathyAnn Barrett, Acute Hospitals Policy Unit 1

Hide Details

From: Marita Kinsella/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE

Cc: Tracey Conroy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Cecilia McAllister/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE, Sarah Cooney/SLAINTE@SLAINTE, Alessandra Fantini/SLAINTE@SLAINTE, Fiona Mansergh/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE, Acute Hospitals Policy Unit 1

1 Attachment



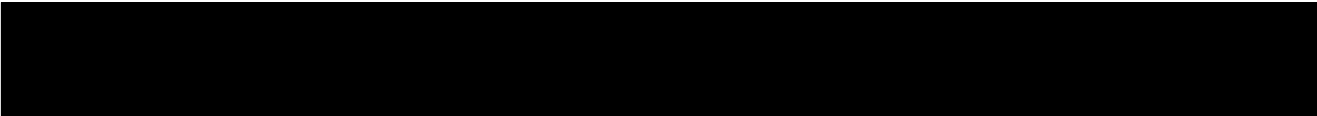
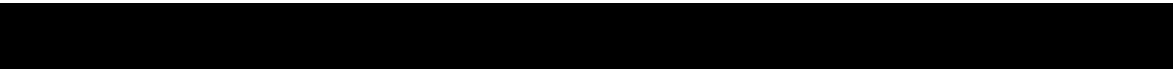
Friday 9th June 2017 afternoon report.docx

Paula and all,

Please find attached the SDU's trolley update report for today, Friday 9 June. Also below please find an overview of the current trolley situation and the SDU's analysis (so far) of the current reasons why trolleys have been high in recent weeks.

Regards

Marita



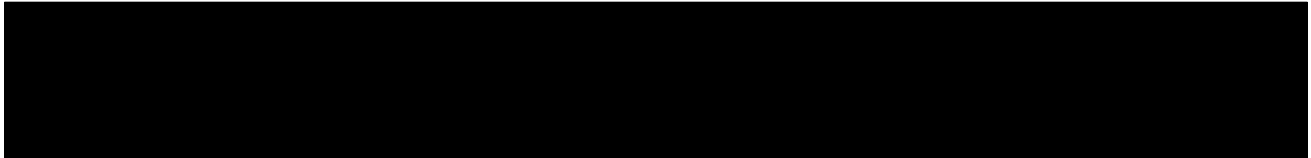
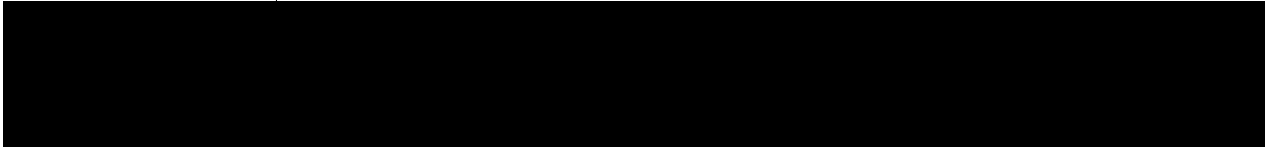
HG	8am	2pm	Comment
[Redacted content]			

[REDACTED]			
ULHG	32	19	13 early discharges reported for UHL, site is of concern for the weekend given 2pm position, continuing high demand and poor discharges.

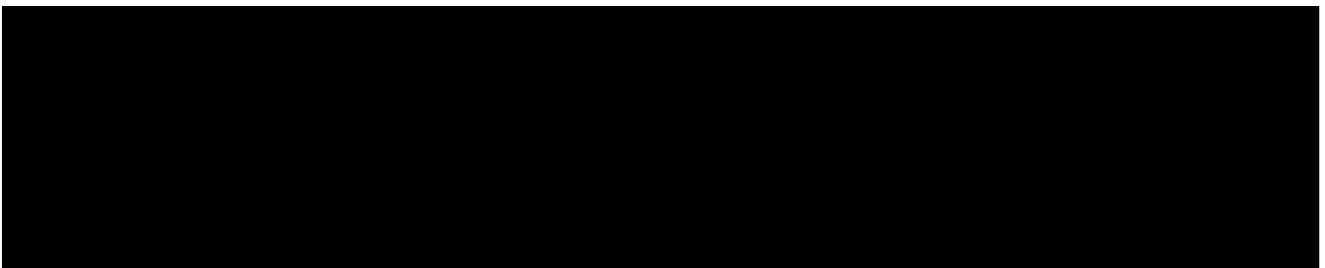
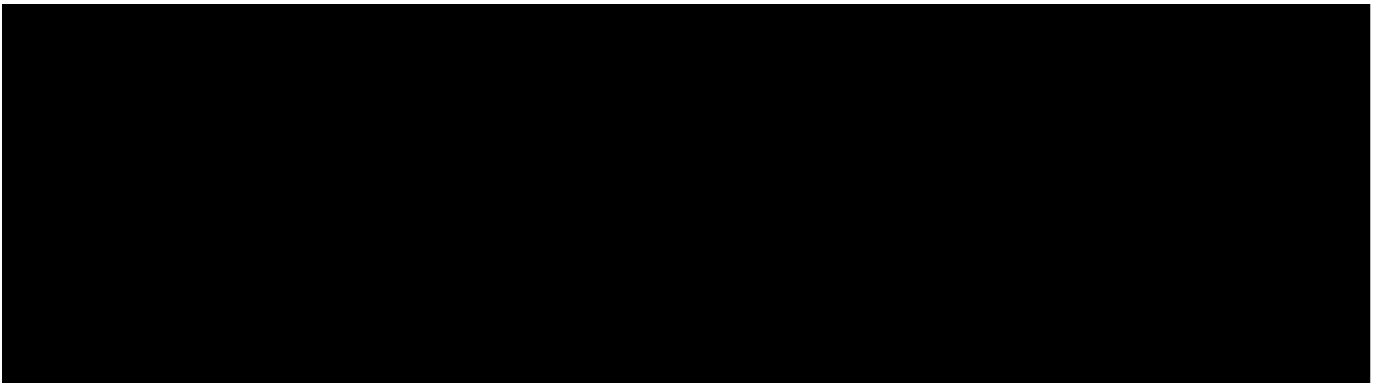


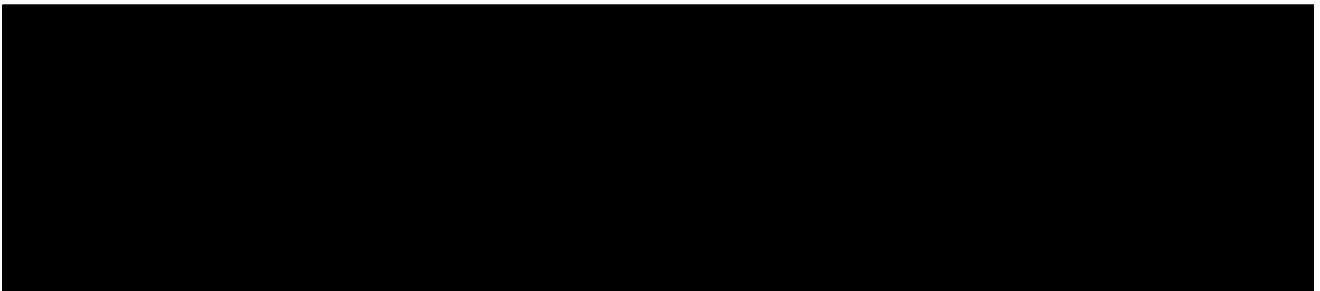
**Sites of Concern for the Weekend:**

The key sites of concern for the weekend are : [REDACTED] and Limerick.



[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]





*(See attached file: Friday 9th June 2017 afternoon report.docx)*



# SDU Morning Update Report 2017

Friday 9 <sup>th</sup> June 2017	DD	Threshold	8am	2pm	Comments
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565

308



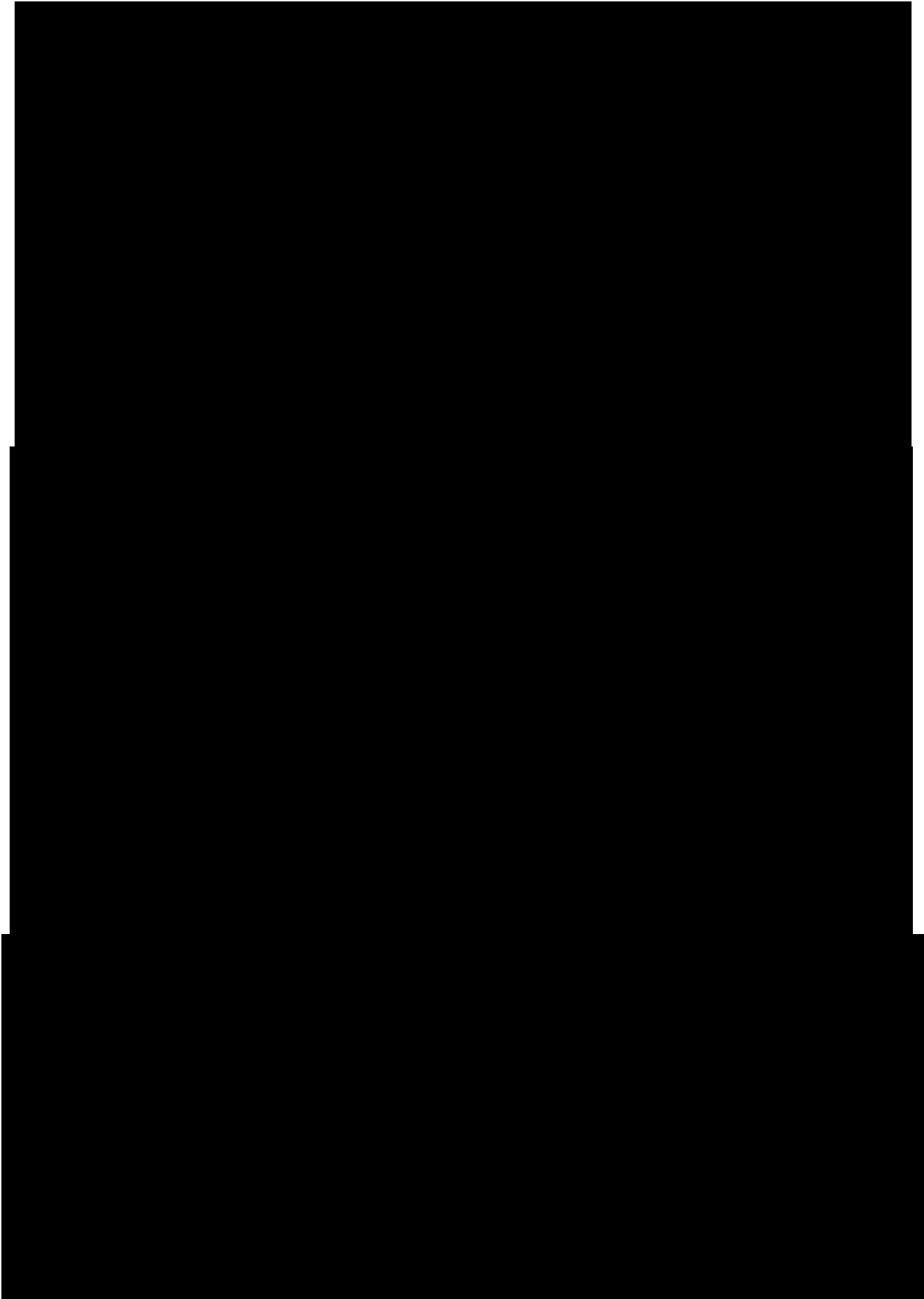
# SDU Morning Update Report 2017

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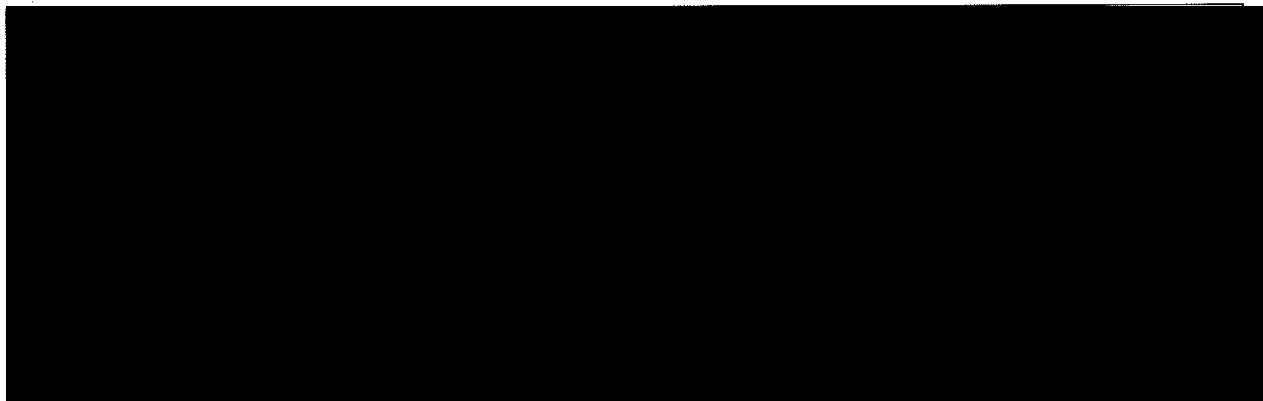


# SDU Morning Update Report 2017

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## SDU Morning Update Report 2017



ULHG													
Limerick	11	12	32	19	204 ED Atts with 38 ED adms, 41 other 41 other adms and a total of 47 discharges yesterday (mismatch 22). 12 trolleys and 3 surge beds remain in use. Despite good predicted discharges, the numbers waiting admission and the surge capacity in use leaves the site challenged for weekend and into next week. A site of concern.								
<b>Date:</b>	Friday 9 <sup>th</sup> June Afternoon Report												
<b>Report prepared by:</b>	Willie Reddy [REDACTED] Grace Rothwell												
<b>Issues to Report</b>	<p>Adult Acute Hospital System Red, [REDACTED] in respect of patients for whom a decision to admit has been made [REDACTED] 1 in Limerick).</p> <p>[REDACTED] early discharges but ongoing demand impacting on ability to reduce trolleys, HG performance as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">HG</th> <th style="width: 15%;">8am</th> <th style="width: 15%;">2pm</th> <th style="width: 55%;">Comment</th> </tr> </thead> <tbody> <tr> <td colspan="4" style="height: 150px;">[REDACTED]</td> </tr> </tbody> </table>					HG	8am	2pm	Comment	[REDACTED]			
HG	8am	2pm	Comment										
[REDACTED]													
ULHG	32	19	13 early discharges reported for UHL, site is of concern for the weekend given 2pm position, continuing high demand and poor discharges.										

# SDU Morning Update Report 2017

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[REDACTED]

The key sites of concern for the weekend are : [REDACTED] and Limerick. [REDACTED]

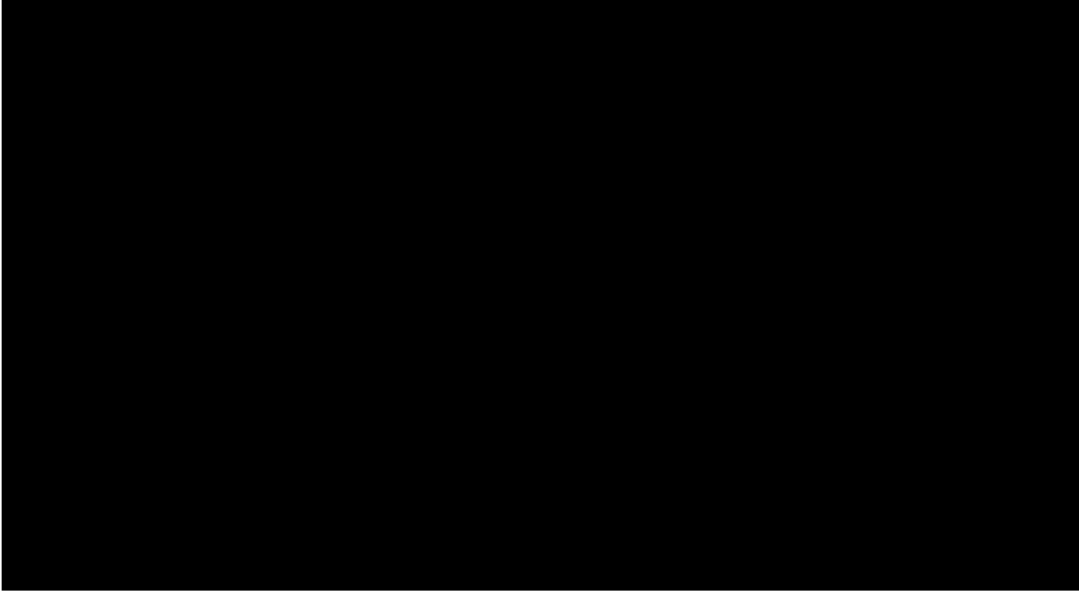
[REDACTED]

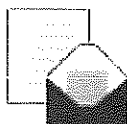
[REDACTED]

[REDACTED]

# SDU Morning Update Report 2017

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	 <p data-bbox="322 875 384 909">END</p>
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**Topical Issue raised today**

Catherine Corcoran to: Trisha.hurley, CEOULHospitals

Cc: Cecilia McAllister, Barbara Walsh

13/06/2017 10:45

Hi Trisha

We have a Topical Issue raised today:

It is regarding Full Capacity Protocol. I note that you had sent me on stats on when Full Capacity Protocol (FCP) was used previously. I would be grateful if you could provide briefing regarding UHL's use of FCP.

As this Topical Issue is required in the Sec Gen's office at 1.30 today. I would be grateful if briefing regarding FCP in UHL could be provided by 12 o'clock today.

Thanks

**TOPICAL ISSUE (Ref. No.: 9 )***( 4 minute Statement)*

---

To ask the Minister for Health is he aware that the Full Capacity Protocol (FCP) was used in University Hospital Limerick every single day in 2017 to the end of April.

The Full Capacity Protocol is designed to be an emergency measure to deal with overcrowding. It results in patients being put in inappropriate areas of hospitals, leading to overcrowding in wards and to the cancelling of elective procedures and aggressive discharging. It is not intended to be used every day or to become the norm.

Member(s): Maurice Quinlivan Department: Health Date for Answer: 13/06/2017

Request No.: 9

Catherine Corcoran  
Acute Hospitals Policy Unit 3  
Dept of Health  
[REDACTED]



RE: Topical Issue raised today  
ULHOSPITALS, CEO

to:  
'Catherine\_Corcoran@health.gov.ie'  
13/06/2017 15:50

Sent by:  
"Hurley, Trisha" <trisha.hurley@hse.ie>

Cc:  
"Cecilia\_McAllister@health.gov.ie", "Barbara\_Walsh@health.gov.ie", "ULHOSPITALS, CEO", "Spillane, Noreen"

Hide Details

From: "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>

To: "Catherine\_Corcoran@health.gov.ie" <Catherine\_Corcoran@health.gov.ie>

Cc: "Cecilia\_McAllister@health.gov.ie" <Cecilia\_McAllister@health.gov.ie>, "Barbara\_Walsh@health.gov.ie" <Barbara\_Walsh@health.gov.ie>, "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>, "Spillane, Noreen" <noreen.spillane@hse.ie>

Sent by: "Hurley, Trisha" <trisha.hurley@hse.ie>

History: This message has been replied to.

Dear Catherine,

Please see response below from UL Hospitals Group.

The ED in University Hospital Limerick is one of the busiest in the country with over 65,000 attendances annually, with many frail, elderly patients requiring admission.

Among the escalation measures taken to relieve pressure on the ED when it is busy are: the transfer of suitable patients from UHL to Ennis, Nenagh, St John's Hospital and Croom Orthopaedic Hospital; the transfer of appropriate patients to community care settings; working closely with Community Intervention Teams to provide antibiotics and other basic care in a patient's home or care facility; communication with GPs to ensure patients are referred to ED only where appropriate; extra ward rounds; and as a last resort, extra beds are put on wards across all hospitals in the Group. For reasons of patient safety it is preferable to have extra patients on wards rather than in an overcrowded emergency department.

Additionally, as part of our Winter Resilience planning, all elective medical and surgical admissions are reviewed on a case by case basis and are postponed if necessary to free up additional bed capacity for emergency admissions.

A major Patient Flow Project is also underway which is identifying ways to improve processes and systems in the ED.

A Transit Lounge is in operation at UHL to accommodate patients deemed medically fit for discharge by their consultant as well as those suitable for transfer to Ennis, Nenagh and St John's hospitals.

UHL has 400 inpatient beds which are recognised as not being sufficient for the needs of the Mid West Region. A bid to build an additional 96 bed block on the UHL site has been submitted to the Department of Health and approval has been granted for funding of the design stage of the build.

Kind regards,

Trisha Hurley

#hello my name is...

Trisha Hurley, PA to Colette Cwan, Chief Executive Officer  
UL Hospitals Group, University Hospital Limerick, St. Nessan's Road, Dooradoyle, Limerick, V94 F858  
trisha.hurley@hse.ie | [REDACTED]  
www.ulh.ie | @ulhospitals

Values in Action Champion - 'Our behaviour is our value, so value your behaviour'



From: Catherine\_Corcoran@health.gov.ie [mailto:Catherine\_Corcoran@health.gov.ie]  
Sent: 13 June 2017 10:45  
To: Hurley, Trisha; ULHOSPITALS, CEO  
Cc: Cecilia\_McAllister@health.gov.ie; Barbara\_Walsh@health.gov.ie  
Subject: Topical Issue raised today

Hi Trisha

We have a Topical Issue raised today:  
It is regarding Full Capacity Protocol. I note that you had sent me on stats on when Full Capacity Protocol (FCP) was used previously. I would be grateful if you could provide briefing regarding UHL's use of FCP.

As this Topical Issue is required in the Sec Gen's office at 1.30 today. I would be grateful if briefing regarding FCP in UHL could be provided by 12 o'clock today.

Thanks

TOPICAL ISSUE (Ref. No.: 9)

(4 minute Statement)

To ask the Minister for Health is he aware that the Full Capacity Protocol (FCP) was used in University Hospital Limerick every single day in 2017 to the end of April. The Full Capacity Protocol is designed to be an emergency measure to deal with overcrowding. It results in patients being put in inappropriate areas of hospitals, leading to overcrowding in wards and to the cancelling of elective procedures and aggressive discharging. It is not intended to be used every day or to become the norm.

Member(s): Maurice Quinlivan Department: Health Date for Answer: 13/06/2017 Request No.: 9

Catherine Corcoran  
Acute Hospitals Policy Unit 3



Dept of Health

\*\*\*\*\*

Email Disclaimer and; Legal Notice: <http://health.gov.ie/email-disclaimer/>

\*\*\*\*\*

=====

IMPORTANT

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This e-mail and any attachment contains information which is private and confidential and is intended for the addressee only. If you ar

**Speaking Note for Topical Issue Debate**  
**13<sup>th</sup> June 2017**

To ask the Minister for Health is he aware that the Full Capacity Protocol (FCP) was used in University Hospital Limerick every single day in 2017 to the end of April.

The Full Capacity Protocol is designed to be an emergency measure to deal with overcrowding. It results in patients being put in inappropriate areas of hospitals, leading to overcrowding in wards and to the cancelling of elective procedures and aggressive discharging. It is not intended to be used every day or to become the norm.

**Maurice Quinlivan T.D**

---

I welcome this opportunity to address the House on this issue.

The Emergency Department (ED) in University Hospital Limerick (UHL) is one of the busiest in the country, with some 65,000 attendances annually. Demand for ED services at the hospital continues to rise. In 2016, UHL experienced a 4.6% increase in new ED presentations and we have seen a further increase, of 1%, so far this year.

Yesterday, I visited UHL along with Minister Noonan for the opening of the Emergency Department (ED). On my visit I witnessed the overcrowding situation in UHL, this is not acceptable and a number of measures have been put in place to alleviate this.

UHL was identified as a focus site under the Winter Initiative in terms of ED congestion and as such, improvement plans have been put in place setting out specific mitigating actions to support patient flow and improve processes in the ED. UHL is now fully engaged with the National Patient Flow Improvement Project as a pilot site, to further improve processes within the hospitals.

My Department and the HSE are currently engaged in a process to commence winter planning for next year and to achieve an improvement trajectory in ED performance.

In parallel with this process, the HSE's Special Delivery Unit continues to work closely with hospitals to identify improvements that can be made to support patient flow, reduce trolley numbers and improve patients' ED experience.

Further, the Programme for a Partnership Government includes a commitment to build the capacity for our Emergency and Acute Services. This Government has agreed to a timely review of the management, operation and funding of Medical Assessment Units, with a view to extending their hours of opening and weekend

opening. My Department is currently in the scoping phase of this review.

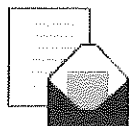
International evidence highlights that when facilities such as UHL open, there is a corresponding increase in attendances. We need to continue to ensure that best use is made of the Local Injury Units in Ennis, Nenagh and St John's. I know that the UL Hospitals Group has had very extensive media engagement to encourage appropriate use of those facilities, and to divert patients with minor injuries away from the busy ED here at Dooradoyle. It is very important that we continue to promote increased usage of these Local Injury Units and help ensure that patients with more acute needs can be facilitated promptly here at UHL.

The opening of this new ED heralds a new beginning. This new ED is three times the size of the previous ED, and provides modern, safe and fit for purpose facilities that will meet patients' and families' expectations. The facility also provides high quality, comfortable accommodation that protects patients' privacy and dignity.

I know that much thought went into the design of the facility from the perspective of patient flow and would therefore like to commend all involved in the design of the Pod based system. This is a very practical and patient-centred approach which, I am told, will reduce

the time from triage to treatment, thereby contributing to an improved patient experience.

Other recent developments at UHL include a new Cardiac Centre, the Leben building and a new dialysis unit. A surgical and pre-operative assessment unit is due to open in UHL later this year. I also note that the clinical education and research centre, which is co-funded with the University of Limerick, is projected to be operational from Quarter 4 of this year.



SDU Trolley Overview (Wednesday 14 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy, KathyAnn Barrett  
14-06-17 12:55 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Ciara Pidgeon,  
Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE,  
Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste  
O'Callaghan/SLAINTE@SLAINTE, Ciara Pidgeon/SLAINTE@SLAINTE, Emma  
Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan  
Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan  
Kennan/SLAINTE

1 Attachment



Wednesday 14th June 2017morning report.docx

Dear Paula, all,

Please see SDU trolley overview. [REDACTED]

SDU continue to examine the factors contributing to increased daily trolley figures (as compared to 2016) in May and June. Initial indications suggest that the higher numbers relate to 1) high presentations by older people, 2) increased delayed discharges, 3) performance at specific sites, and 3) increased elective activity.

SDU have indicated that based on the level of congestion and surge capacity in place the sites of most concern remain [REDACTED] Limerick, [REDACTED]. These sites are unlikely to improve significantly based on discharge profiles and attendance/admission patterns until Friday.

Actions at hospital level to improve patient flow and egress include the following:

- Increased collaboration with CHO's offices to increase egress options.
- Analysis of > 14 cohort and any blockages to flow identified.
- Increase rounding to identify discharges for the next 24/48 hours.

Rgds, Sarah

(See attached file: Wednesday 14th June 2017morning report.docx)



## SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	12	12	19		Remains congested, 13 trolleys and 10 extra beds in use . DDs remain high, await support from Level 2 hospitals today .
<b>Date:</b>	Wednesday 14 <sup>th</sup> June Morning Report				
<b>Report prepared by:</b>	Sonya Cotter [REDACTED] Grace Rothwell				
<b>Issues to Report</b>	<div style="background-color: black; width: 100%; height: 40px; margin-bottom: 10px;"></div> <p>Slight improvement noted from yesterday. [REDACTED] However based on the level of congestion and surge capacity in place the sites of most concern remain [REDACTED] Limerick, [REDACTED] These sites are unlikely to improve significantly based on discharge profiles and attendance/admission patterns until Friday. Actions to reduce the current level include the following</p> <ol style="list-style-type: none"> <li>1. Increased collaboration with CHO's offices to increase egress options.</li> <li>2. Analysis of &gt; 14 cohort and any blockages to flow identified.</li> <li>3. Throughput; Increase rounding to identify discharges for the next 24/48 hours .</li> </ol>				



## Overview of ED Activity & Performance – 14<sup>th</sup> June, 2017

### Introduction

---

[REDACTED]

[REDACTED]

April data in respect of older persons aged >75years presenting indicates [REDACTED]  
[REDACTED] with a number of sites experiencing significant increases in attendances,  
[REDACTED] and University Hospital Limerick 4%. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## ED Attendances Month & YTD(AII)

ALL ATTENDANCES at ED

Hospital Group	2017		2016		% Change Current Month YTD
	May	YTD	May	YTD	
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
University of Limerick Hospital Group	6,053	27,281	5,709	26,842	6.0%
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	1.6%

# ED Attendances Month & YTD (Admitted)

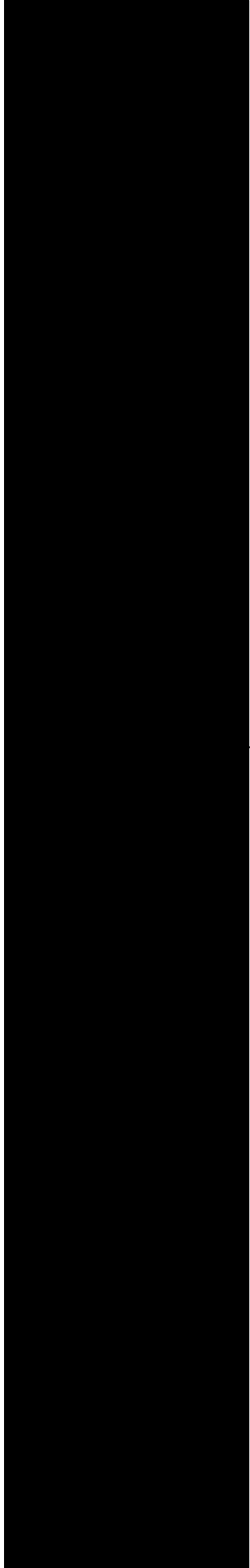
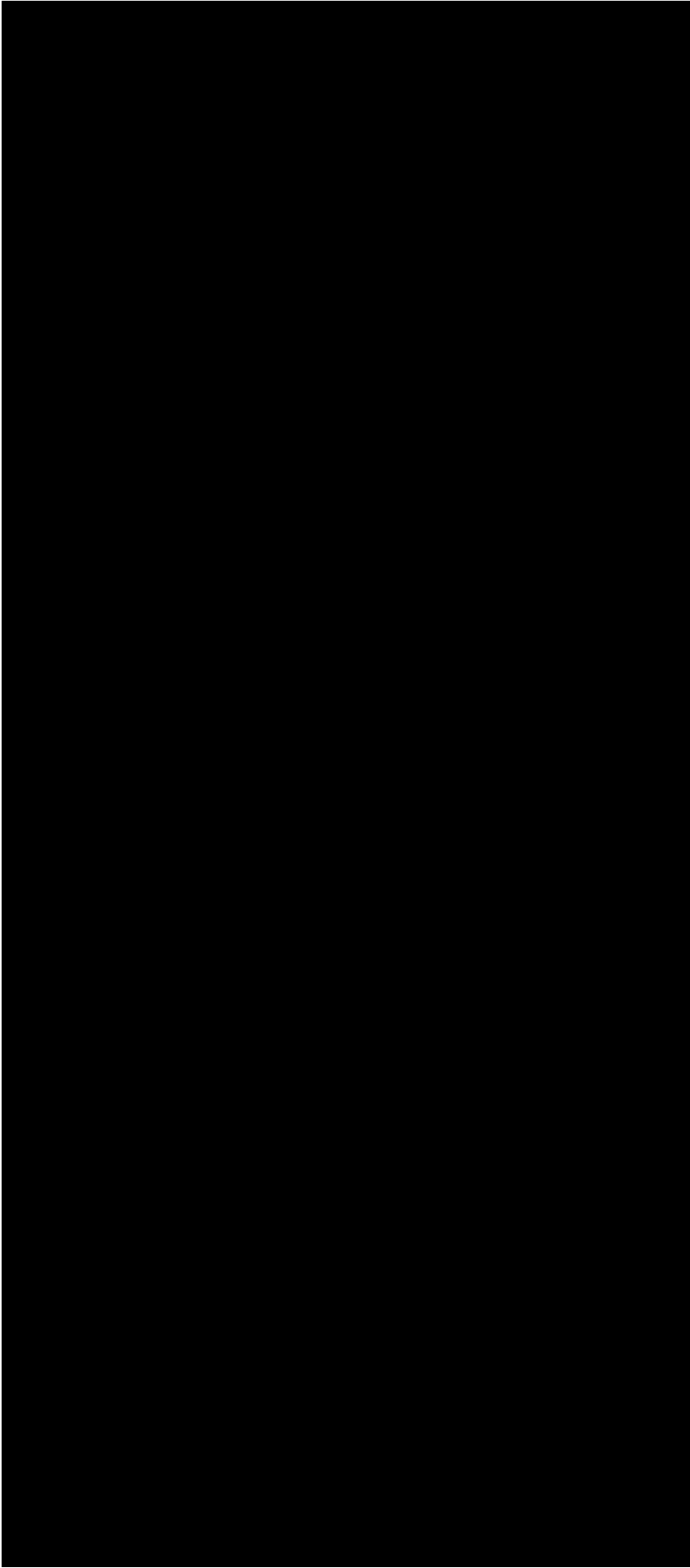
ADMITTED FROM ED

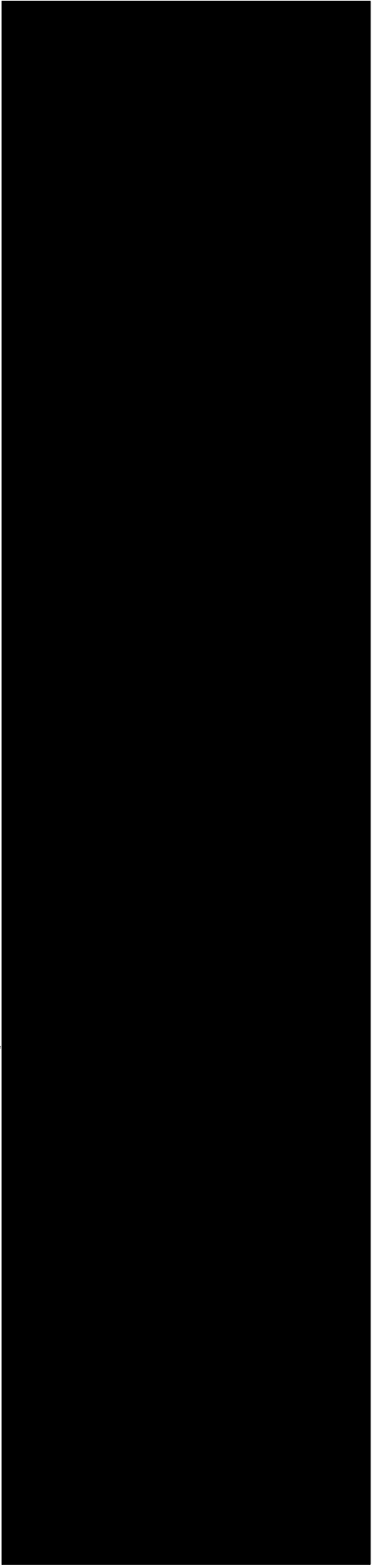
Hospital Group	Hospital	2017	2016	% Change
		May	May	Current Month
		YTD	YTD	YTD
University of Limerick Hospital Group	Limerick	2,034	1,813	11.1%
	[REDACTED]	9,709	8,588	8.1%
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

# 8AM Trolley Count: Month & YTD - 2017 v 2016

8AM TrolleyGAR

Hospital Group	2017		2016		% Change	
	May	YTD	May	YTD	Current Month	YTD
University of Limerick Hospital Group	610	2,728	462	2,536	32.05%	7.6%





**Snapshot of Challenged Sites - May 2016 vs May 2017**

Hospital	Attendance variance current month (ytd)	ED admission variance current month (ytd)	Comment
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ULH	6.0% (1.6%)	12.1% (8.1%)	Significant increase in volume with cumulative impact impacting on performance.
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

END

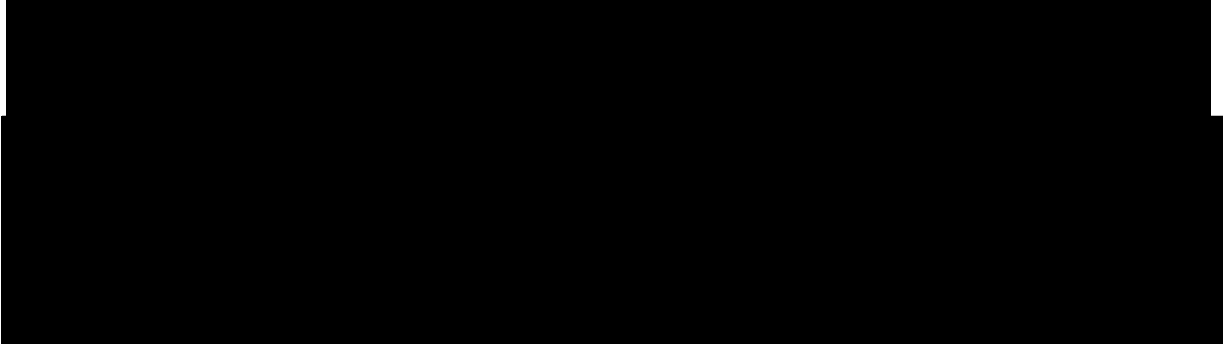


**Update on EDs and SDU report on drivers of increased trolley figures in May**

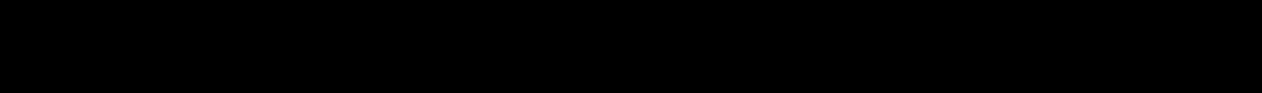
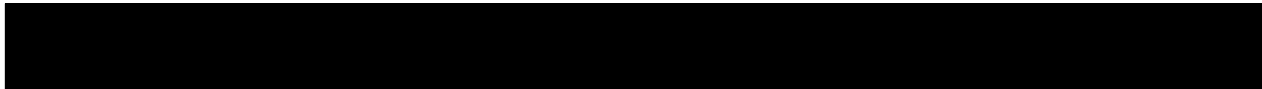
Sarah Cooney to: Tracey Conroy  
Cc: Marita Kinsella, Noreen Moran

15-06-17 07:25 PM

Tracey,



SDU will continue to work with sites on the ground to drive improvement at an operational level with a focus on those sites under most strain currently ( [redacted] Limerick, [redacted] [redacted] ) and through identifying the specific contributing factors at each site.



Rgds, Sarah



ED Activity Performance Overview 14.06.17.docx



Update on EDs and SDU report on drivers of increased trolley figures in May  
Marita Kinsella

to:

Paula Smeaton

16/06/2017 08:29

Cc:

Tracey Conroy, Joanne Lonergan, KathyAnn Barrett, Acute Hospitals Policy Unit 1

Hide Details

From: Marita Kinsella/SLAINTE

To: Paula Smeaton/SLAINTE@SLAINTE

Cc: Tracey Conroy/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE, Acute Hospitals Policy Unit 1

1 Attachment



ED Activity Performance Overview 14.06.17.docx

Paula,

We'd be grateful if you would bring this email and the attached SDU report to the Minister's attention.

Rgds

Marita

Update regarding current ED performance

[REDACTED]

In terms of actions being taken to address current ED performance, the SDU is continuing to work with sites on the ground to drive improvement at an operational level with a focus on those sites under most strain currently ([REDACTED] Limerick, [REDACTED] [REDACTED] and through identifying and addressing the specific contributing factors at each site.

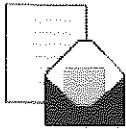
[REDACTED]

[REDACTED]

[REDACTED]

(See attached file: ED Activity Performance Overview 14.06.17.docx)





SDU Trolley overview (Friday 16 June)

Noreen Moran

to:

Paula Smeaton, Tracey Conroy, Joanne Lonergan, Majella Fitzpatrick

16-06-17 12:42 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan, Celeste O'Callaghan

Hide Details

From: Noreen Moran/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE

1 Attachment



SDU Trolley Report Fri 16 June 2017.docx

Dear Paula, all,

Please see attached the SDU Trolley Overview. [REDACTED]

SDU are noting an improved position from yesterday morning, and a good Friday morning position in many sites. However, [REDACTED] and Limerick remain sites of concern, and require discharges and de-escalation of surge today to alleviate pressure in advance of the weekend.

SDU are continuing to engage with and support hospitals under pressure and a further update will follow this afternoon with the outlook for the weekend.

Regards,

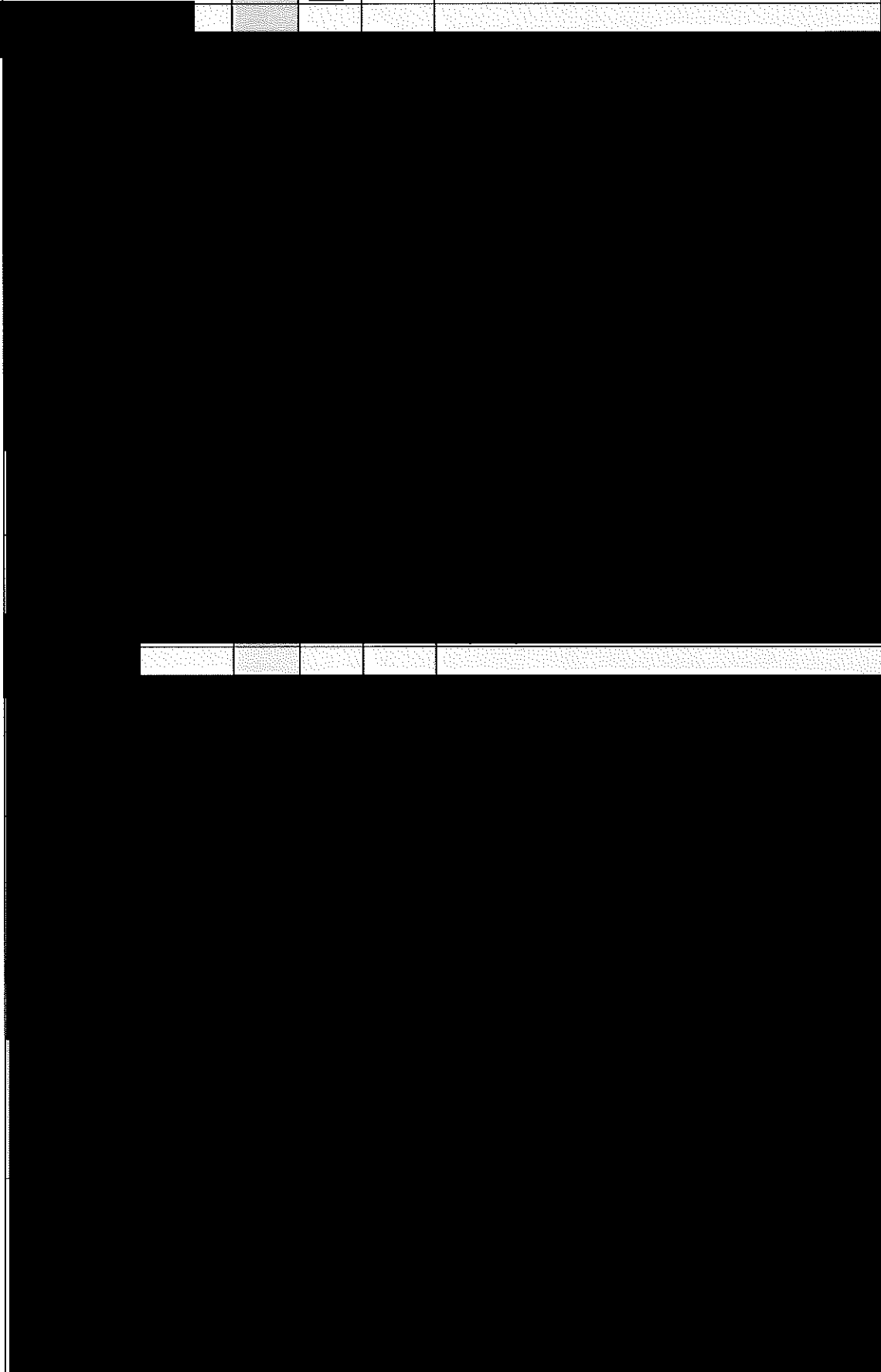
Noreen

*(See attached file: SDU Trolley Report Fri 16 June 2017.docx)*

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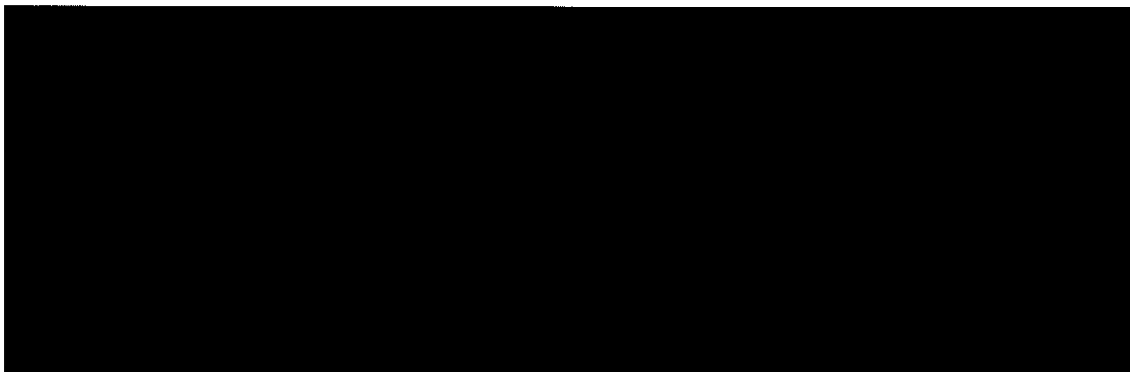
Noreen Moran | Acute Hospitals Policy Unit 1 | Department of Health | Hawkins House | Dublin 2 | D02 VW90 | [REDACTED] | E:  
Noreen\_Moran@health.gov.ie

# SDU Morning Update Report 2017

Friday 16 <sup>th</sup> June 2017	DD	8am 202	2pm	Comments
				



# SDU Morning Update Report 2017

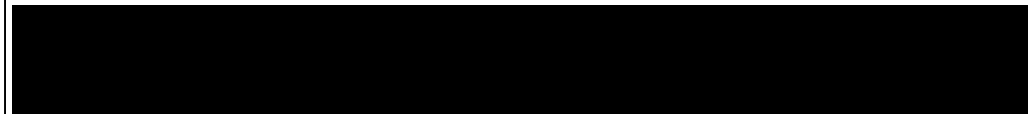


ULHG			
Limerick	12	23	Site remains congested and is of concern, 10 extra beds in use plus 25 trolleys on wards. Requires early and good discharges to have an improved position by 2pm, to reduce surge and have some capacity for the weekend. Afternoon report will provide greater detail and a forecast in terms of weekend performance.

Date: 16.06.17

Report prepared by: Sonya Cotter

Issues to Report:



Sites of concern as detailed above are [redacted] and Limerick – the afternoon report will provide greater detail and a forecast for the weekend.



SDU Trolley Report (Afternoon Friday 16 June)

Noreen Moran

to:

Paula Smeaton, Tracey Conroy, Joanne Lonergan, Majella Fitzpatrick, KathyAnn Barrett  
16-06-17 05:57 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Emma Bradley, Fionnuala Duffy,  
Joan Regan, Sinead Quill, Siobhan Kennan, Celeste O'Callaghan

Hide Details

From: Noreen Moran/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Emma  
Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan  
Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan  
Kennan/SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE

1 Attachment



SDU Afternoon Update - Friday 16 June.docx

Dear Paula, all,

Please see attached the SDU afternoon trolley report. [REDACTED]

Overall, the SDU are forecasting a good weekend performance from the majority of sites.

Sites of concern which remain congested include, [REDACTED] and  
Limerick. Further discharges are expected as many of these sites, but as surge is in use, they will likely remain  
challenged for the weekend. The SDU advises that performance is contingent on balancing admissions and discharges.

As usual, the SDU will monitor site performance and will engage as necessary with those sites over the weekend.

Regards,

Noreen

*(See attached file: SDU Afternoon Update - Friday 16 June.docx)*

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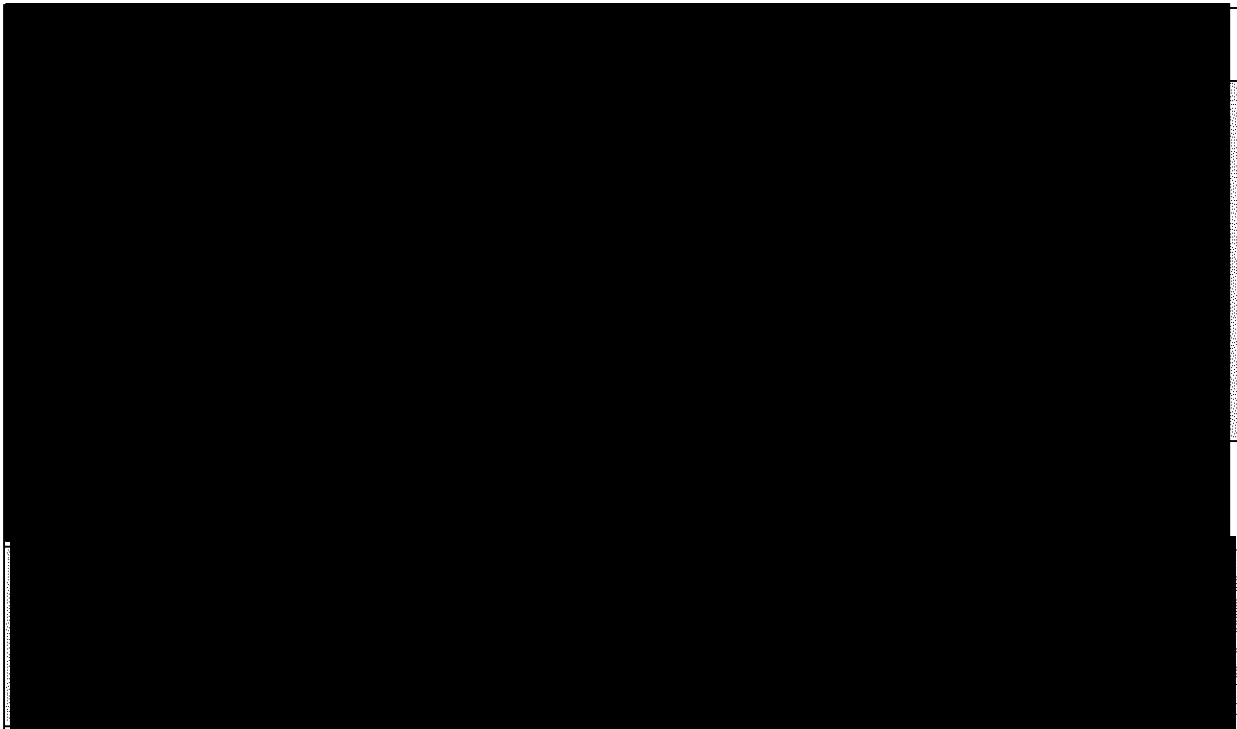
Noreen Moran | Acute Hospitals Policy Unit 1 | Department of Health | Hawkins House | Dublin 2 | D02 VW90 | [REDACTED] | E:  
Noreen\_Moran@health.gov.ie

SDU Afternoon Update Report 2017

Friday 16 <sup>th</sup> June 2017	DD	Thres hold	8am <u>202</u>	2pm <u>133</u>	Comments



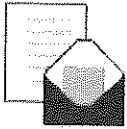
# SDU Afternoon Update Report 2017



ULHG					
Limerick	12	12	23	23	<p>Good discharge profile on Tuesday led to slight improvement in congestion albeit site remains challenged with significant surge still in use.</p> <p>Atts yesterday 174, which is within normal range with 47 adms and 59 discharges.</p> <p>Expect further discharges (only 8 by 2pm, with 78 predicted) and an improved position by 8pm but remains a site of concern for the weekend.</p>

<b>Date:</b>	Friday 16 <sup>th</sup> June Afternoon Report
<b>Report prepared by:</b>	Sonya Cotter [REDACTED] Grace Rothwell
<b>Issues to Report</b>	[REDACTED]





## SDU Trolley Report (Monday 19 June)

Noreen Moran

to:

Paula Smeaton, Tracey Conroy, Joanne Lonergan, Majella Fitzpatrick, KathyAnn Barrett  
19-06-17 06:10 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Emma Bradley, Fionnuala Duffy,  
Joan Regan, Sinead Quill, Siobhan Kennan, Celeste O'Callaghan

Hide Details

From: Noreen Moran/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
Joanne Lonergan/SLAINTE@SLAINTE, Majella Fitzpatrick/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTECc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Emma  
Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan  
Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan  
Kennan/SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE

## 1 Attachment



SDU Trolley Report Mon 19 June 2017.docx

Dear Paula, all,

Please see attached SDU Trolley overview. [REDACTED]

Overall, the SDU report that most sites managed well over the weekend and maintained a steady state into Monday morning.

Sites of concern this morning were [REDACTED] Limerick, [REDACTED] and the SDU are working with sites of concern to alleviate pressure. [REDACTED]

Regards,

Noreen

*(See attached file: SDU Trolley Report Mon 19 June 2017.docx)*

---

Noreen Moran | Acute Hospitals Policy Unit 1 | Department of Health | Hawkins House | Dublin 2 | D02 VW90 | [REDACTED] E:  
Noreen\_Moran@health.gov.ie

# SDU Morning Update Report 2017

Monday 19 <sup>th</sup> June 2017	DD	Threshold	8am <u>227</u>	2pm	Comments

# SDU Morning Update Report 2017

[Redacted]					
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]					
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Expect improved position by 2pm.
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]					
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Remains a site of concern.
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]					

# SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	12	12	21		16>9hrs FCP in Place 24 FCP beds open. ED busy over the weekend. 5 surge beds, 4 extra beds and 16 trolleys on wards this morning. 55 PDDs
<b>Date:</b>	Monday 19 <sup>th</sup> June Morning Report				
<b>Report prepared by:</b>	John Joyce [REDACTED] Grace Rothwell				
<b>Issues to Report</b>	[REDACTED] [REDACTED] Sites of concern this morning are [REDACTED] Limerick, [REDACTED] [REDACTED] and Limerick remained congested since last week. [REDACTED] Anticipate improvement at 2pm with early discharges and de-escalation of ED this morning.				



SDU Trolley Report (Wednesday 21 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy, KathyAnn Barrett  
21-06-17 12:19 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley,  
Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE,  
Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste  
O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala  
Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead  
Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Wednesday 21st June 2017 morning report.docx

Dear Paula, all,

Please see attached SDU trolley overview. [REDACTED]

SDU continue to note high attendance and admission rates as many hospital which is impacting on capacity. In addition delayed or slow discharging is impacting on patient flow and is resulting in a number of sites experiencing high overnight trolley waiters.

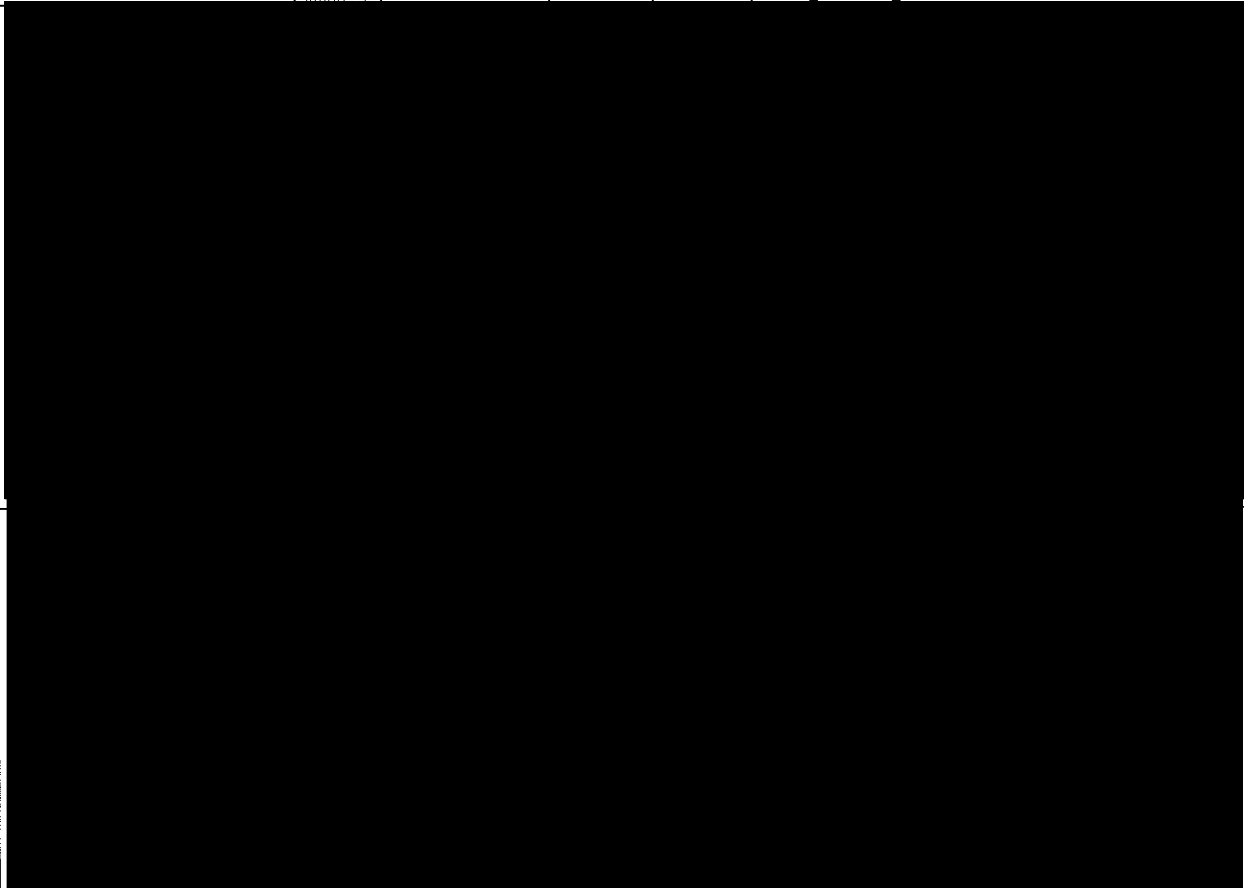
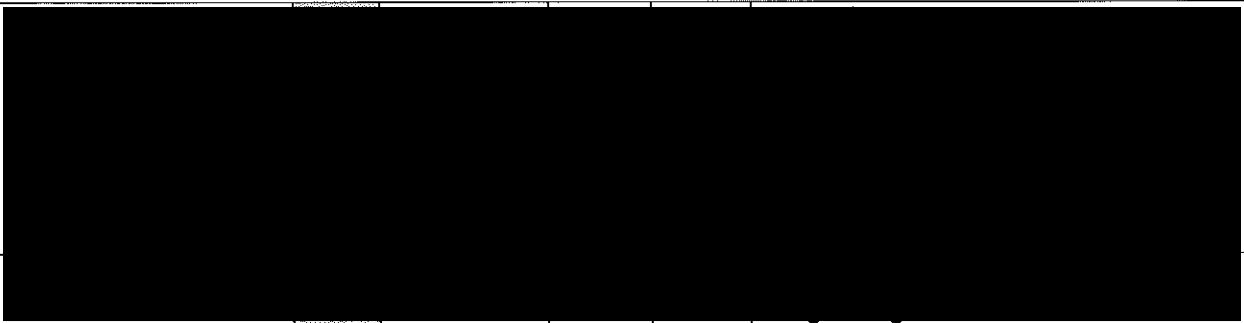
Sites of concern this morning are [REDACTED] and Limerick.

Rgds, Sarah

(See attached file: Wednesday 21st June 2017 morning report.docx)



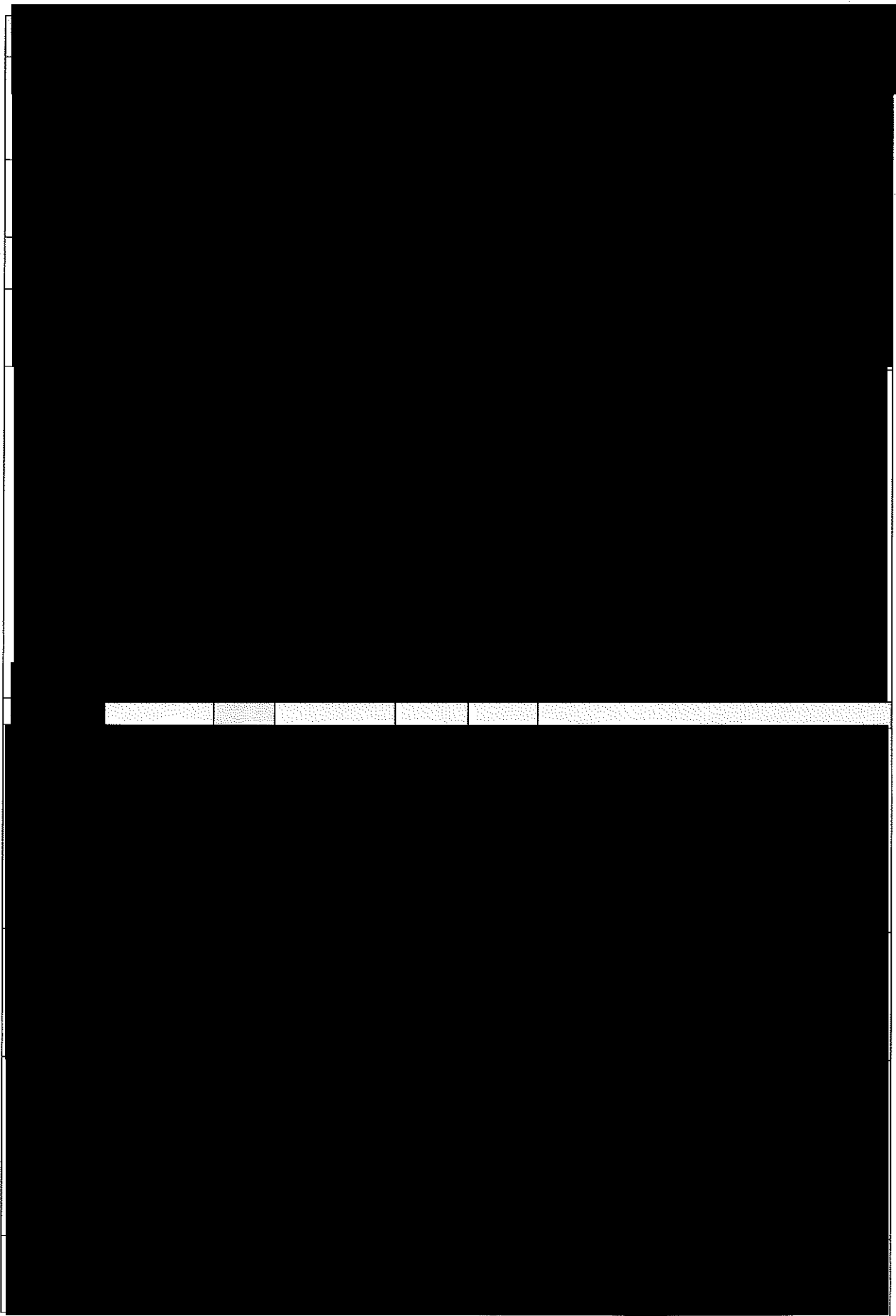
# SDU Morning Update Report 2017



					Site of Concern



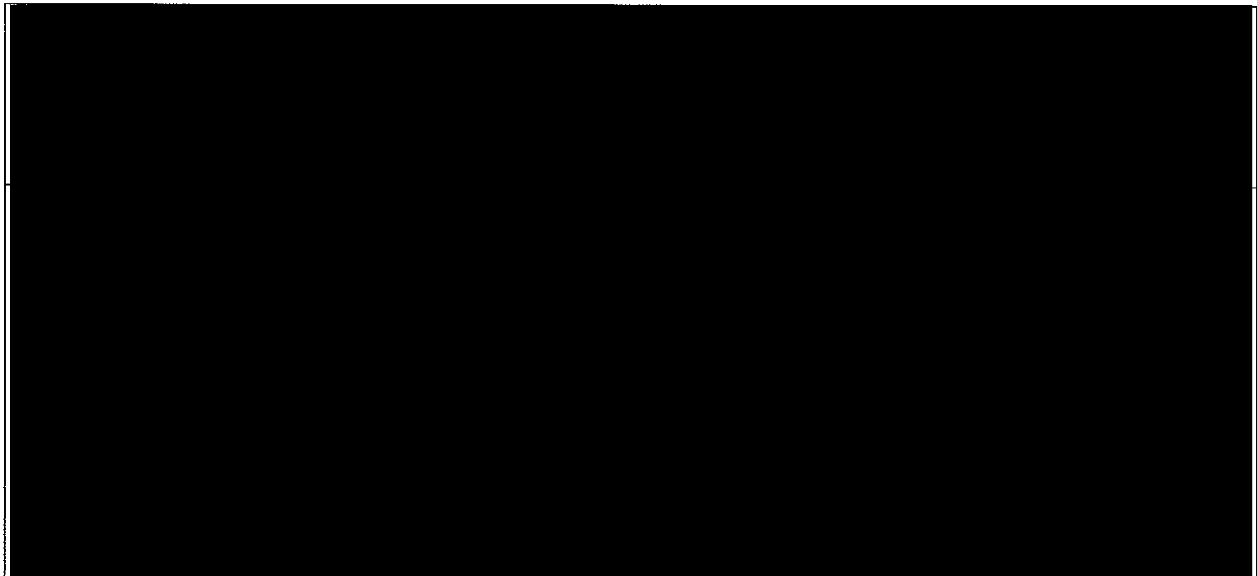
# SDU Morning Update Report 2017



[Redacted Content]					
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted Content]					



## SDU Morning Update Report 2017



<b>ULHG</b>					
Limerick	10	12	21		10>9hrs FCP in Place 17 FCP beds open. 6 Surge beds open 164 attendances yesterday AMU and SAU operational this am. Patient Flow manager in ED attending the post take round. 4 patients booked for telemetry 6 require IP&C beds. 64 PDDs Site of Concern
<b>Date:</b>	Wednesday 21 <sup>st</sup> June Morning Report				
<b>Report prepared by:</b>	John Joyce [REDACTED] Grace Rothwell				
<b>Issues to Report</b>	[REDACTED] Sites of concern this morning are [REDACTED] and Limerick. Reduced discharges and a mismatch against admissions resulting in a number of sites experiencing high overnight trolley waiters. [REDACTED]				

HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division

**Summary Update regarding Key Issues in Black Escalation**

1) Patients waiting in ED <24 hours and people over 75 years

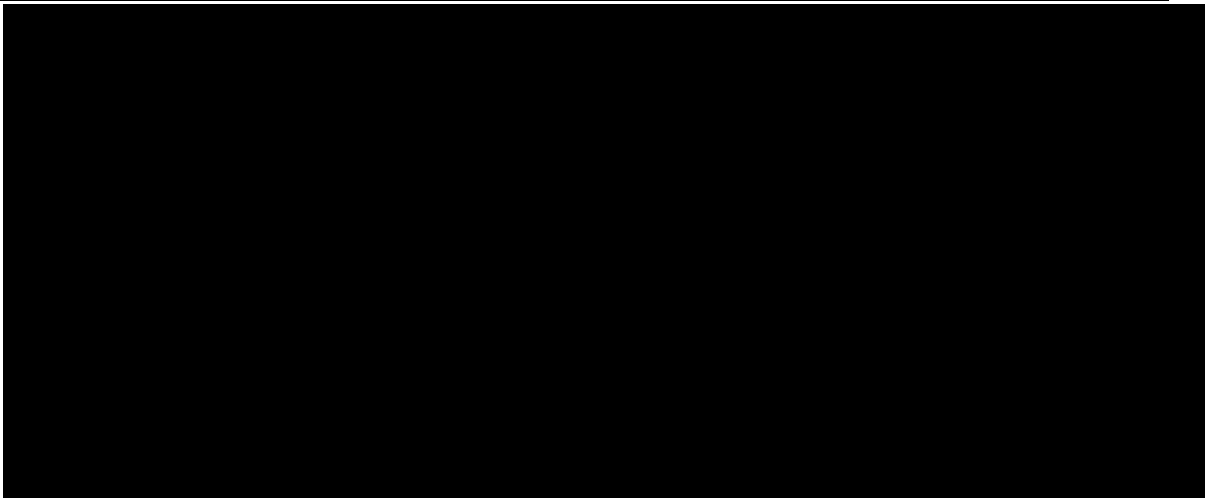
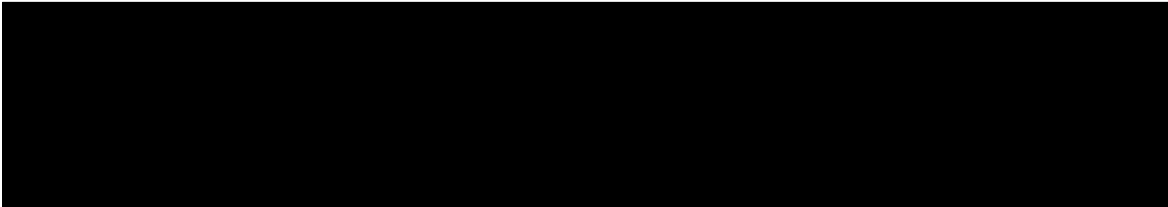
*Performance Overview:*

- [Redacted]
- [Redacted] patients 75 years and over were admitted or discharged from ED within 24 hours in April 2017, no change from March. UH Limerick (20.7%), [Redacted] have the highest percentages of patients over 75 years of age waiting in ED over 24 hours. [Redacted]
- [Redacted]

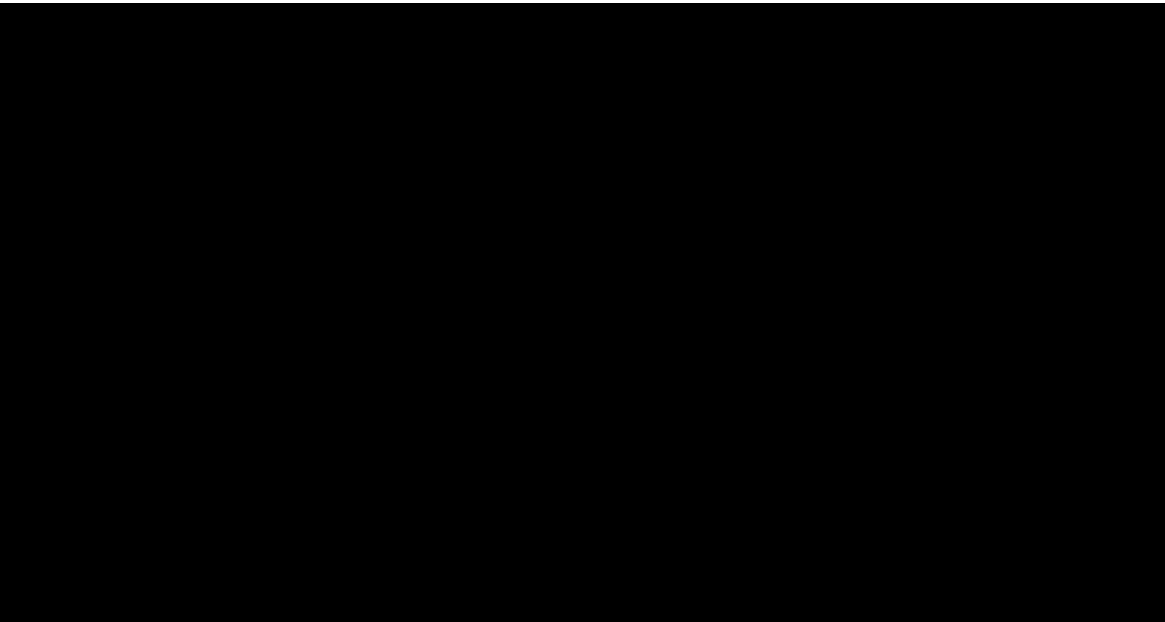
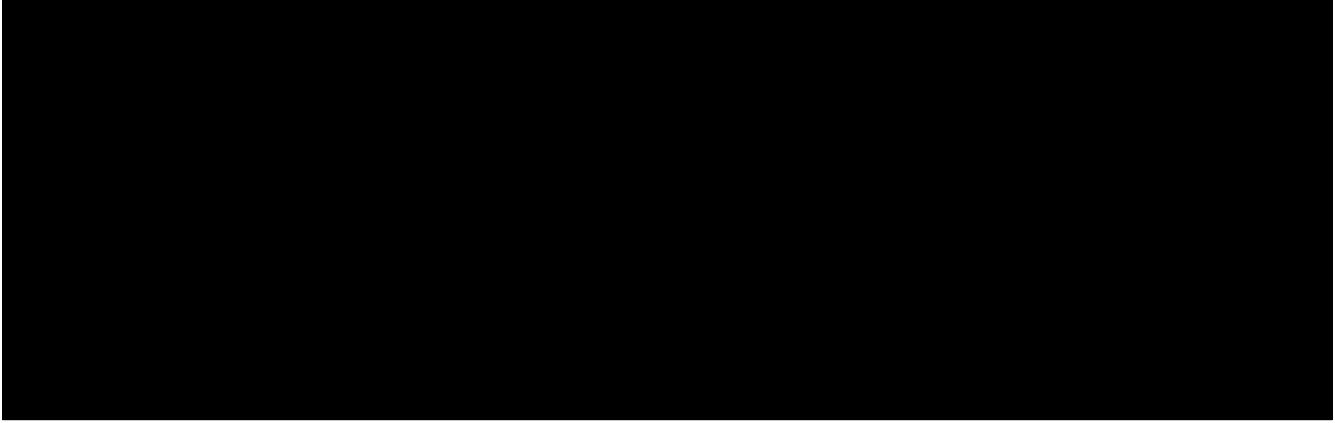
2) [Redacted]

[Redacted]

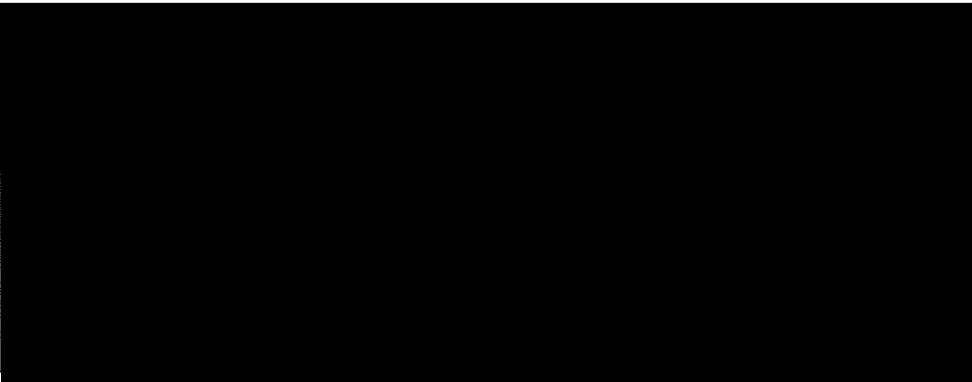
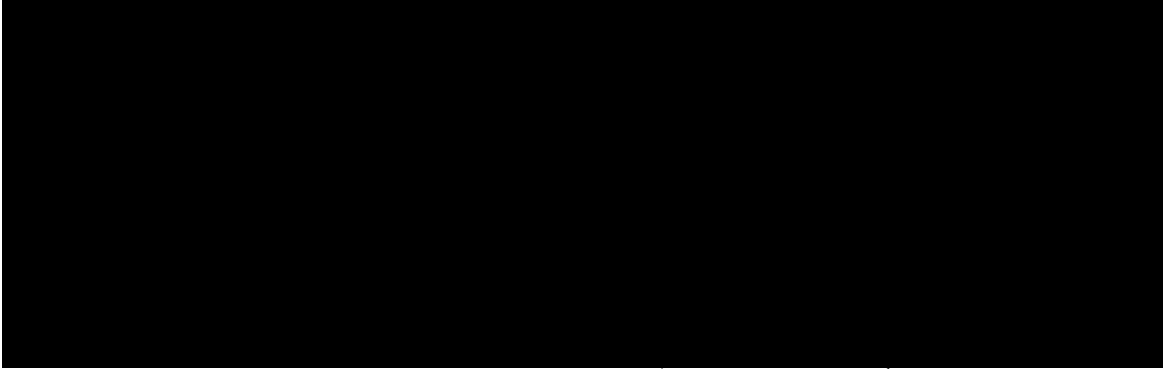
**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



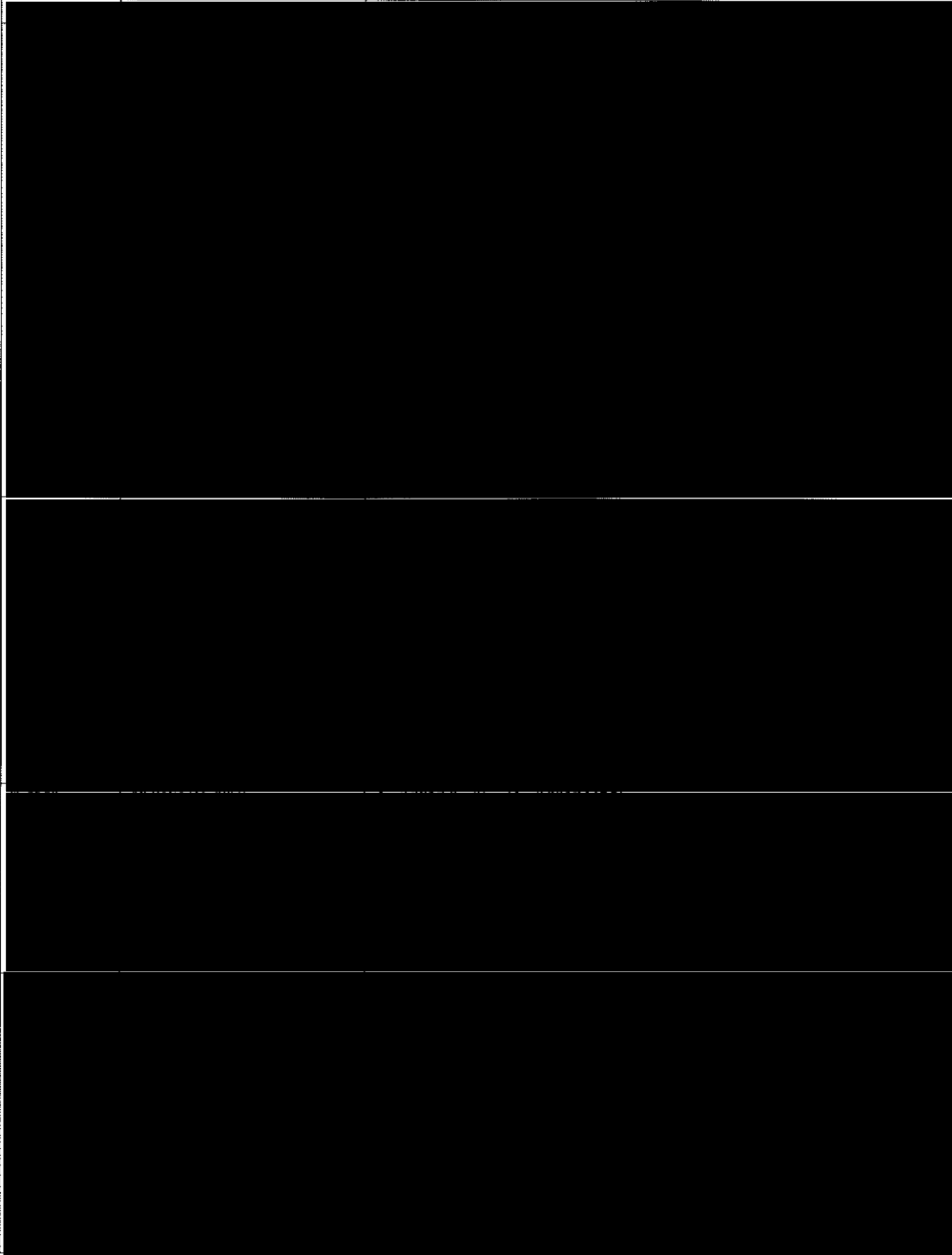
**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**

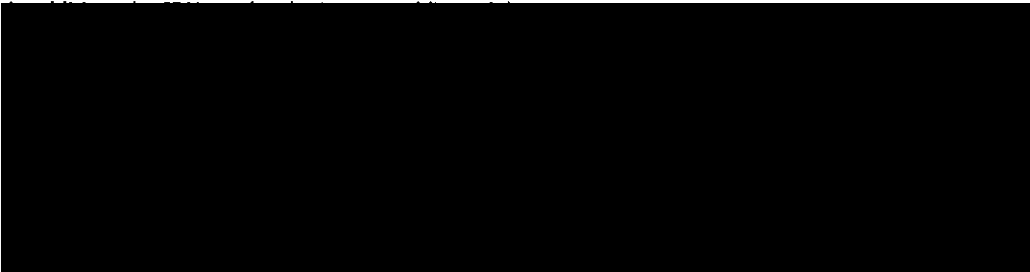
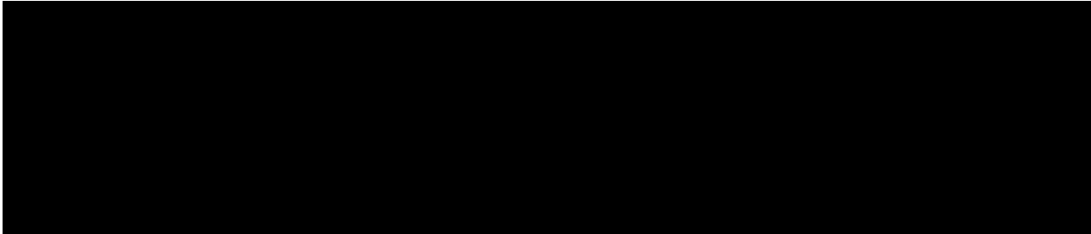


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April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**

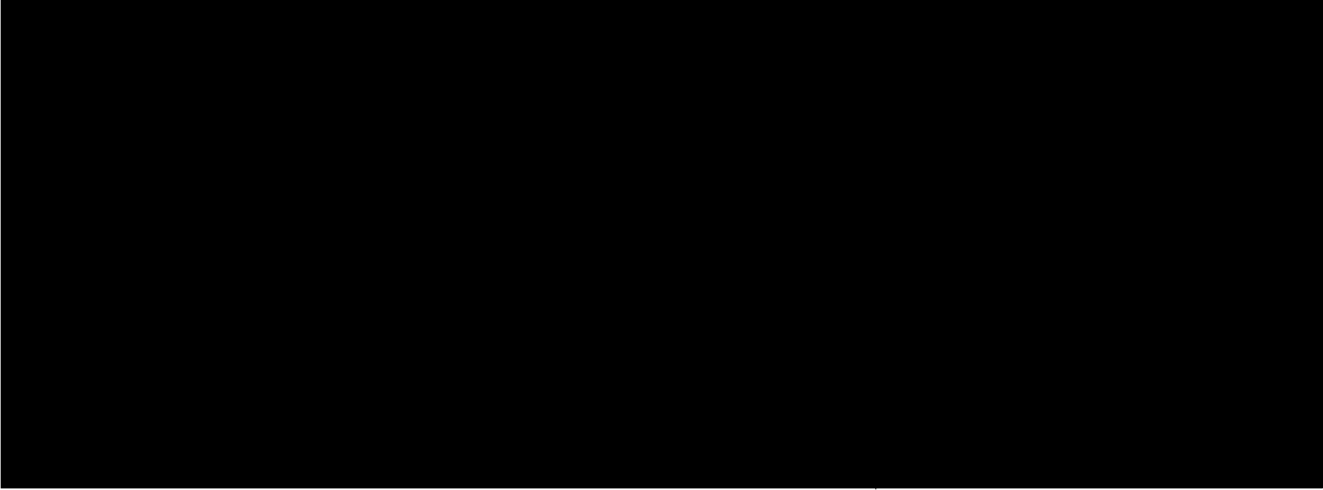


**HSE Performance Report**  
**April 2017 Performance Report (NPOG Version)**  
**Acute Hospitals Policy Division**

		<p><u>April 2017 position (April 2017 MDR)</u> Hospitals with performance &lt;60%: [REDACTED] [REDACTED] UH Limerick (55.8%), [REDACTED]</p> <p><u>Up to date position (Weekly Ops Report, 24 April – 30 April 2017)</u> Hospitals with performance &lt;60%: UH Limerick (49%), [REDACTED] [REDACTED]</p> <p><i>1:Footnote; the NPOG PP doesn't match MDR figures in some cases. Reported to PMU for feedback to HSE.</i></p>
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**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**

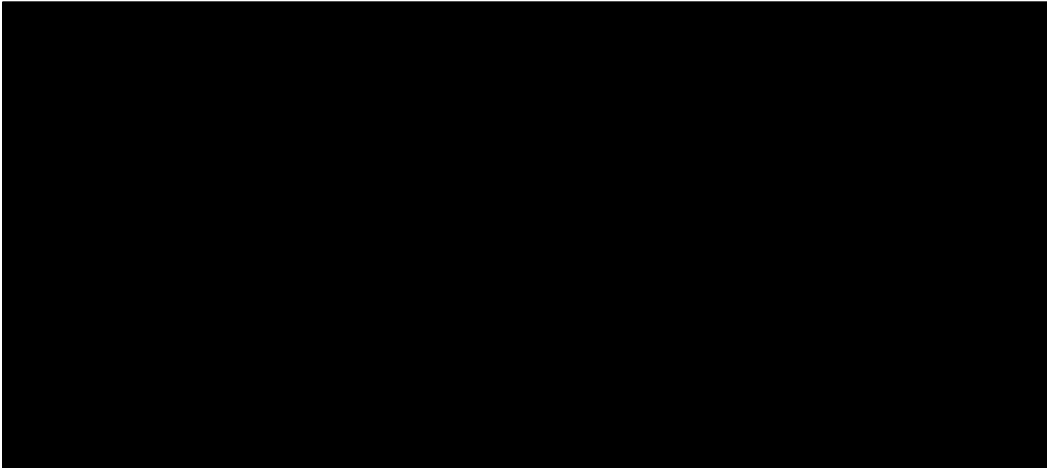


Improvement Plans on ED wait times > 24 hours at [redacted] and Limerick: [redacted] and UHL were identified as focus sites under the Winter Initiative in terms of ED congestion and as such, Improvement Plans have been put in place setting out specific mitigating actions to support patient flow and improve processes in these EDs.

The National Patient Flow Improvement Programme in [redacted] and Limerick Hospitals: [redacted] and UHL are also now fully engaged with the National Patient Flow Improvement Project as pilot sites, to further improve processes within the hospitals.

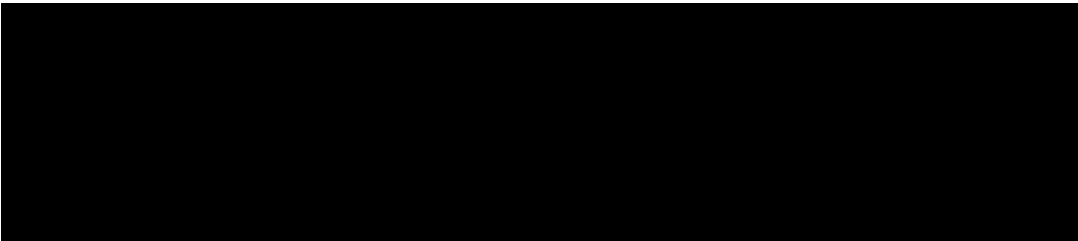
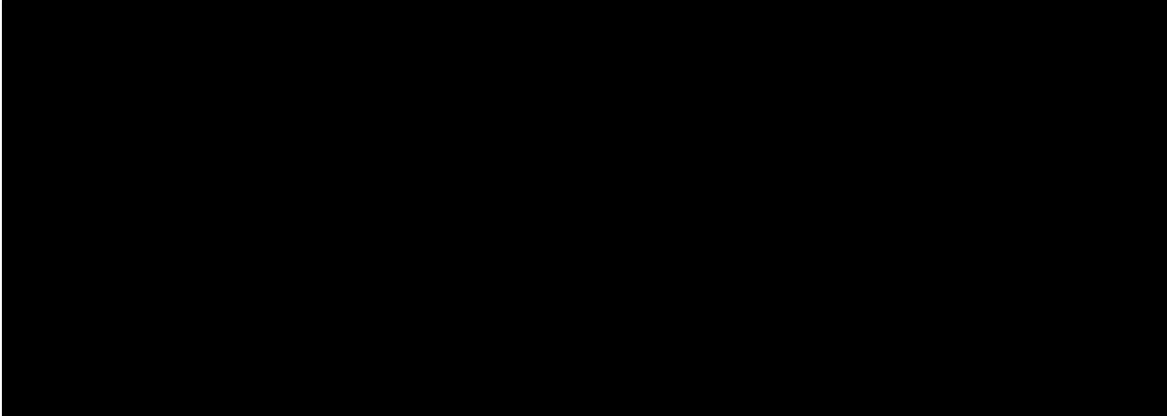
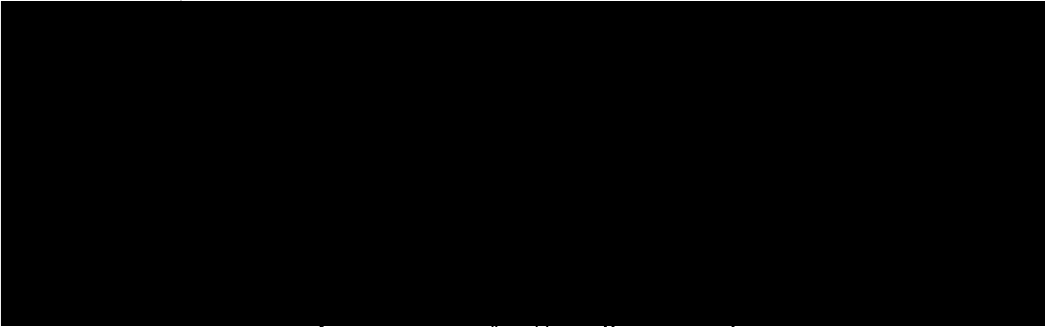
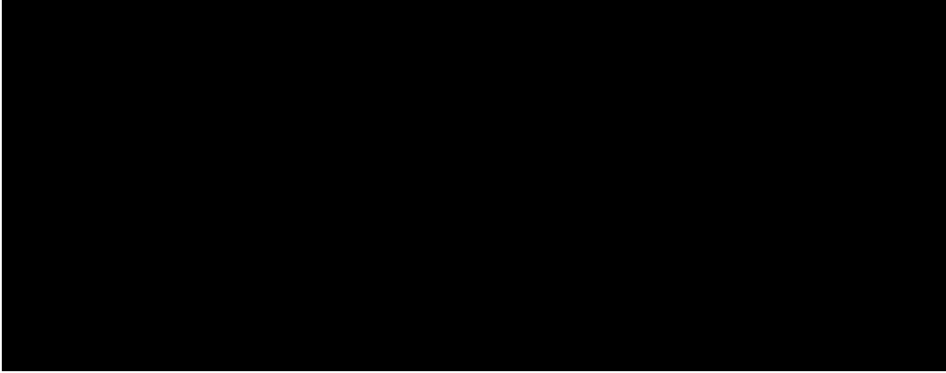
The National Patient Flow Improvement Programme is fundamentally about change and patient flow improvement.

The change and the improvements in patient flow are delivered primarily via skills transfer to the local teams in [redacted] and UHL respectively. Moving forward an increasing number of HSE staff will be upskilled in order to develop a National Improvement Team who will continue to deliver change and process improvement across an increasing numbers of sites.



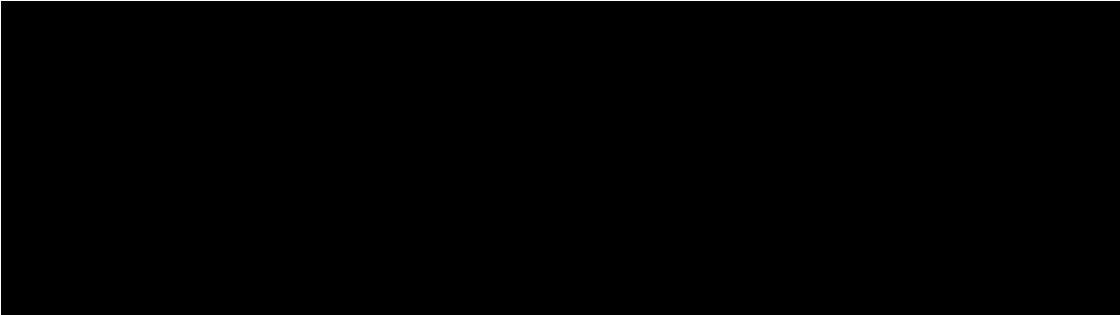
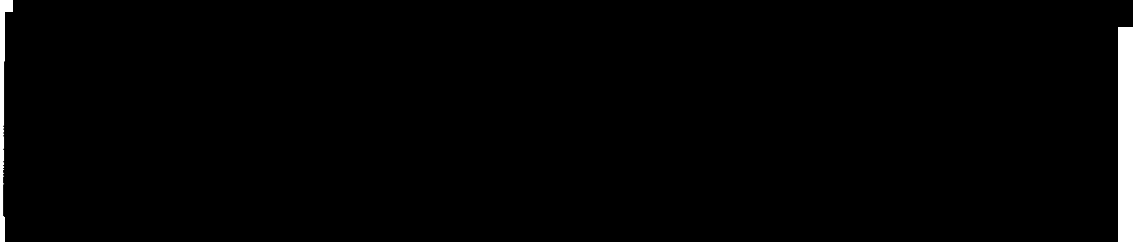


**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**

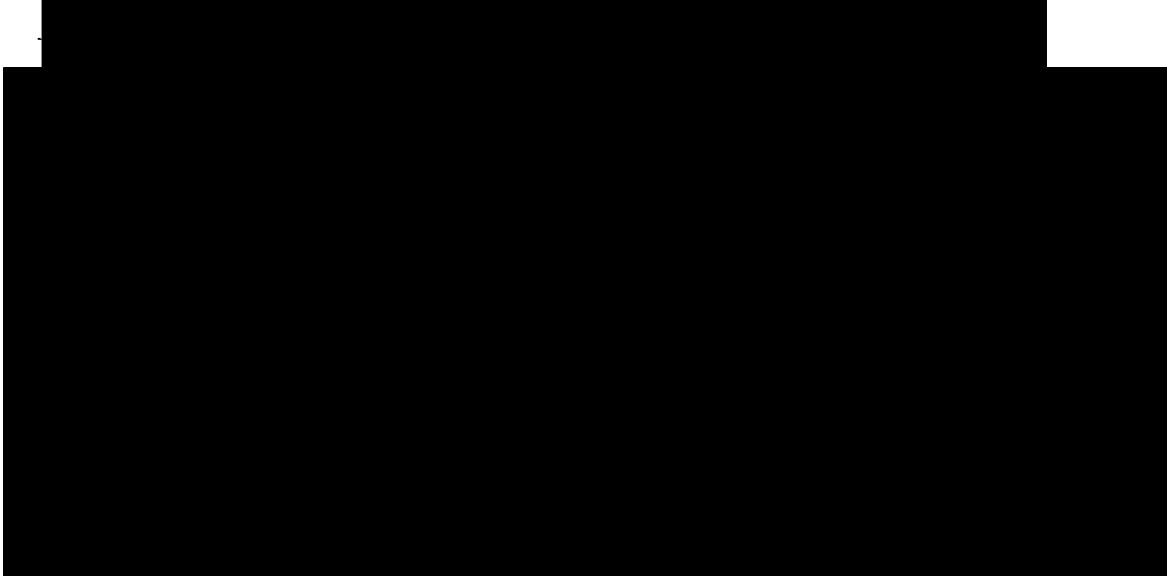


**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**

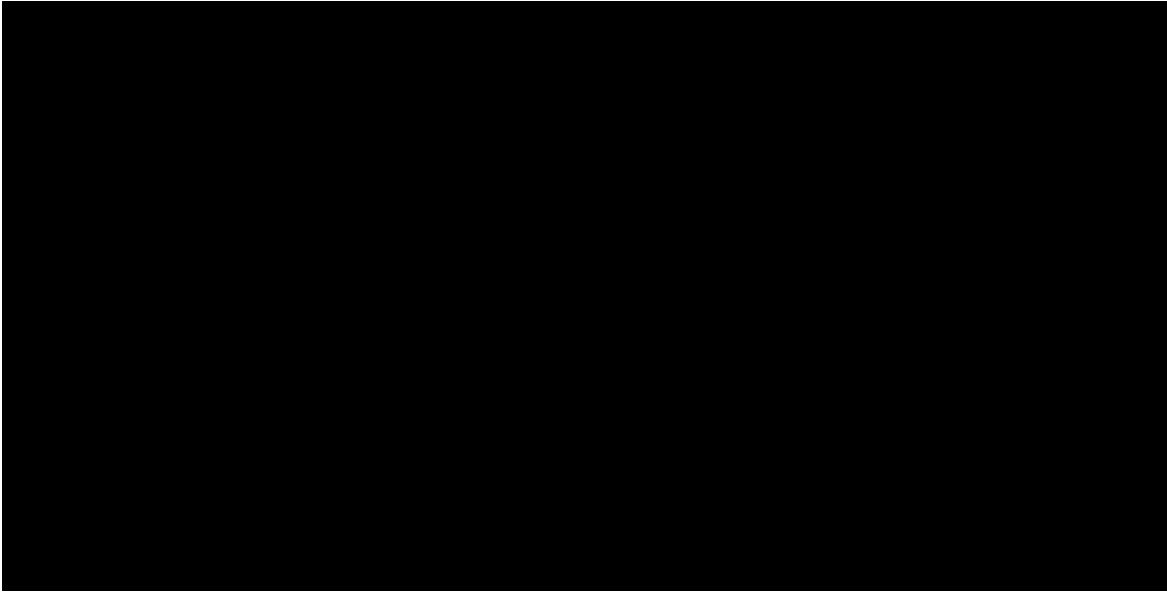
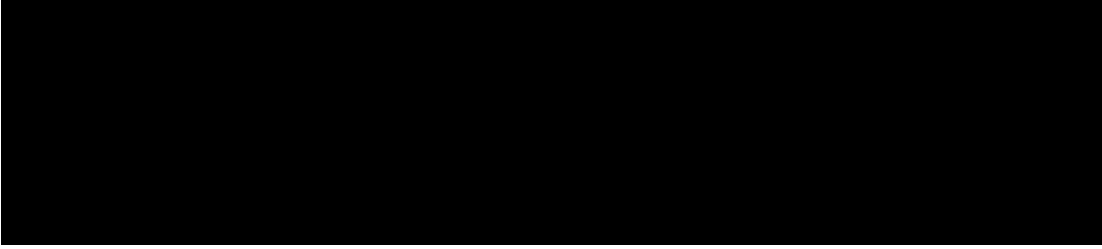
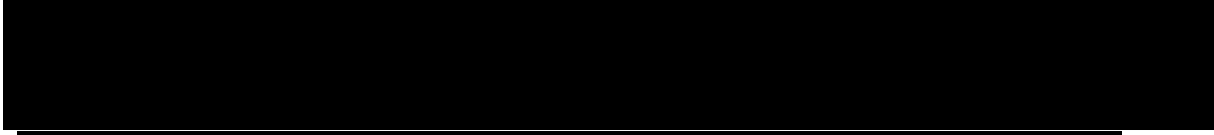
**New ED at UHL:** On 29 May, the new ED opened at University Hospital Limerick. The new ED is three times the size of the previous department and will provide safe, modern, fit for purpose facilities that meet the needs and expectations of patients and their families. At the same time it will provide high quality, comfortable accommodation that protects privacy and dignity.



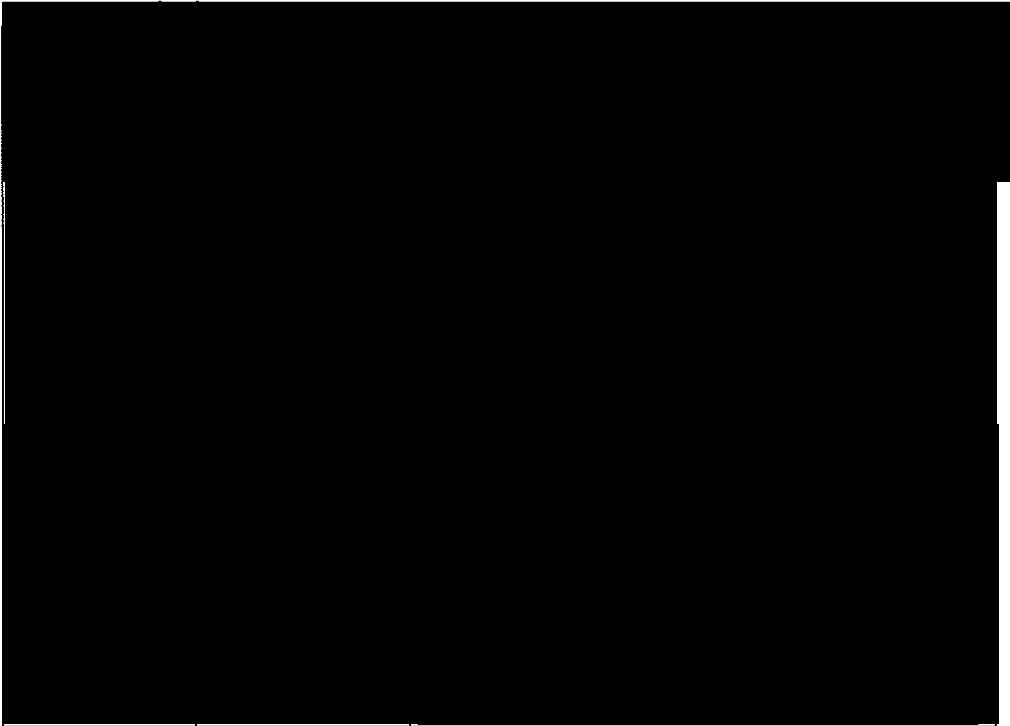
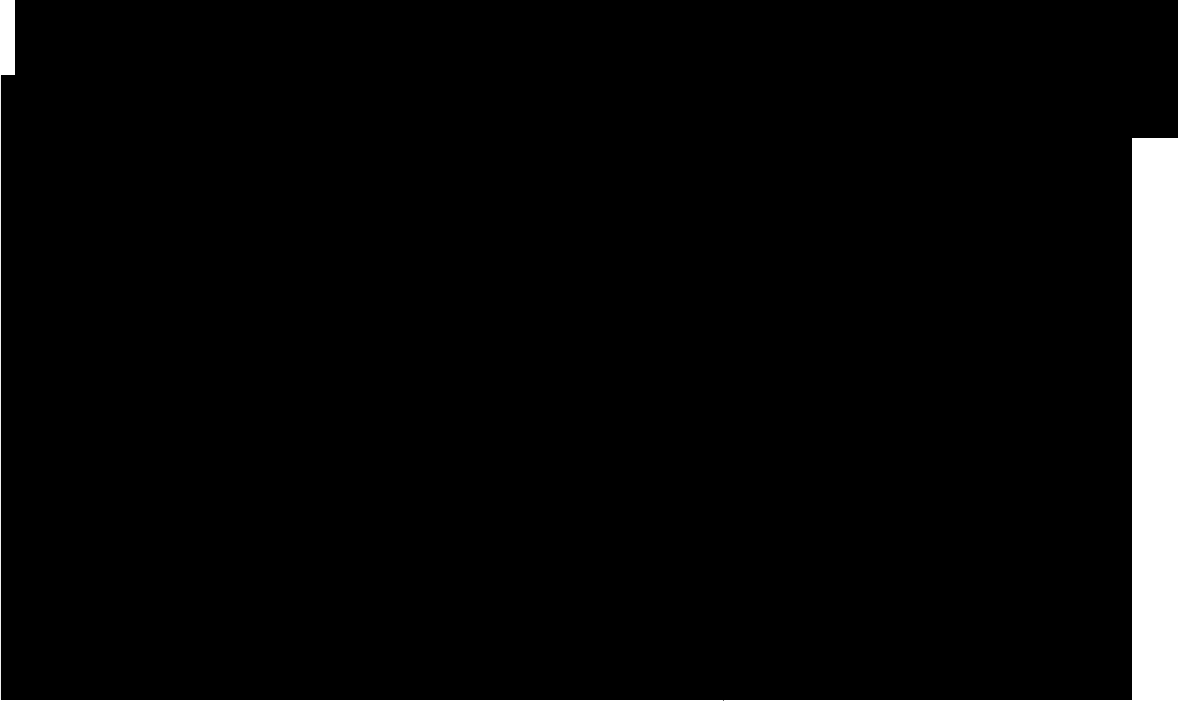
**- HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



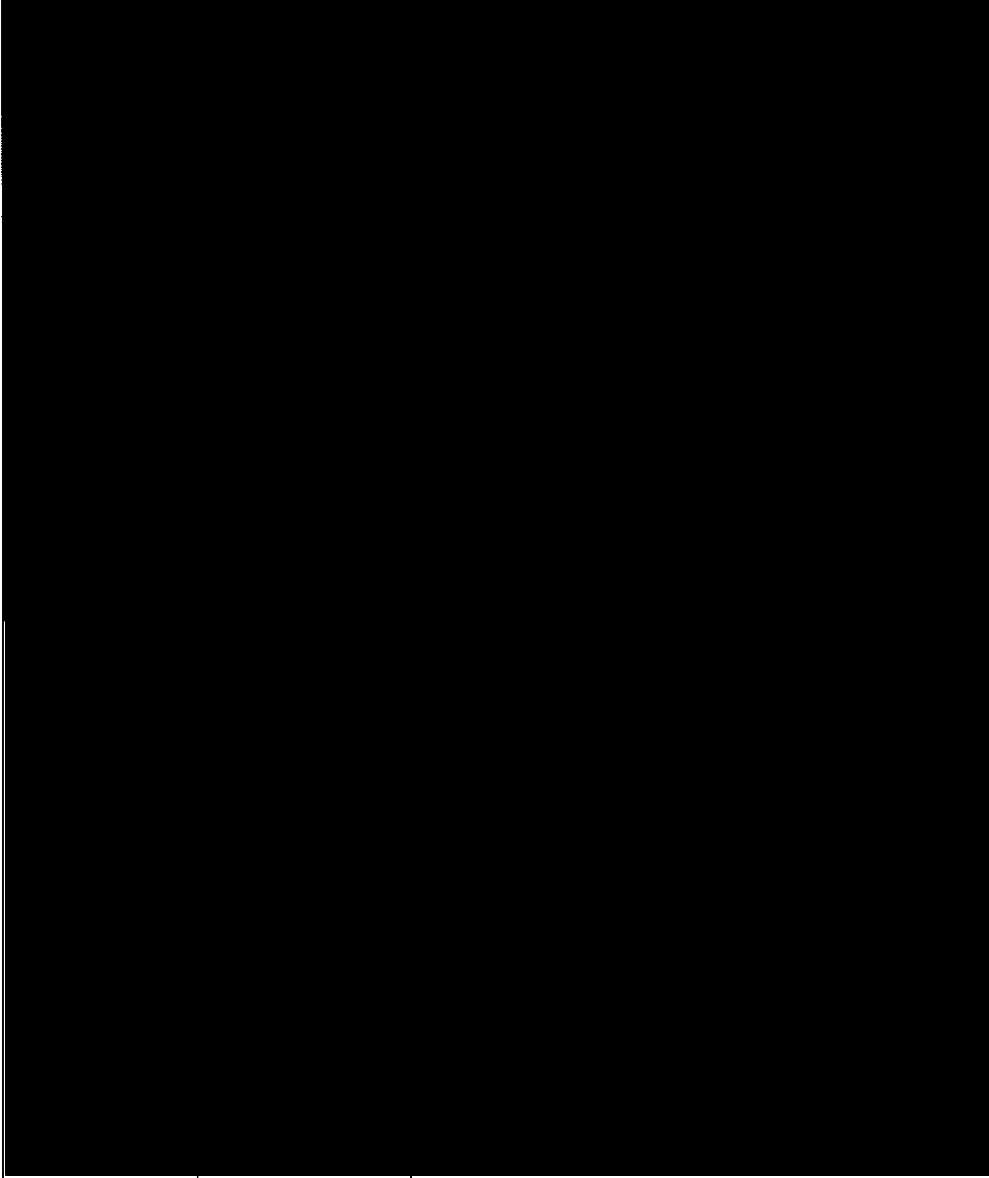
**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



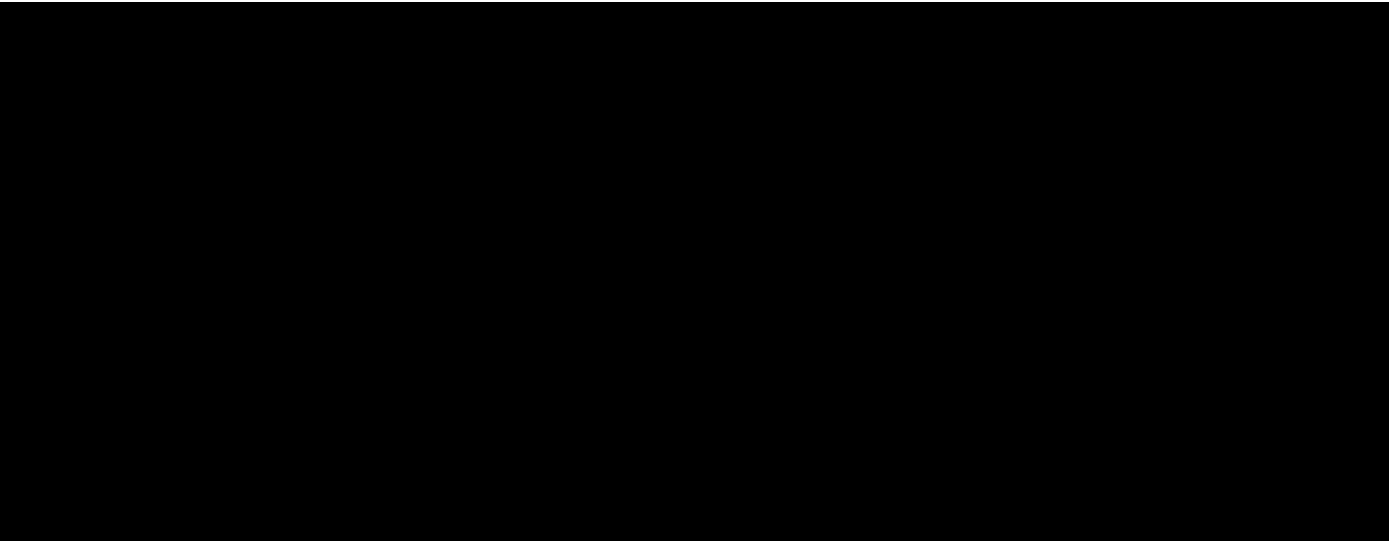
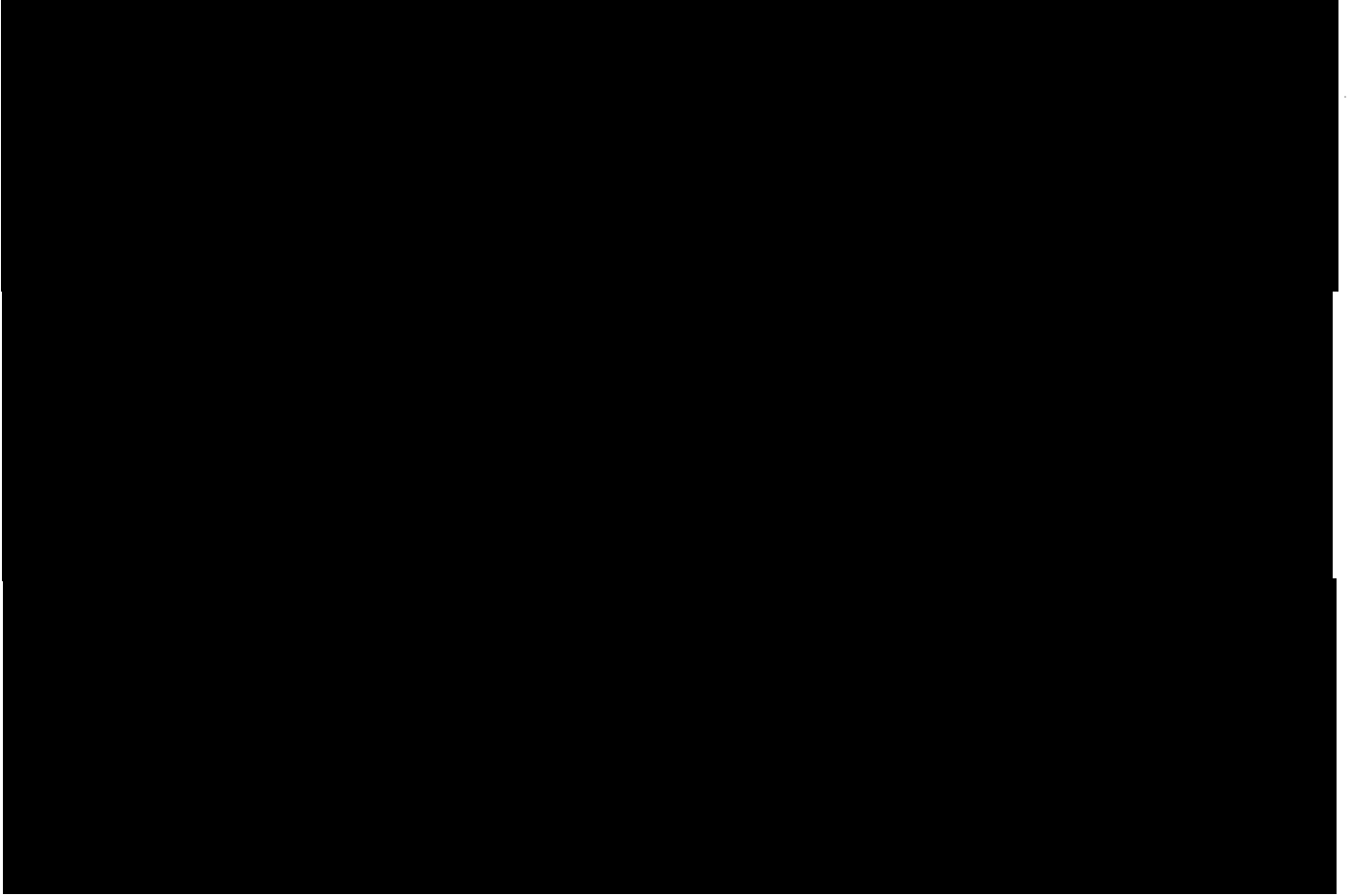
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Acute Hospitals Policy Division**



**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

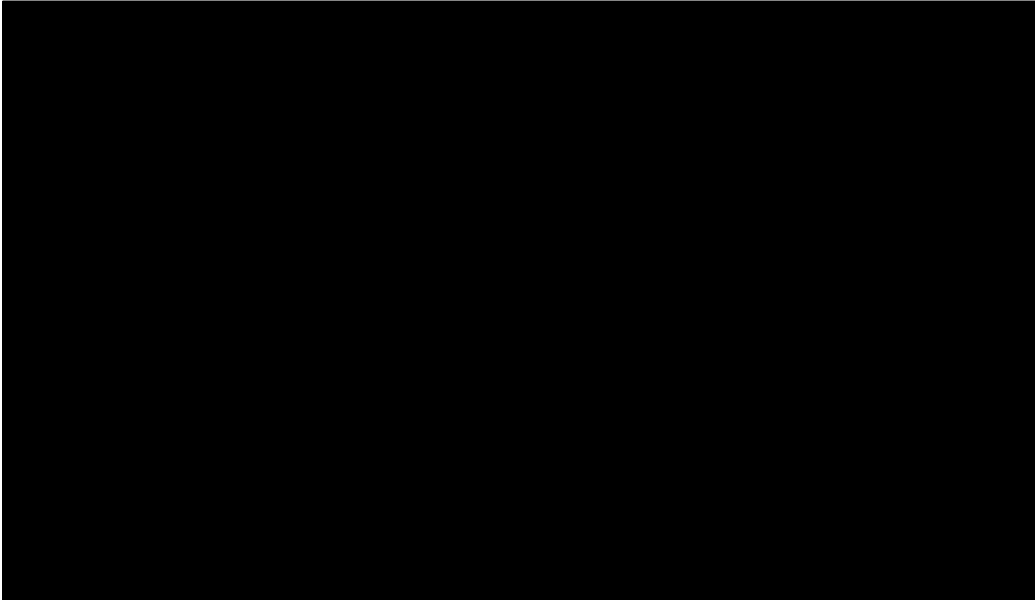
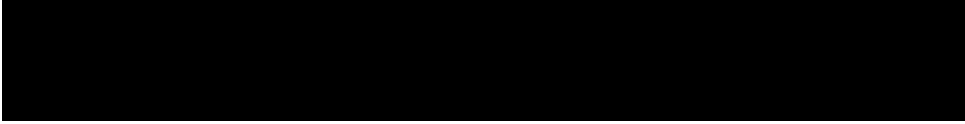
[Redacted]

[Redacted]

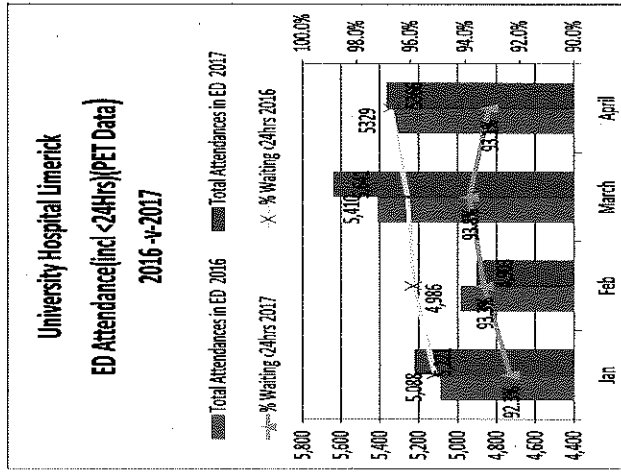
[Redacted]

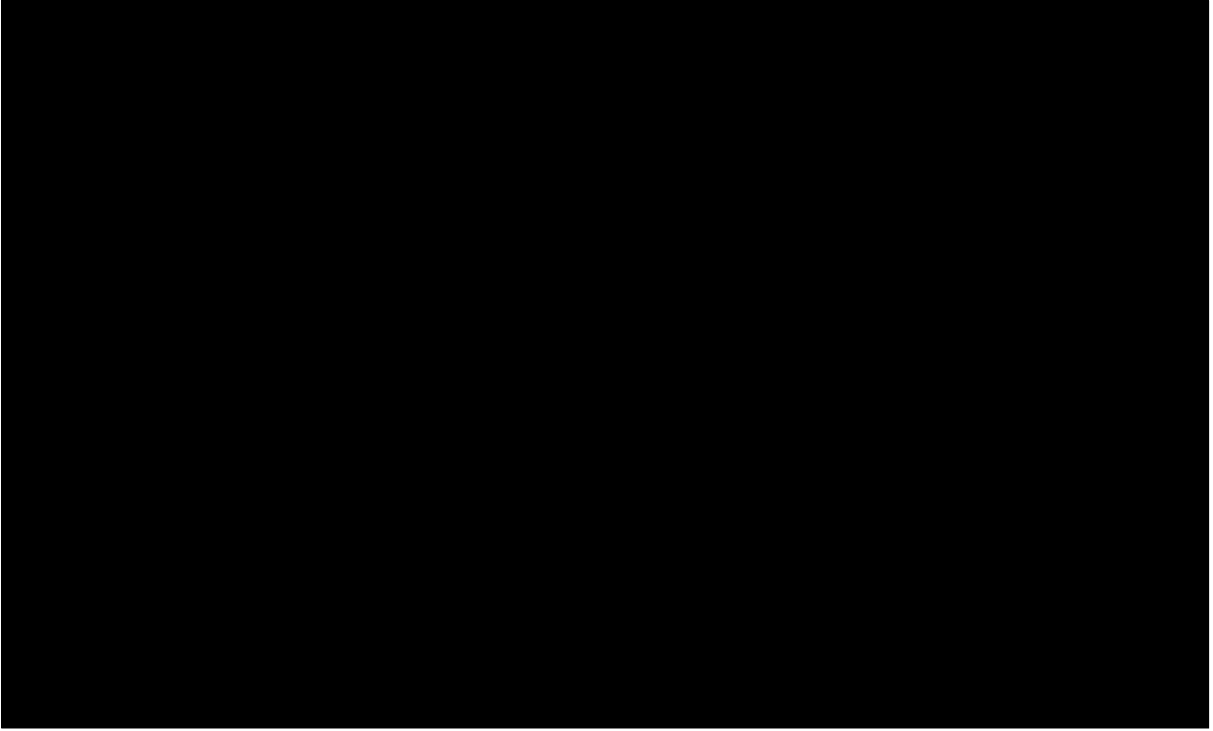


**HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division**



Appendix 1 - ED Performance Data March 2017 (<24 hr PE [REDACTED])





HSE Performance Report  
April 2017 Performance Report (NPOG Version)  
Acute Hospitals Policy Division



**HSE response re Limerick Emergency Department**  
 Press Office - Dept Health to: Acute Hospitals Policy Unit 3  
 Sent by: Paula Keatley

22/06/2017 15:40

For your information

**Press and Communications Office, Department of Health | (+353) 1 635 4477 |**  
**[www.health.gov.ie](http://www.health.gov.ie) | [Twitter @roinnslainte](https://twitter.com/roinnslainte)**

----- Forwarded by Paula Keatley/SLAINTE on 22/06/2017 15:39 -----

From: PRESS <PRESS@HSE.IE>  
 To: "kathyAnn.barrett@health.gov.ie" <kathyAnn.barrett@health.gov.ie>, "Dept of health press office" <press\_office@health.gov.ie>  
 Date: 22/06/2017 14:29  
 Subject: FW: Attn Fergus: Limerick Emergency Department

---

FYI

**From:** Dwane, Michael [mailto:michael.dwane@hse.ie]  
**Sent:** 22 June 2017 14:00  
**To:** Paul Bailey  
**Cc:** PRESS; annt martin  
**Subject:** FW: Attn Fergus: Limerick Emergency Department

Hi folks

Just letting you know a relative is due on Liveline shortly to complain about a long wait in ED for 75-year-old patient. Our response below.

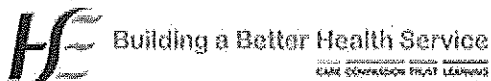
Kind regards,

*Mike Dwane, Communications Officer*

UL Hospitals Group, University Hospital Limerick, St. Nessian's Road, Dooradoyle, Limerick, V94 F858  
[michael.dwane@hse.ie](mailto:michael.dwane@hse.ie) | [www.ulh.ie](http://www.ulh.ie) | @ulhospitals



Working together, caring for you



**From:** Dwane, Michael  
**Sent:** 22 June 2017 13:58  
**To:** 'joe@rte.ie'  
**Subject:** Attn Fergus: Limerick Emergency Department

Hi Fergus

Please see response below.

Kind regards,

Mike Dwane, *Communications Officer*

UL Hospitals Group, University Hospital Limerick, St. Nessan's Road, Dooradoyle, Limerick, V94 F858

michael.dwane@hse.ie |  [www.ulh.ie](http://www.ulh.ie) | @ulhospitals



Working together, caring for you



For reasons of patient confidentiality we cannot discuss individual cases.

The ED in University Hospital Limerick is the busiest in the country with over 64,000 attendances in 2016. The numbers presenting continues to increase year-on-year and of those presenting, the proportion requiring admission, including many frail elderly patients, has also increased.

Traditionally, average attendances at the ED have been approximately 150 over a 24-hour period from Mon - Fri and 120 per 24 hours at weekends.

In recent days activity has been very high with 245 attendances over 24 hours on Monday, 164 on Tuesday and 200 on Wednesday.

UHL has 400 inpatient beds which are recognised as not being sufficient for the needs of the MidWest Region. A bid to build an additional 96 bed block on the UHL site has been submitted to the Department of Health and we await approval of funding. In the long term these additional beds are required to address the deficit in acute bed capacity in the region.

As of 1.30pm on Thursday, June 22<sup>nd</sup>, there were 27 admitted patients in the ED waiting for a bed. These include patients in single rooms and in designated bays in the new €24m Emergency Department. This new ED is triple the size of the old department and is the largest in the country. It provides an improved patient experience in terms of comfort, dignity and privacy.

In advance of the opening of the new ED, UL Hospitals Group was consistent in its message that the new facility would not mean an end to the more general pressures on the wider hospital and healthcare system which result in admitted patients waiting on trolleys in the ED for a bed. UL Hospitals Group regrets that any patient faces long waits.

=====

IMPORTANT

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This e-mail and any attachment contains information which is private and confidential  
addressee only. If you are not an addressee, you are not authorised to read, copy or  
attachment. If you have received this e-mail in error, please notify the sender by re  
it.

**SDU Trolley Overview (Thursday 22 June)**

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy, KathyAnn Barrett  
22-06-17 10:49 AM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley,  
Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE; Joanne Lonergan/SLAINTE@SLAINTE,  
Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTECc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste  
O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala  
Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead  
Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Thursday 22nd June 2017 morning report.docx

Dear Paula, all,

Please see attached the SDU trolley overview [REDACTED]

Overall SDU are indicating signs of some improvement in the system with the numbers at 8am over the past few days more in line with the same day last year. In addition nationally delayed discharges have reduced to [REDACTED]

Sites of concern continue to include the [REDACTED] Limerick and [REDACTED]

Rgds, Sarah

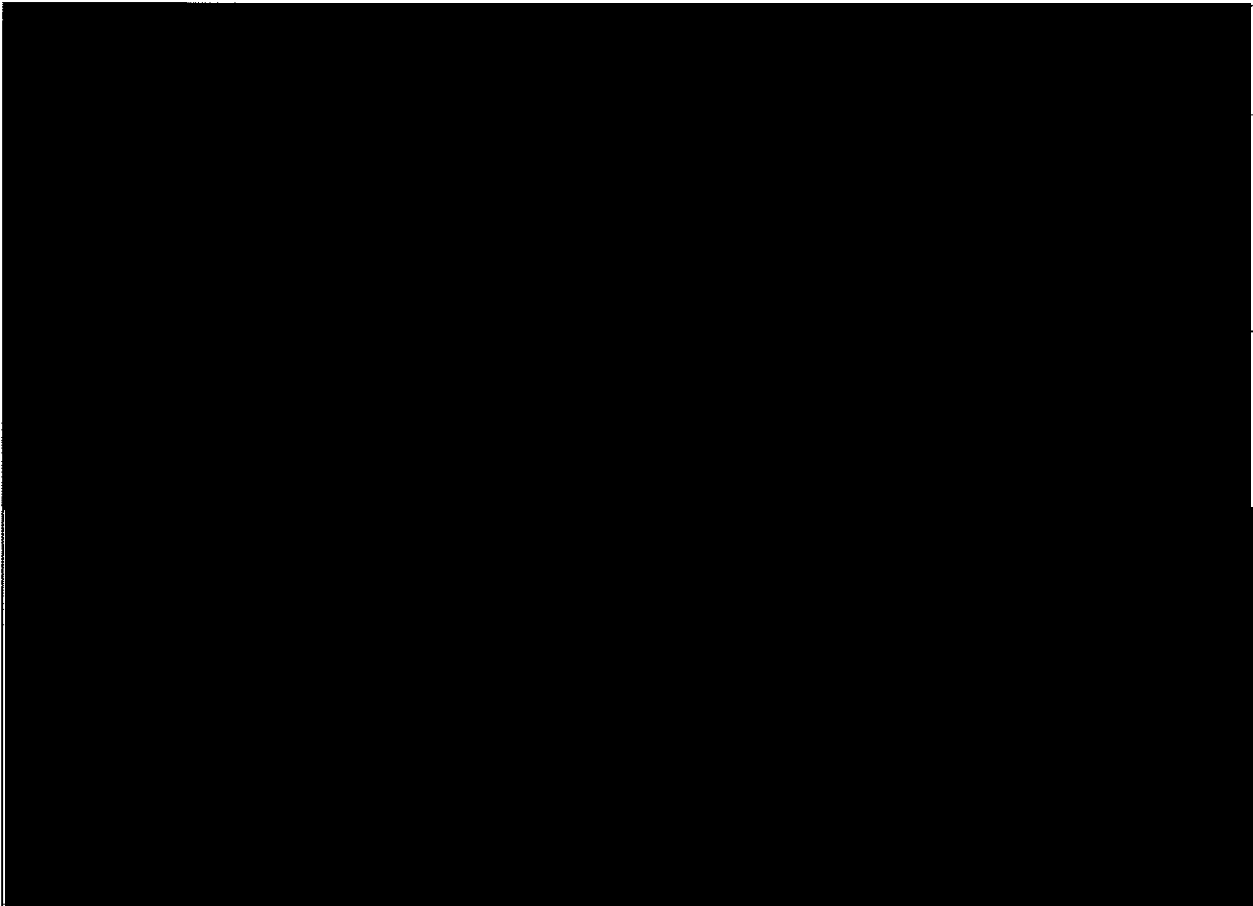
*(See attached file: Thursday 22nd June 2017 morning report.docx)*





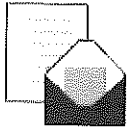


## SDU Morning Update Report 2017



ULHG					
Limerick	10	12	25		14>9hrs, 2>24hrs, at FCP. 27 FCP and 4 surge beds open. 200 attendances yesterday 63 PDDs for today, if same materialise site will decongest somewhat, remains a site of concern

<b>Date:</b>	Thursday 22 <sup>nd</sup> June Morning Report
<b>Report prepared by:</b>	John Joyce [REDACTED] Grace Rothwell
<b>Issues to Report</b>	[REDACTED] Sites of concern this morning are [REDACTED] and Limerick. High number of admissions overnight contributing to high trolley numbers, all sites focussed on identifying discharges for today and tomorrow and seeking to maximise same. [REDACTED]



SDU Friday afternoon trolley overview (Friday 23 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy, KathyAnn Barrett  
23-06-17 04:49 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley,  
Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE,  
Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste  
O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala  
Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead  
Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Friday 23rd June 2017 Afternoon Report.doc

Dear Paula, all,

Please see attached afternoon update from SDU in advance of the weekend.

SDU have indicated a marked improvement this afternoon [REDACTED]

The following sites remain of concern going into the weekend: [REDACTED] Limerick and [REDACTED]



Rgds, Sarah

*(See attached file: Friday 23rd June 2017 Afternoon Report.doc)*

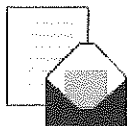


# SDU Morning Update Report 2017

ULHG					
Limerick University Hospital	10	12	23	22	13>9hrs / 1>24hrs / FCP in progress Slow recovery / further discharges required to adequately stabilise for w/e 6 patients transferred to Model 2 sites, Demand on medical beds remains high Currently 4 Surge beds, 5 Extra beds, and 18 trolleys insitu on wards 189 attendances / admissions 66 / requires

## SDU Morning Update Report 2017

					potential discharges to be identified and expedited Site of concern for w/e
<b>Date:</b>	Friday 23rd June Afternoon Report				
<b>Report prepared by:</b>	Tara Shortt [REDACTED] Grace Rothwell				
<b>Issues to Report</b>	<div style="background-color: black; width: 100%; height: 100px; margin-bottom: 10px;"></div> <p>[REDACTED] sites of concern over w/e are [REDACTED] and UHL. Requirement remains to continue to identify and expedite discharges ongoing / reduce extra beds / surge capacity where possible and stabilise system for w/e. The above sites should show further moderate improvement over evening given that further discharges are planned.</p>				



SDU Trolley Overview (Friday 23 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy, KathyAnn Barrett  
23-06-17 12:17 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley,  
Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE,  
Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste  
O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala  
Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead  
Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



Friday 23rd June 2017 morning report.doc

Dear Paula, all,

Please see attached the SDU Trolley overview. [REDACTED]

[REDACTED]

This morning and going into the weekend, there are [REDACTED] sites of concern, [REDACTED] and Limerick, [REDACTED] SDU is liaising with these sites to prioritise identifying and expediting early discharges today and reducing extra beds in use as surge capacity where possible in order to stabilise the system in advance of the weekend.

[REDACTED]

In general SDU are indicating the current discharge profile is good generally nationally which should indicate a positive forecast for the weekend.

Rgds, Sarah

(See attached file: Friday 23rd June 2017 morning report.doc)





## SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	10	12	23		11>9hrs, 1>24hrs / FCP in progress 6 pts require isolation Currently 4 Surge beds, 5 Extra beds, and 18 trolleys insitu on wards 189 attendances / admissions 66 / requires potential discharges to be identified and expedited – Site of concern Site of concern for w/e

# SDU Morning Update Report 2017

<b>Date:</b>	<b>Friday 23rd June Morning Report</b>
<b>Report prepared by:</b>	Tara Shortt [REDACTED] Grace Rothwell
<b>Issues to Report</b>	[REDACTED] [REDACTED] sites of concern this morning are [REDACTED] and UHL [REDACTED] [REDACTED]

Re: SDU trolley update - UHL [REDACTED] (afternoon update)

Marita Kinsella

to:

Paula Smeaton

24-06-17 04:12 PM

Cc:

Tracey Conroy, Siobhan Kennan, Majella Fitzpatrick, Joanne Lonergan, Joan Regan, Fionnuala Duffy, Emma Bradley, Acute Hospitals Policy Unit 1, Sinead Quill, Cecilia McAllister, Celeste O'Callaghan, KathyAnn Barrett

Hide Details

From: Marita Kinsella/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@slainte

Cc: Tracey Conroy/SLAINTE@slainte, Siobhan Kennan/SLAINTE, Majella Fitzpatrick/SLAINTE@slainte, Joanne Lonergan/SLAINTE@slainte, Joan Regan/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@slainte, Emma Bradley/SLAINTE@slainte, Acute Hospitals Policy Unit 1, Sinead Quill/SLAINTE@slainte, Cecilia McAllister/SLAINTE@slainte, Celeste O'Callaghan/SLAINTE@slainte, KathyAnn Barrett/SLAINTE@slainte  
Paula and all,

Further update from SDU below.

Rgds

Marita

SDU update:

UHL had 202 attendances yesterday, with 28 ED admissions & a total of 59 discharges, down from 27 at 8am to 12 at 2pm.

UHL has assured SDU that all is being done to optimise transfers & discharges today albeit ED is busy in the background.

On 24 Jun 2017, at 11:11, Marita Kinsella <[Marita\\_Kinsella@health.gov.ie](mailto:Marita_Kinsella@health.gov.ie)> wrote:

Paula and all,

As trolleys are high this morning in UHL and [REDACTED] the SDU has provided the update below.

SDU will update further on these two sites as necessary.

Rgds

Marita

SDU Update:

SDU has linked with both UL and [REDACTED] Both UHL and [REDACTED] had high numbers at 8pm last night.

This morning Limerick is focusing on transfers to Model 2s and discharges. Group teleconference to take place at 11, they expect to be in the mid teens at 2pm. ED is ok at the moment, how they fare for the rest of the weekend is dependent on attendance volumes.



SDU Trolley overview (Monday 26 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Majella Fitzpatrick, Tracey Conroy, KathyAnn Barrett  
26-06-17 12:16 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley,  
Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List... -

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE,  
Majella Fitzpatrick/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE,  
KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste  
O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala  
Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead  
Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Morning Report Monday 26th of June 2017.doc

Dear Paula, all,

Please see attached SDU trolley overview. [REDACTED]

SDU have indicated that many sites are in an improved space this morning as compared to recent weeks. [REDACTED]

Key sites of concern remain the [REDACTED] and Limerick.

SDU are liaising with all sites with a focus on supporting optimal early discharging today to meet current demand and with a view to reducing surge capacity in use.

Rgds, Sarah

*(See attached file: SDU Morning Report Monday 26th of June 2017.doc)*



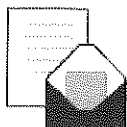


## SDU Morning Update Report 2017

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<b>Date:</b>	<b>Monday 26th June Morning Report</b>
<b>Report prepared by:</b>	Tara Shortt [REDACTED] Grace Rothwell
<b>Issues to Report</b>	[REDACTED] Many sites in an improved Monday morning position when compared with recent weeks. Key sites of concern this morning are [REDACTED] & ULH. [REDACTED]





SDU Trolley overview (Tuesday 27 June)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Tracey Conroy, KathyAnn Barrett

27-06-17 02:12 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Morning Report Tuesday 27th of June 2017.doc

Dear Paula, all,

Please see attached SDU Trolley overview. [REDACTED]

SDU are indicating that although there are signs of improvement from recent trends, the system remains very congested with high levels of surge capacity in use.

As such sites are focusing today on supporting optimal early discharging in order to meet current demand and with a view to reducing the number of surge beds open within the system.

The [REDACTED] and Limerick hospitals remain sites of concern this morning.

Rgds, Sarah

*(See attached file: SDU Morning Report Tuesday 27th of June 2017.doc)*





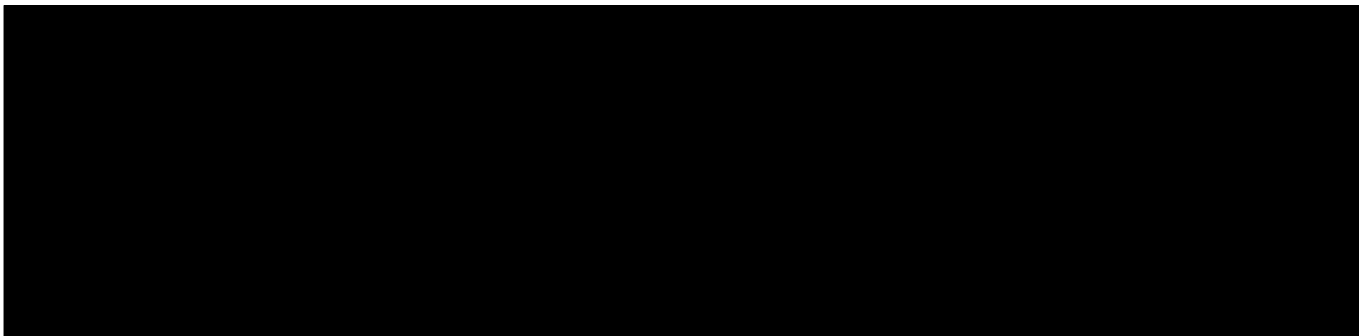
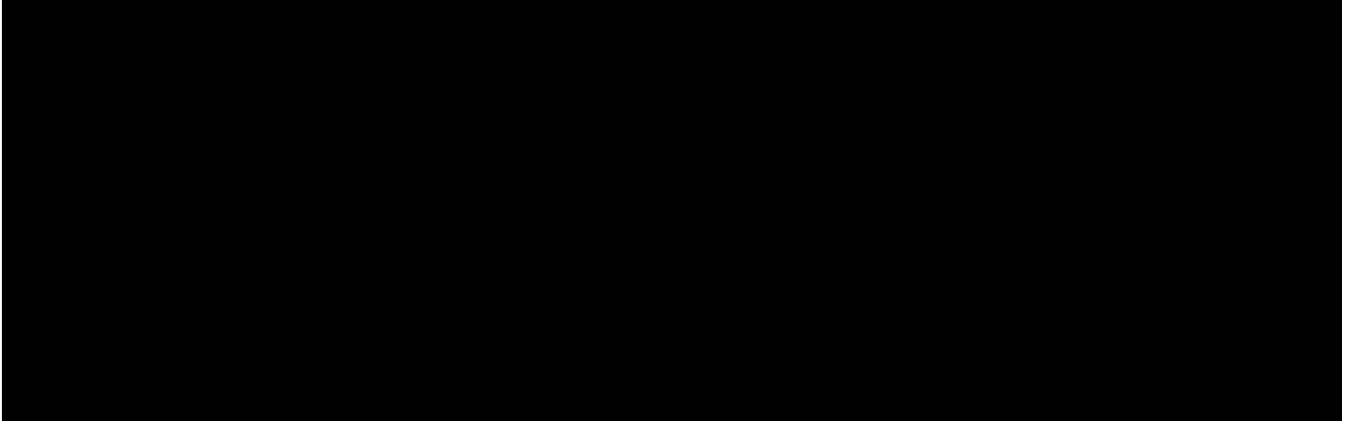
## SDU Morning Update Report 2017

<b>ULHG</b>					
University Hospital Limerick	10	12	27	1	<p>8&gt;9hrs</p> <p>25 extra beds / trolleys in situ.</p> <p>↑211 attendances yesterday with 47 admissions.</p> <p>PDD's 62 / Consultants contacted via text to carry out ward rounds</p> <p>Requirement to expedite early and optimal discharges to regain some stability, a site of concern.</p>
<b>Date:</b>	Monday 27th June Morning Report				
<b>Report prepared by:</b>	Tara Shortt [REDACTED] Grace Rothwell				
<b>Issues to Report</b>	[REDACTED]				
	Key sites of concern this morning are [REDACTED] and UHL.				
	[REDACTED]				

**Department of Health**  
**Note for Leader's Questions – 27 June 2017**

**The issue: Trolleys/EDs**

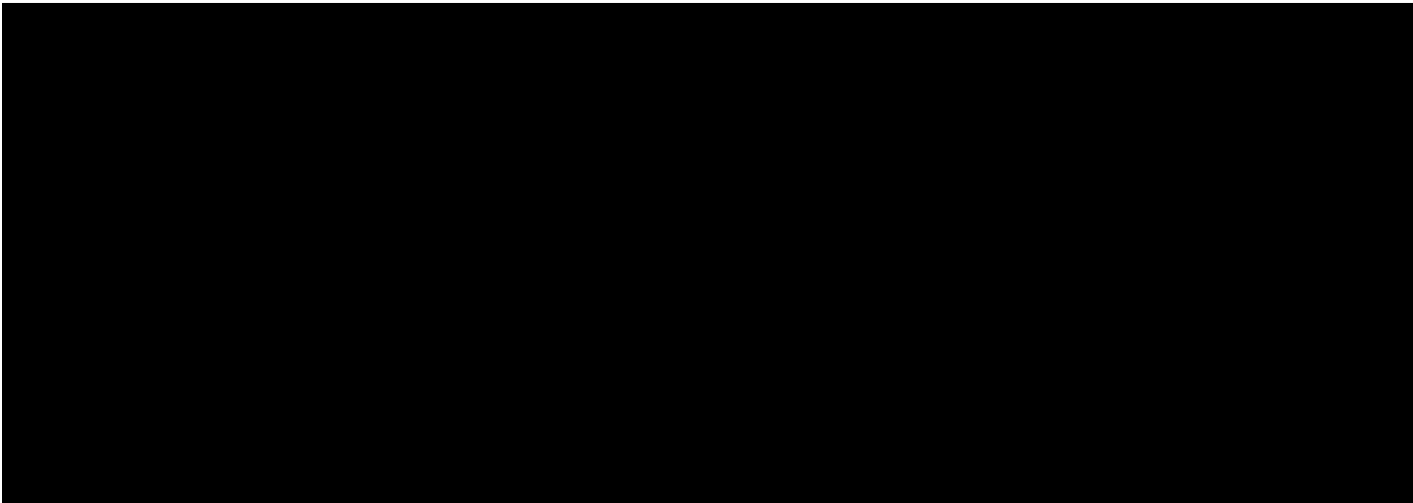
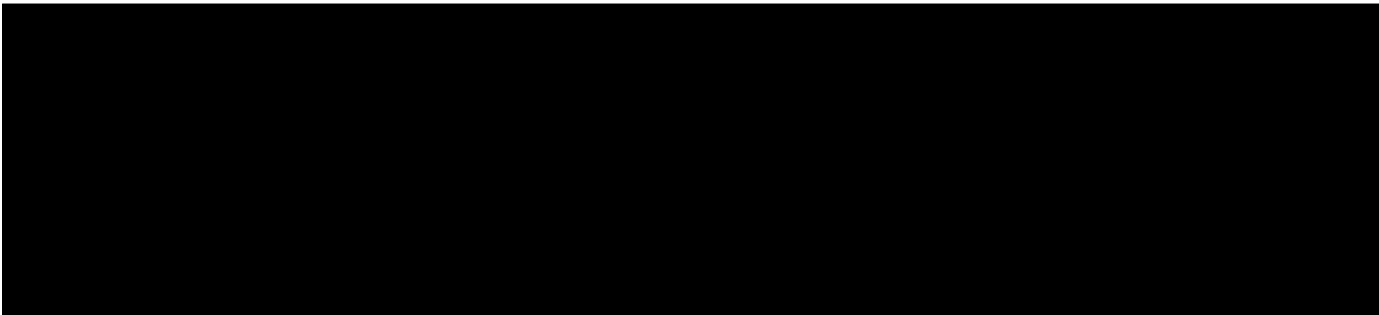
**The response:**



- [redacted] Hospitals are under pressure this morning, including **the** [redacted] **University Hospital Limerick and** [redacted] [redacted]. The Special Delivery Unit (SDU) of the HSE continues to work with all sites, especially those experiencing high volumes

of patients such as those mentioned previously, to identify improvements that can be made to support patient flow and to use the learning from this winter to assist them in regaining stability after periods of high demand.

- In May 2017 the new ED opened at University Hospital Limerick. The new ED is three times the size of the previous department and will provide safe, modern, fit for purpose facilities that meet the needs and expectations of patients and their families. UHL is also fully engaged with the National Patient Flow Improvement Project as a pilot site, to further improve processes within the hospital.



**Contact: Sarah Cooney [redacted], Marita Kinsella [redacted]**

**ADDITIONAL BRIEFING**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

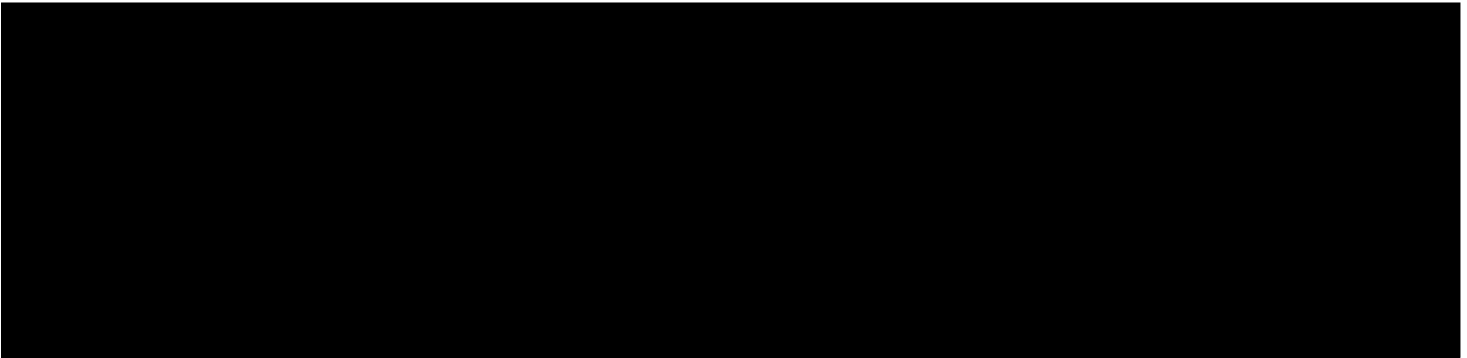
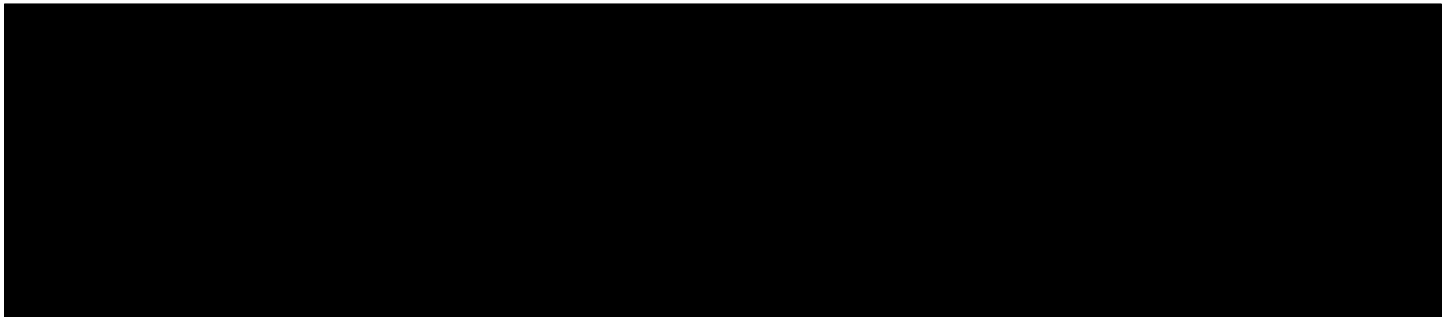
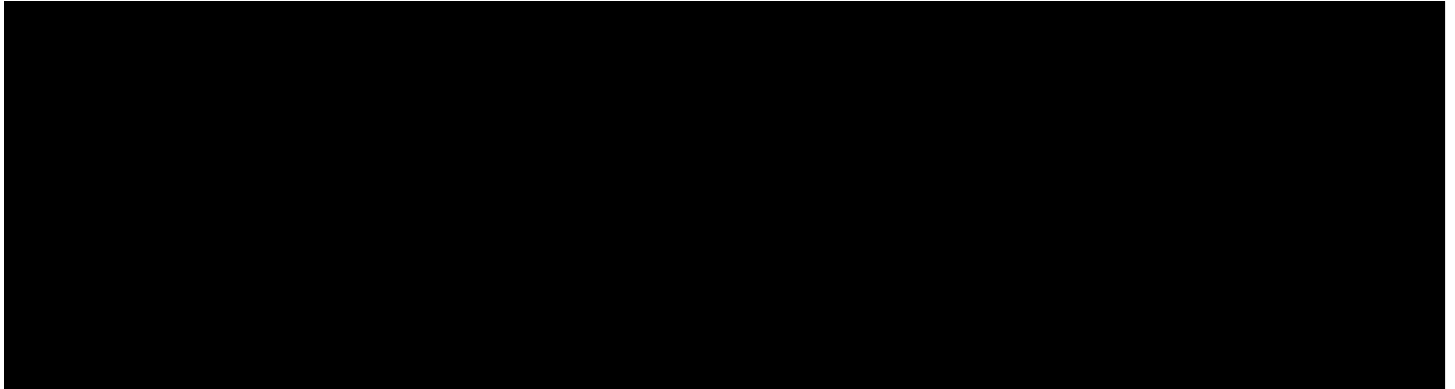
[REDACTED]



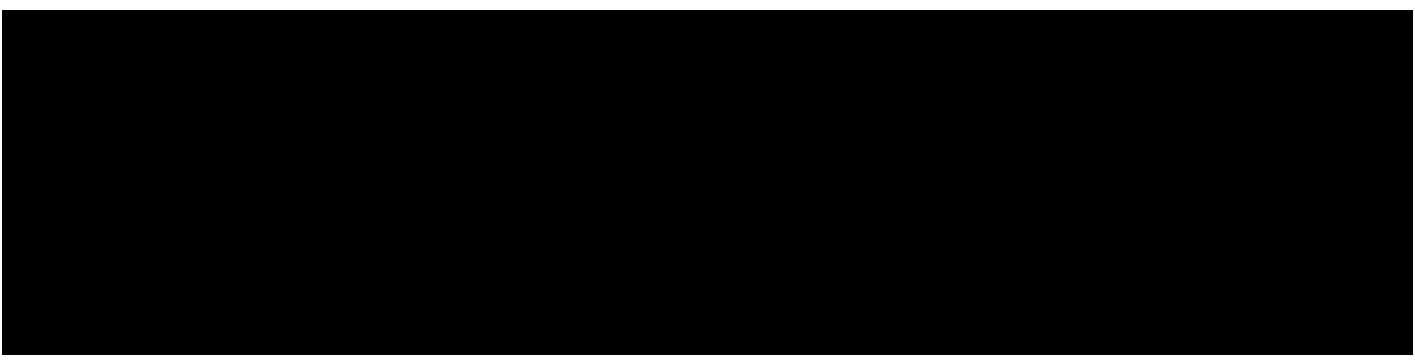
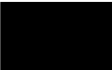
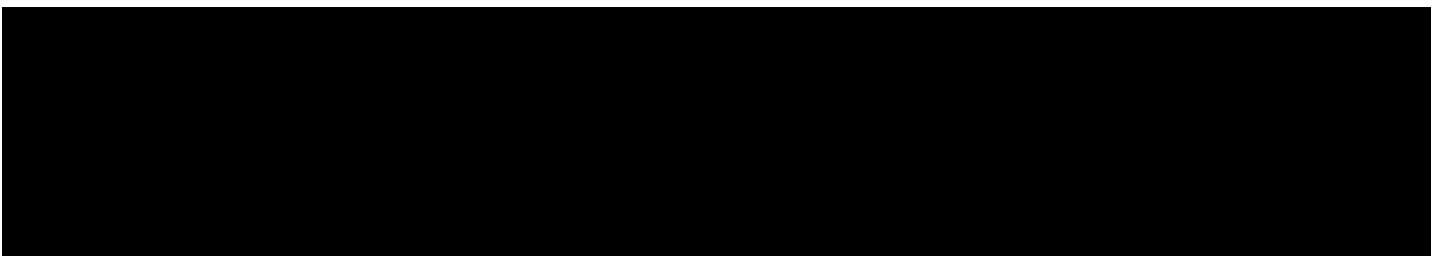
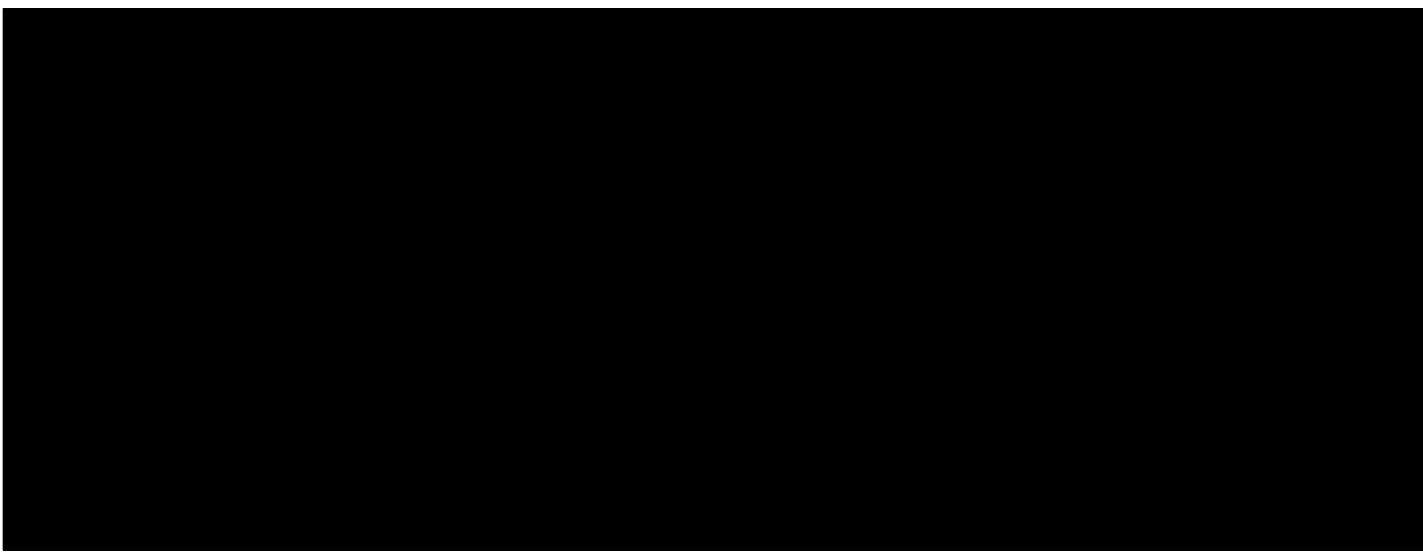
**Department of Health**  
**Note for Leader's Questions – 28 June 2017**

**The issue: Trolleys/EDs**

**The response:**



- [redacted] Hospitals are under pressure this morning, including [redacted] [redacted] and **University Hospital Limerick (UHL)**. The Special Delivery Unit (SDU) of the HSE continues to work with all sites, especially those experiencing high volumes of patients such as those mentioned previously, to identify improvements that can be made to support patient flow and to use the learning from this winter to assist them in regaining stability after periods of high demand.

- 
- In May 2017 the new ED opened at University Hospital Limerick. The new ED is three times the size of the previous department and will provide safe, modern, fit for purpose facilities that meet the needs and expectations of patients and their families. UHL and  are also both fully engaged with the National Patient Flow Improvement Project as pilot sites, to further improve processes within the hospitals.
- 
- 

- **Contact:** Sarah Cooney , Marita Kinsella 

**ADDITIONAL BRIEFING**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



SDU Trolley overview (Friday afternoon 30 June 2017)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Tracey Conroy, KathyAnn Barrett

30-06-17 05:09 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



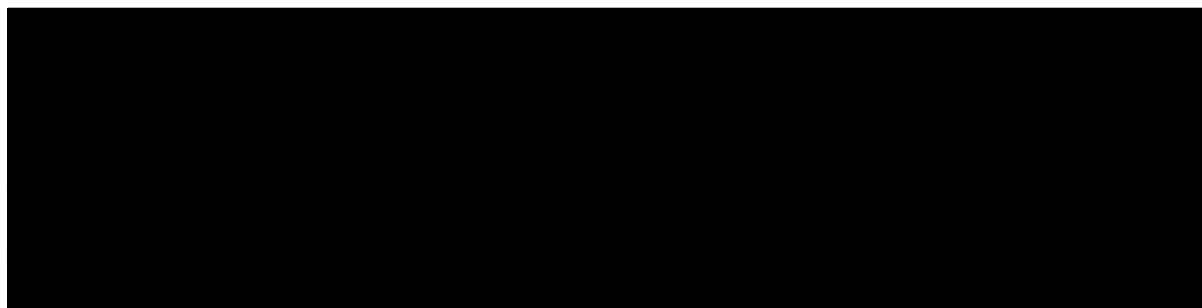
SDU Friday Afternoon Report 30.06.17.doc

Dear Paula, all,

Please see attached the SDU trolley overview for this afternoon. [REDACTED]

SDU have indicated that in general the system is in a good position with a stable weekend expected for the majority of sites.

Sites of concern over the weekend are as follows:



- [REDACTED] Limerick and [REDACTED] are showing signs of improved performance this week but remain a risk given likely activity levels over the weekend and surge capacity in use.
- 

Rgds, Sarah

(See attached file: SDU Friday Afternoon Report 30.06.17.doc)



# SDU Afternoon Report 2017

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[Redacted]				
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]				
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]				
[Redacted]				

## SDU Afternoon Report 2017

ULHG				
University Hospital Limerick	10	14	16	<p>Disimproved position at 2pm with 7 pts &gt;9hrs, flow is slow, 12 transfers identified – all pedning at 12noon.</p> <p>177 atts with 33 adms and 52 discharges yesterday. 57 on ED tracker.</p> <p>Stated PDDs 43, 18 yielded pre 12noon.</p> <p>Needs considerably more discharges, expect improvement this afternoon but remains of concern given congestion, the limited improvement in flow by 2pm and the likelihood of high activity.</p>





SDU Trolley Overview (Tuesday 4 July)

Sarah Cooney

to:

Noreen Moran

04/07/2017 13:27

Hide Details

From: Sarah Cooney/SLAINTE

To: Noreen Moran/SLAINTE@SLAINTE

1 Attachment



SDU Morning Report Tuesday 04.07.17.doc

Thanks a million. Some minor changes below. Would you mind reading through and sending it out?  
Sarah

Dear Paula, all,

Please see attached SDU Trolley overview. [REDACTED]

SDU have indicated that the [REDACTED] remains a site of particular concern today, along with [REDACTED] and Limerick.

[REDACTED]

[REDACTED]

**Limerick:** SDU report 231 attendances yesterday, and a high demand for medical beds at the hospital. There were 17 patients on trolleys this morning, 7 surge beds and 3 extra beds in use. SDU reports that transfers to model 2 hospitals took place yesterday and continue today. SDU also report that 20 beds remain closed in St. John's due to cost containment which is having an impact on flow from the hospital.

[REDACTED]

The SDU will provide a follow up report this afternoon.

Rgds, Noreen

*(See attached file: SDU Morning Report Tuesday 04.07.17.doc)*

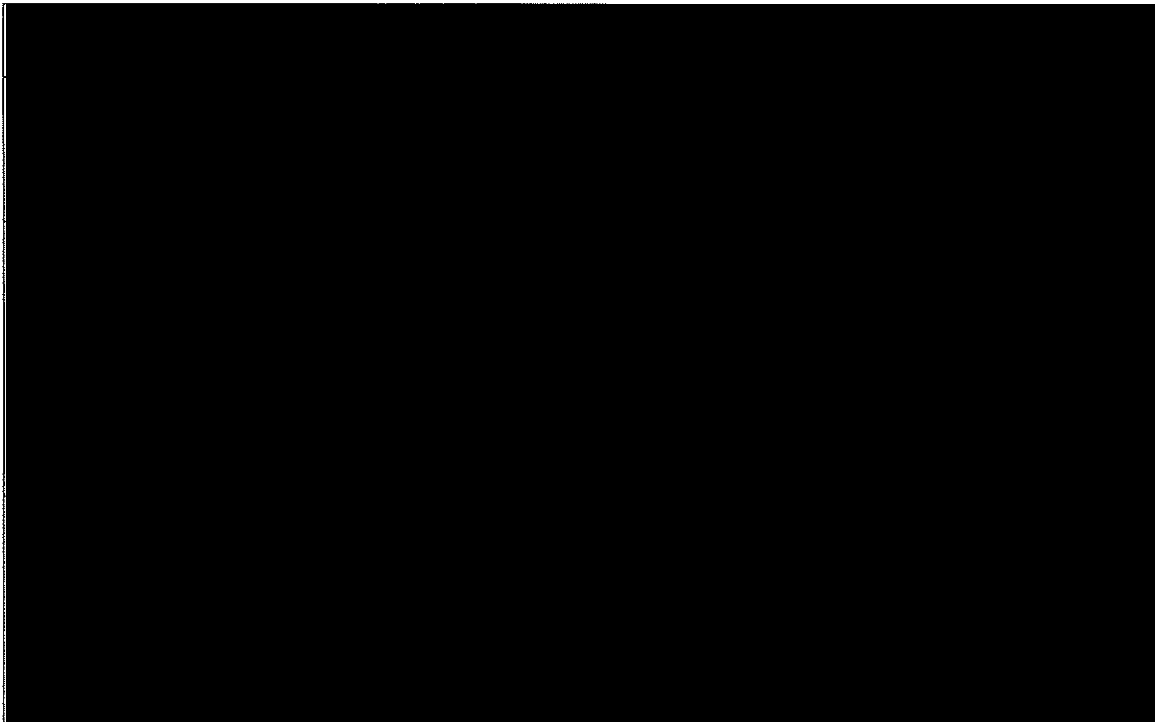
# SDU Morning Update Report 2017

Tuesday 4 <sup>th</sup> 3/07/ 2017	DD's	Threshold	8am 262	Comments
[Redacted]				
[Redacted]				
[Redacted]				
[Redacted]				

# SDU Morning Update Report 2017

[Redacted]				
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]				
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]				
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]				

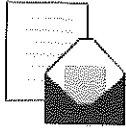
## SDU Morning Update Report 2017



ULHG				
University Hospital Limerick	9	12	16	<p>1&gt;9hrs</p> <p>70 atts overnight with 25 adult admissions. High demand for medical beds persists. 7 Surge beds, 3 extra beds and 17 Trolleys insitu on wards this morning</p> <p>Yesterday 10 in total transferred to model 2 hospitals</p> <p>3 patients identified this morning for transfer, 3 pts in ED require isolation</p> <p>231 attendances</p> <p>69 admissions</p> <p>20 beds remain closed due to cost containment in St.Johns hospital</p> <p>A site of concern</p>



Key sites of concern this morning are [redacted] and UHL.



SDU Trolley overview (Wednesday 5 July)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Tracey Conroy, KathyAnn Barrett

05-07-17 03:13 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Morning Report Wednesday 05.07.17.doc

Dear Paula, all,

Please see attached SDU Trolley overview. [REDACTED]

The following sites remain of concern this morning: [REDACTED]  
Limerick.


[REDACTED]

SDU will continue to monitor the situation and provide support to hospitals under pressure today.

Rgds, Sarah

(See attached file: SDU Morning Report Wednesday 05.07.17.doc)

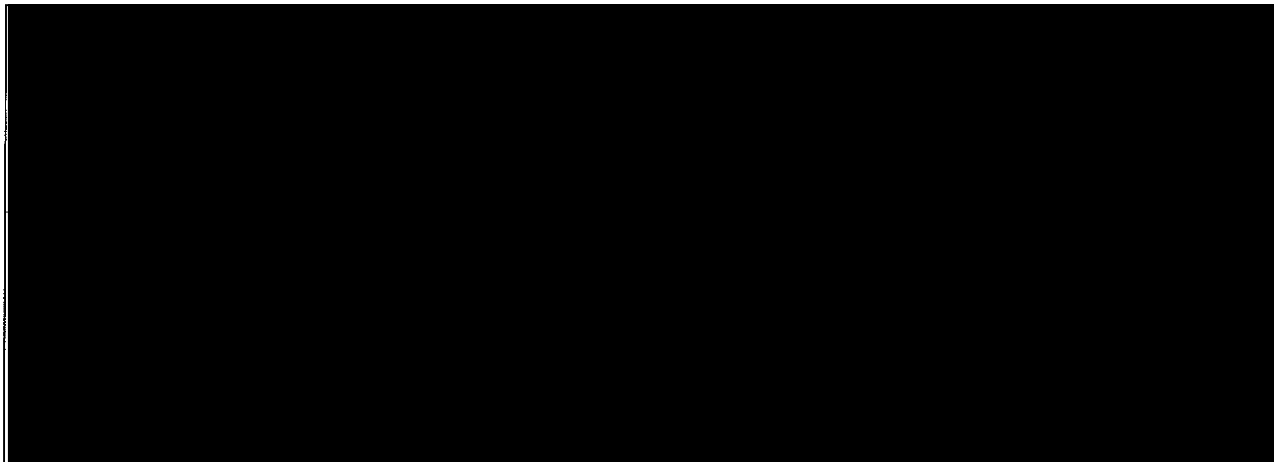
# SDU Morning Update Report 2017

Wednesday 5 <sup>th</sup> July 2017	DD's	Threshold	8am 256	>24hrs at 8am	Comments						
											

SDU Morning Update Report 2017

[Redacted]						
[Redacted]						
[Redacted]						

## SDU Morning Update Report 2017



ULHG					
University Hospital Limerick	10	12	9	0	<p>&gt;24hrs, 2&gt;9hrs, at FCP.                      36 extra beds/ trolleys in situ.                      159 atts with 73 admissions and 57 discharges yesterday 9mismatch 16).                      Albeit well improved with no patient &gt;24hrs, [REDACTED] the volume of surge in use with no prospect of reducing same give steady demand, the site remains of significant concern.</p>

**Date:** Wednesday 5<sup>th</sup> July Morning Report

**Report prepared by:** John Joyce  
 [REDACTED]  
 Grace Rothwell

**Issues to Report**  
 [REDACTED]

Only [REDACTED] pts >24hrs this morning with none in [REDACTED] and UL HGs.



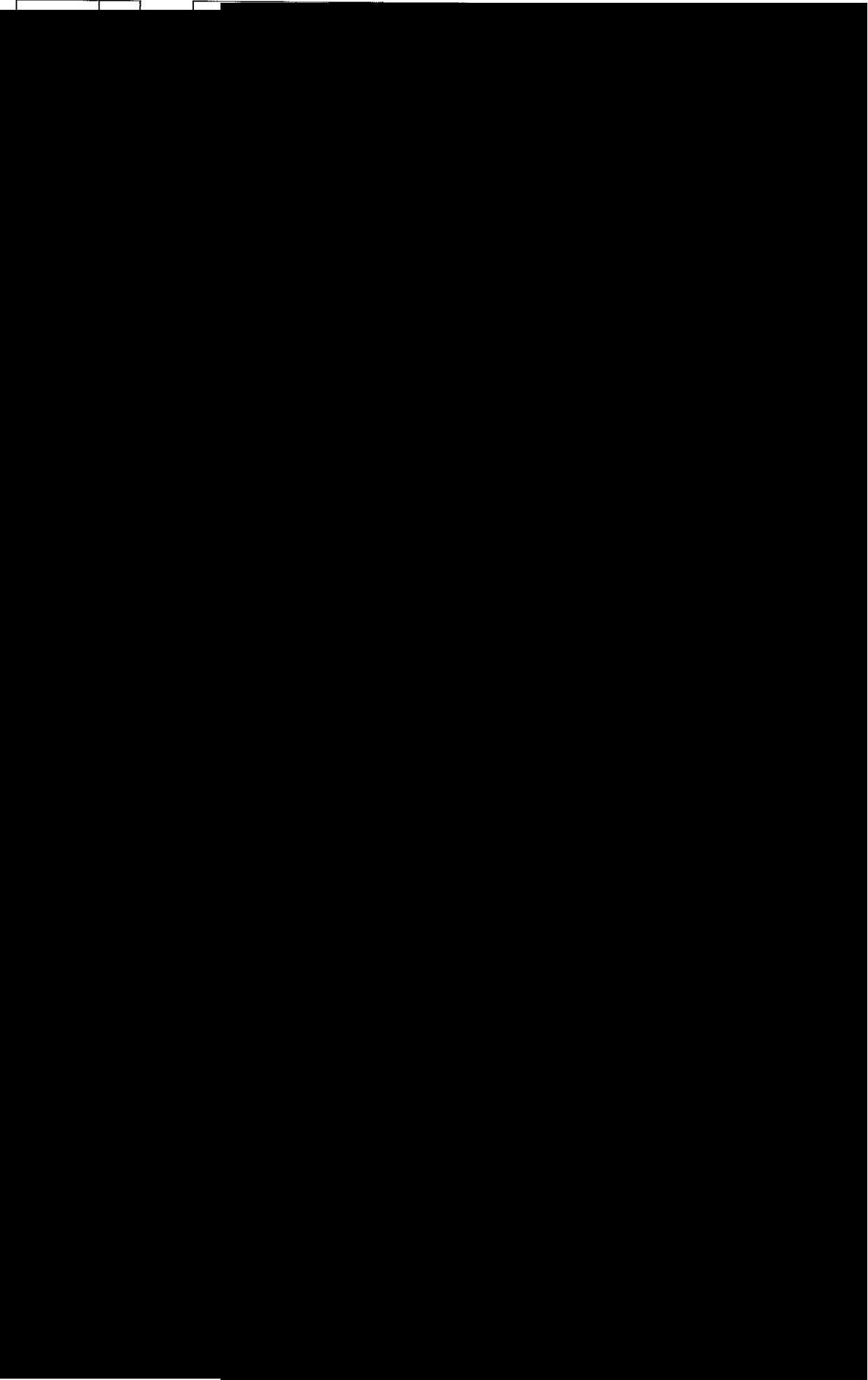
**HSE Performance Report – XXX 2017 Performance Report (XXXX Version)**  
**Acute Hospitals Policy Division**

**Performance Briefing on Acute Hospitals Areas in Black & Red Escalation**

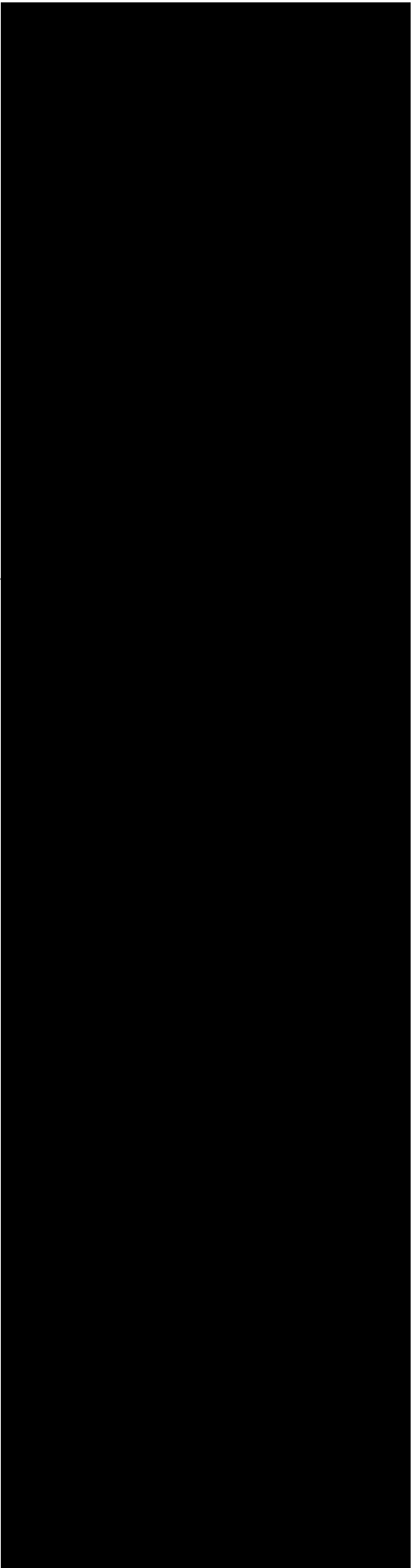
**ULHG**

No. 1	ED: Patients waiting in ED >24 hours	Level:	Black	Date Escalated:	May 2015	AHPD Unit:	AHPU3
Performance - Commentary on PR & MDR (include update on current performance where available):	YTD 1855 patients waiting in ED >24 hours May 411 waiting in ED >24 hours This is an increase on April where 369 waiting in ED >24 hours						
Measures being taken by HSE to address performance:	New ED has opened in UL.						
Doh update & commentary on impact of HSE measures on performance:	What is PR telling us about performance of the service: Patients waiting in ED >24 hours is increasing Doh views on measures being taken by HSE: New ED should reduce patients waiting due to increased efficiencies Any up-to-date information Doh has on measures and their impact: No Core area for questions/comments by TC						
Other issues relevant to this policy area:	Any other issues / performance issues relevant to this policy area: No Emerging performance issues: Unknown How is national performance against KPIs? [redacted] national total in comparison 6.8% in ULHG (Maybe more applicable in other policy areas where one metric is escalated but overall service is not escalated):						

**HSE Performance Report – XXX 2017 Performance Report (XXXX Version)  
Acute Hospitals Policy Division**

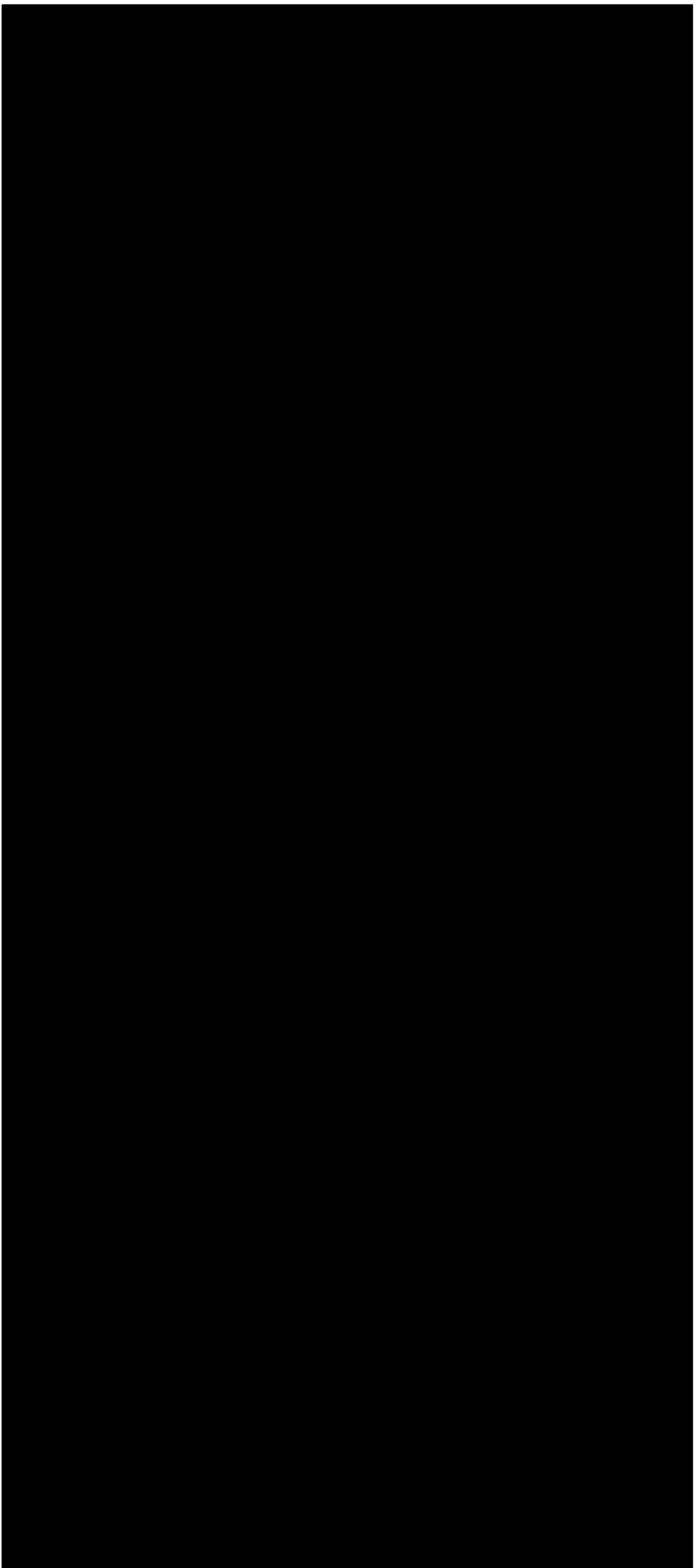


**HSE Performance Report – XXX 2017 Performance Report (XXXX Version)**  
**Acute Hospitals Policy Division**



**HSE Performance Report – XXX 2017 Performance Report (XXXXX Version)**  
**Acute Hospitals Policy Division**

**Performance Briefing on Acute Hospitals Services (focussing on those in Escalation)**



[repeat for each Hospital Group]

**Performance Briefing on Acute Hospitals Policy Areas NOT in Escalation & Follow-up of Action Points**



**HSE Performance Report – XXX 2017 Performance Report (XXXX Version)**  
**Acute Hospitals Policy Division**



**HSE Performance Report – XXX 2017 Performance Report (XXXX Version)**  
**Acute Hospitals Policy Division**

SDU trolley update re [REDACTED] Limerick today

Marita Kinsella

to:

Paula Smeaton

09-07-17 12:13 PM

Cc:

Tracey Conroy, Siobhan Kennan, Joanne Lonergan, Joan Regan, Fionnuala Duffy, Emma Bradley, Acute Hospitals Policy Unit 1, Sinead Quill, Cecilia McAllister, Celeste O'Callaghan, KathyAnn Barrett

Hide Details

From: Marita Kinsella/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@slainte

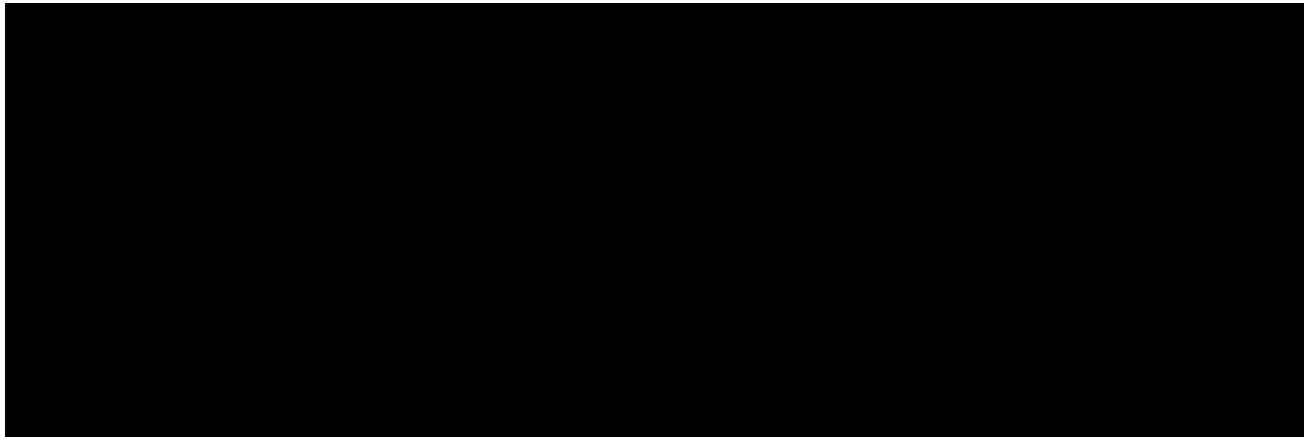
Cc: Tracey Conroy/SLAINTE@slainte, Siobhan Kennan/SLAINTE, Joanne Lonergan/SLAINTE@slainte, Joan Regan/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@slainte, Emma Bradley/SLAINTE@slainte, Acute Hospitals Policy Unit 1, Sinead Quill/SLAINTE@slainte, Cecilia McAllister/SLAINTE@slainte, Celeste O'Callaghan/SLAINTE@slainte, KathyAnn Barrett/SLAINTE@slainte

Paula and all,

Please see below update from SDU regarding [REDACTED] and Limerick EDs this morning.

Rgds

Marita



SDU update regarding Limerick ED:

SDU has been in contact with the Hospital. It had 24 admissions overnight. 24 extra beds are open and it is opening more today. There are 24 PDDs for today. The trauma ward is closed to admissions and transfers due to infection.

ED is performing okay in background. Clinical rounds are ongoing to maximise discharges. A better position is expected by mid-afternoon.



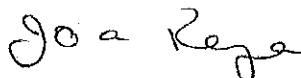
10 July 2017

Ms Colette Cowan  
Chief Executive Officer  
UL Hospitals Group  
University Hospital Limerick  
St. Nesson's Road  
Dooradoyle  
Limerick  
V94 F858

Dear Colette,

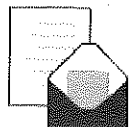
The Minister has expressed his concern that despite the significant additional funding provided to UHL to facilitate the opening and the staffing of the new ED, the ED performance continues to be a cause for concern. The Minister is particularly disappointed with the high numbers of patients on trolleys over last weekend and has asked that the Group focus on efforts to immediately improve the situation.

Yours sincerely,



Joan Regan  
Principal Officer  
Acute Hospital Policy Unit 3





SDU trolley overview (Monday 10 July)

Sarah Cooney

to:

Paula Smeaton, Joanne Lonergan, Tracey Conroy, KathyAnn Barrett

10-07-17 12:42 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Sarah Cooney/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@SLAINTE, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Morning Report Monday 10 07 17.doc

Dear Paula, all,

Please see attached SDU trolley overview. [REDACTED]

SDU have noted that from a national perspective today is the main changeover day for NCHDs and the start date for the new Interns nationally. SDU have indicated that while not all NCHDs are changing, and HGs confirm that numbers are good, this week may see slowed processes as new staff adapt to new hospital environments.

Sites of concern are:

- **Limerick** which is seeing on-going capacity challenges and an infection outbreak in trauma /orthos which has lead to the ward being closed to admissions and transfers. Closed beds in St John's Hospital is also impacting on egress at this site.
- [REDACTED]

SDU will continue to monitor the situation closely and work with those sites under pressure today.

Rgds, Sarah

*(See attached file: SDU Morning Report Monday 10 07 17.doc)*



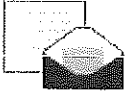
# SDU Morning Update Report 2017

					Sachin P.S.

ULHG					
University Hospital Limerick	10	12	21	1	Poor discharges all weekend. Current surge in both medical and surgical emergency demand and poor discharge profile for surgery today also as many are newly admitted. One of the biggest risks to flow is that Klebsiella Pneumoniae Carbapenemase (KPC) is now in the orthopaedic /trauma ward therefore currently closed to admissions and transfers out which is impacting very significantly on other wards as this is the

# SDU Morning Update Report 2017

					main trauma season. Site remains severely congested. Little movement to Model 2 sites and unlikely that the 20 closed beds in SJH (an essential part of UHL medical capacity) will open this year.
<b>Date:</b>	<b>Monday 10<sup>th</sup> July 2017 Morning Report</b>				
<b>Report prepared by:</b>	Anne Keating - [REDACTED]				
<b>Issues to Report</b>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>Sites of concern are : [REDACTED]</p> <p>ULH – on-going capacity challenge + infection outbreak in trauma /Orthos (closed ward )+ essential medical bed capacity closed in SJH + admission/discharge mismatch over weekend –unlikely to recover until later in the week and recovery dependent on capacity being reopened</p> <p>[REDACTED]</p> <p>END.</p>				



**Fw: UL trolleygar**  
Joan Regan to: Catherine Corcoran

25/07/2017 17:16

---

Joan Regan  
Acute Hospitals Policy 3  
Dept of Health  
Dublin 2

----- Forwarded by Joan Regan/SLAINTE on 25/07/2017 17:16 -----

From: Marita Kinsella/SLAINTE  
To: Joan Regan/SLAINTE@SLAINTE, Cecilia McAllister/SLAINTE@SLAINTE, Sarah Cooney/SLAINTE@SLAINTE  
Date: 10/07/2017 07:44  
Subject: Fw: UL trolleygar

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Ladies,

We might discuss how conveying these concerns to UL and SDU and seek a specific response to the Department regarding improvement actions that the Hospital will implement ?

Thanks

Marita

----- Forwarded by Marita Kinsella/SLAINTE on 10/07/2017 07:42 -----

From: Simon H/SLAINTE  
To: Marita Kinsella/SLAINTE@slainte  
Cc: Tracey Conroy/SLAINTE@slainte, Joanne Lonergan/SLAINTE@slainte  
Date: 09/07/2017 14:29  
Subject: UL trolleygar

---

Thanks for SDU update earlier Marita.

I see that UHL has worsened this afternoon rather than improved as per their expectation/undertaking.

27 on trollies on a summer day with the access to level 2 hospitals etc that they have is far too high and a source of significant concern.

We have invested heavily in a new ED and additional staffing for Limerick.

I would be grateful if you could convey my concerns and the need for actions/improvement.

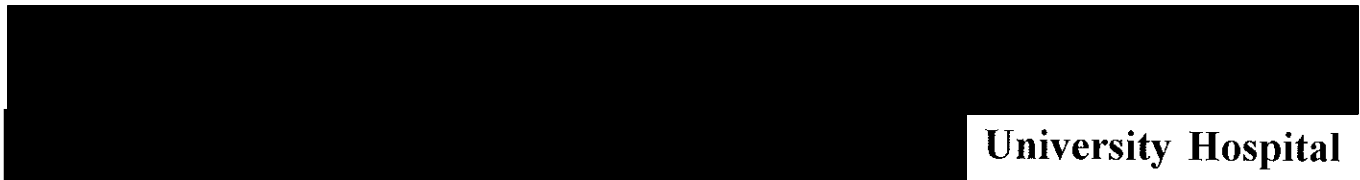
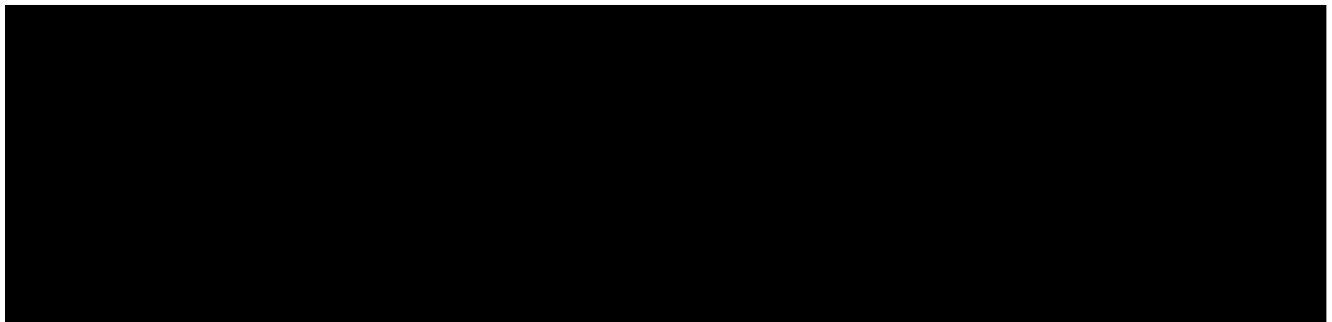
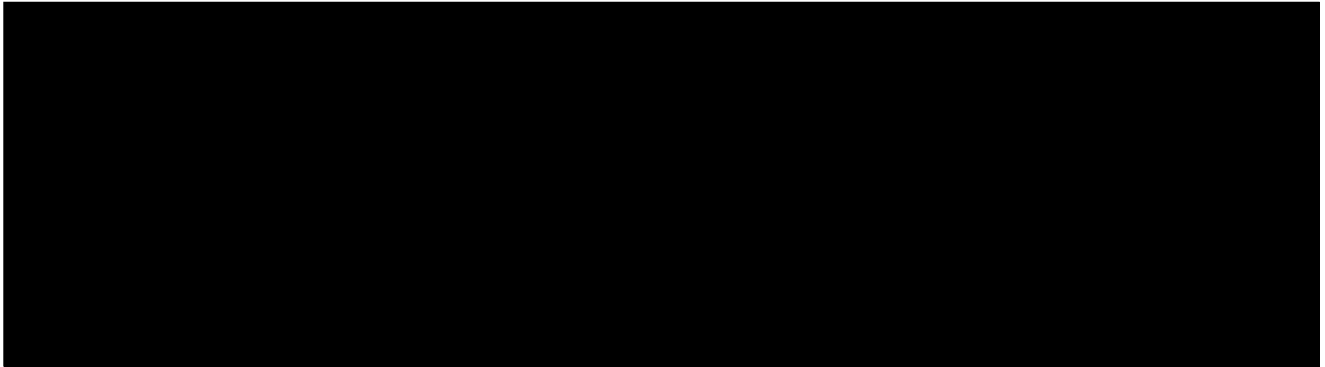
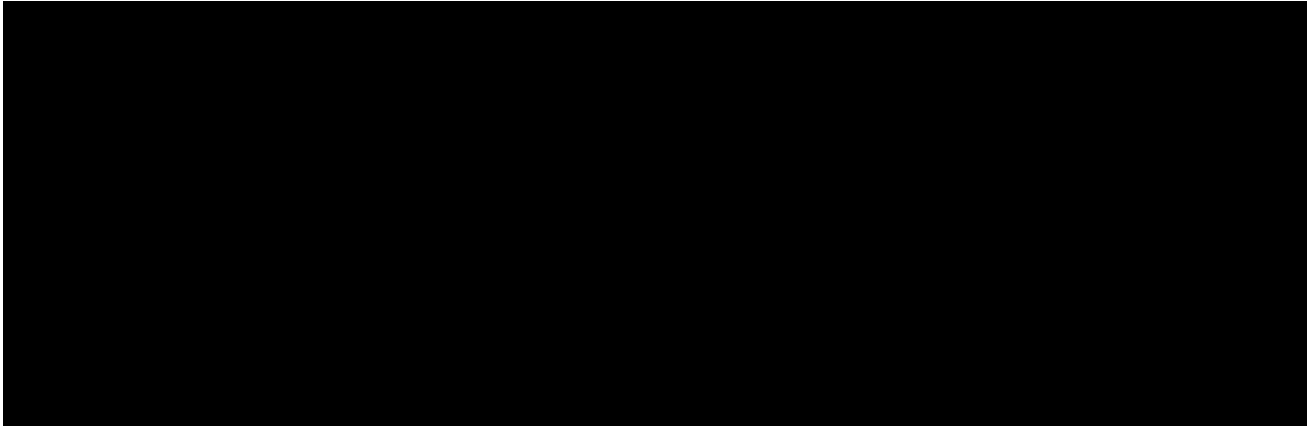
Thanks,

Simon

**Department of Health  
Note for Leader's Questions – 11 July 2017**

**The issue: Trolleys/EDs**

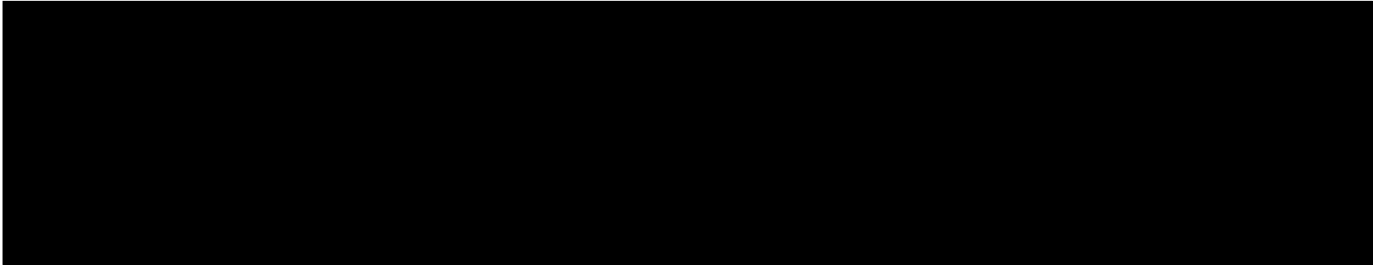
**The response:**



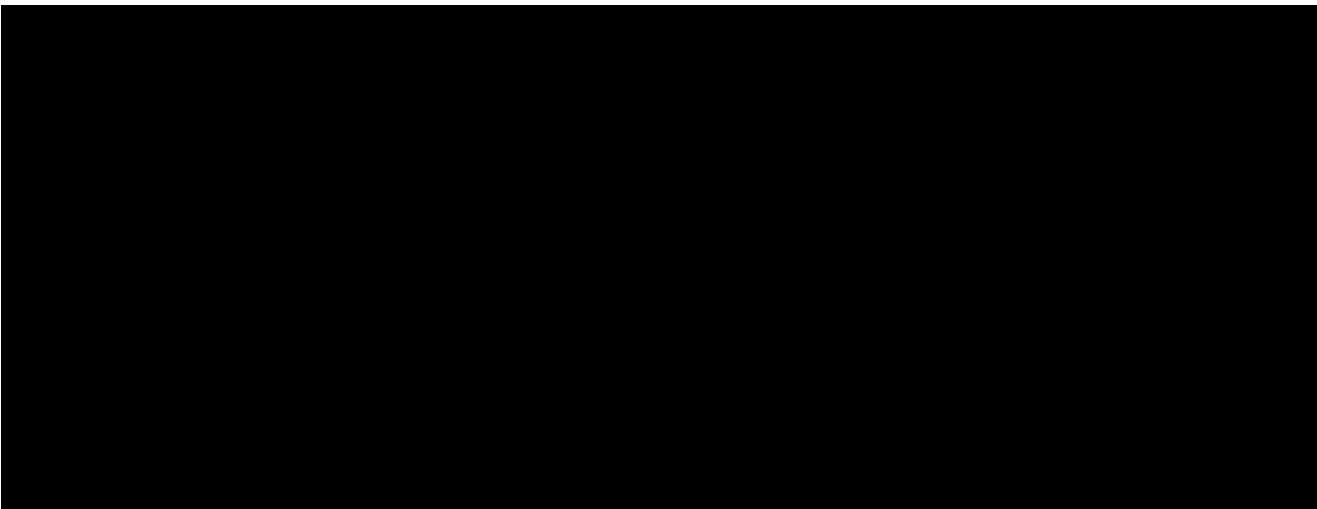
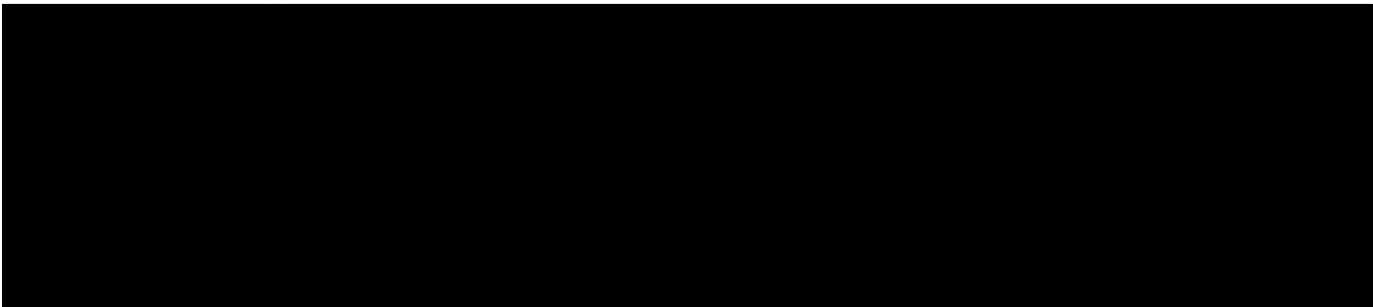
**University Hospital**

**Limerick.** The Special Delivery Unit (SDU) of the HSE continues to work with all sites, especially those experiencing high volumes of patients such

as those mentioned previously, to identify improvements that can be made to support patient flow and to use the learning from this winter to assist them in regaining stability after periods of high demand.



- UHL is also fully engaged with the National Patient Flow Improvement Project as a pilot site, to further improve processes within the hospital.



**Contact: Sarah Cooney** [redacted], **Marita Kinsella** [redacted]





[Redacted]

[Redacted]

[Redacted]

[Redacted]

**4. Other on-going measures to help alleviate pressure in EDs**

- Major capital projects already in place that will increase overall capacity in the hospital system include the provision of a new ED in Limerick [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]



**Fw: Correspondence from Joan Regan**  
Barbara Walsh to: Catherine Corcoran

13/07/2017 14:32

Barbara Walsh  
Acute Hospitals Policy Unit 3  
[REDACTED]

----- Forwarded by Barbara Walsh/SLAINTE on 13/07/2017 14:32 -----

From: "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>  
To: "Joan\_Regan@health.gov.ie" <Joan\_Regan@health.gov.ie>, "Barbara\_Walsh@health.gov.ie" <Barbara\_Walsh@health.gov.ie>  
Cc: "ULHOSPITALS, CEO" <CEOULHospitals@hse.ie>, "Hurley, Trisha" <trisha.hurley@hse.ie>, Liam Woods <liam.woods@hse.ie>  
Date: 13/07/2017 13:06  
Subject: RE: Correspondence from Joan Regan  
Sent by: "Ryan, Michelle" <micheller.ryan@hse.ie>

---

Dear Joan/Barbara,

Please see attached response from Colette, also attached are the recent ED activity stats referred to in Colette's correspondence.

Kind Regards

Michelle (on behalf of Colette Cowan)

**Michelle Ryan, Executive Support Officer, CEOs Office**  
**cid:image001.png@01D238D6.50336CF0**

UL Hospitals Group, University Hospital Limerick, St. Nessans Road, Dooradoyle, Limerick, V94 F858

[micheller.ryan@hse.ie](mailto:micheller.ryan@hse.ie) I [REDACTED] [www.ulh.ie](http://www.ulh.ie) I [ulhospitals](mailto:ulhospitals@ulhospitals.ie)



**From:** Hurley, Trisha

**Sent:** 10 July 2017 16:54  
**To:** ULHOSPITALS, CEO  
**Subject:** FW: Correspondence from Joan Regan

**From:** [Barbara\\_Walsh@health.gov.ie](mailto:Barbara_Walsh@health.gov.ie) [[mailto:Barbara\\_Walsh@health.gov.ie](mailto:Barbara_Walsh@health.gov.ie)]  
**Sent:** 10 July 2017 16:51  
**To:** Hurley, Trisha  
**Subject:** Correspondence from Joan Regan

Hi Trisha,

please see attached letter from Joan. I would be grateful if you could bring this to Colette's attention.

Kind Regards.

Barbara Walsh  
Acute Hospitals Policy Unit 3  
[REDACTED]

\*\*\*\*\*

Email Disclaimer and; Legal Notice: <http://health.gov.ie/email-disclaimer/>

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- image001.png



- ED Response July 2017.docx



- LtrtoCCowan\_1007\_Signed.pdf



- JORegan re ED ULHG 130717.pdf

Ref: CC/MR  
13<sup>th</sup> July 2017

Ms Joan Regan  
Principle Officer  
Acute Hospital Policy Unit 3  
Department of Health  
Hawkins House  
Dublin 2

Dear Joan,

Thank you for your letter dated 10<sup>th</sup> July 2017 regarding the Ministers concerns about the Emergency Department at University Hospital Limerick, despite the additional funding provided to UL Hospitals.

I have taken the liberty of giving you an outline below for your information.

The new Emergency Department opened on the 29<sup>th</sup> May 2017 and has seen a growth of 5.6% in activity since that date. Literature suggests a 10% growth in activity when new infrastructure is opened that normally peaks and reduces after 4-8 weeks. A similar rise occurred when the Mater Hospital's Emergency Department opened.

I attach for your interest our recent activity stats.

We have consistently stated that the new Emergency Department would not resolve our capacity issues however it has greatly improved the privacy and dignity for our patients.

In fact GE Finnermore completed a capacity study in recent weeks that indicated that UHL at 89% occupancy would require 50 additional beds immediately. We continue to operate at 110-115% occupancy. We will engage with PA Consulting on behalf of Mr Colm O'Riordan Deputy Secretary for Policy and Strategy on the DoH's Informed Capacity Review including Models of Care.

The number of patients waiting in our Emergency Department is our constant focus with Senior Managers doing on call rotas 24/7 to ensure all our capacity is managed. All of these managers are doing this work free gratis and with goodwill.

I wish to assure the Minister that we have multiple processes in place such as:

- 'Bed Bureau' – a single point of contact for GPs, streaming patients to the right department/hospital,
- A new Hospital Discharge Suite with 15 pre noon discharges to the area,

- A new split take rota and medical cover at night commenced this month to divide patient numbers under Consultants.
- Implemented ED Taskforce Recommendations namely;
  - ADON for Patient Flow in ED
  - CNM2 for Admitted Patients in ED and
  - Recruiting for 10 RGNs for Boarders
- Ambulatory Care Beds are in place – Day of Surgery, Post Anaesthetic Care Units, Medical Assessment Units and a planned Medical Short Stay Unit for the old Emergency Dept's footprint, subject to funding.
- Our Average Length of Stay (ALOS) for Medicine is 5.3 days and for Surgery is 5.4 days, which is low, indicating good discharge practise.

We have low numbers of delayed discharges due to our integrated processes with the Community (CHO3).

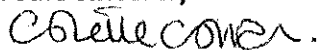
Our Model 2 Hospitals are engaged with inter hospital transfers via a strict criteria for transfer.

Last weekend we saw a surge in activity after a week of low numbers waiting in the Emergency Department. This was due to the closure of 15 beds on Friday due to a KPC (CPE) outbreak in our Trauma Unit which prevented transfers to Croom and diverted trauma to our general surgical bed stock. This was further compounded by 20 beds closed at St John's Hospital since April due to fire safety remedial works (due for completion by Sept).

It was also a handover weekend with new NCHDs handover commencing this week across all hospitals.

In conclusion, please be assured of our full focus on a daily basis on ED waits. We have ongoing continuous improvement methodologies to assist our patients waiting for admission in what is a challenged environment with high activity and low bed stock.

Yours Sincerely



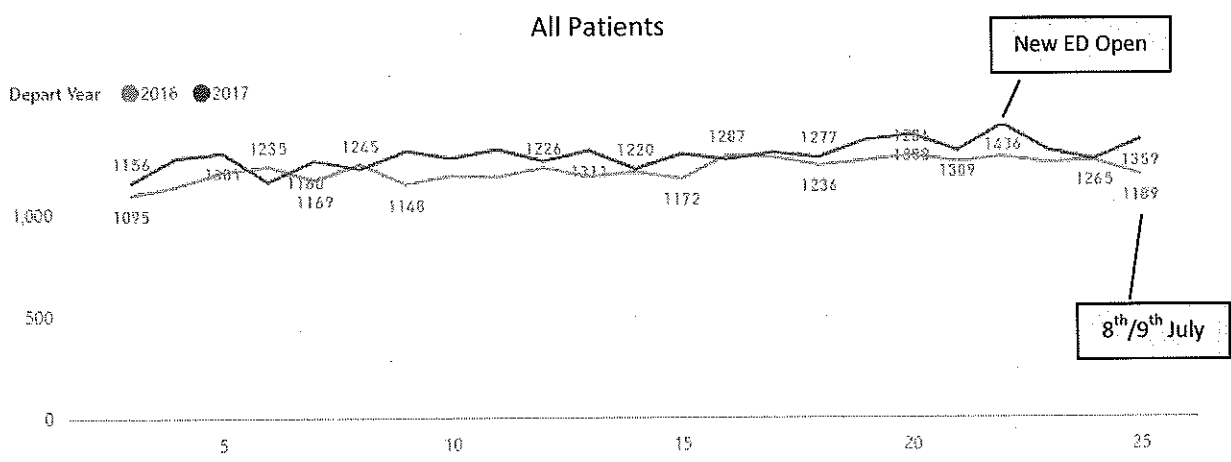
Colette Cowan

Chief Executive Officer

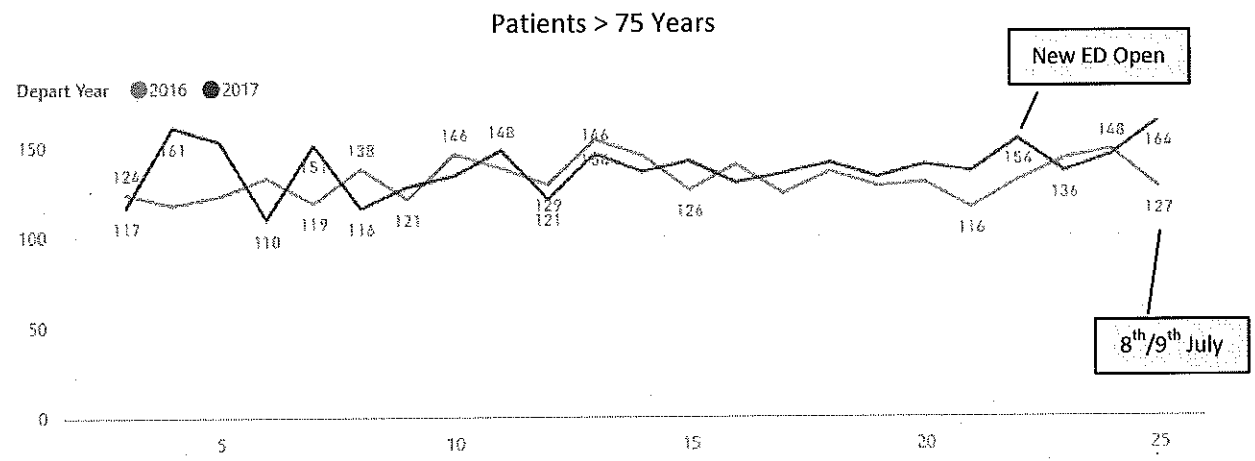
UL Hospitals Group

cc Mr Liam Woods National Director Acute Hospitals Division HSE

## Patients Presenting to the ED

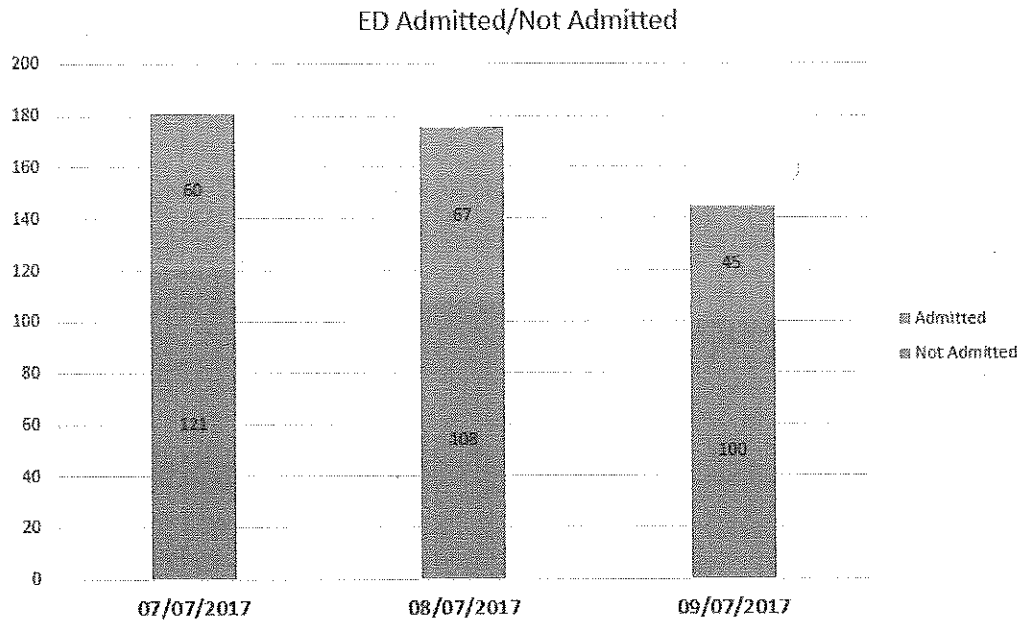


There is an overall increase in ED patients of 5.6% in 2017 over 2016. This spiked on the weekend the ED opened and again on the weekend of the 8<sup>th</sup>/9<sup>th</sup> of July.

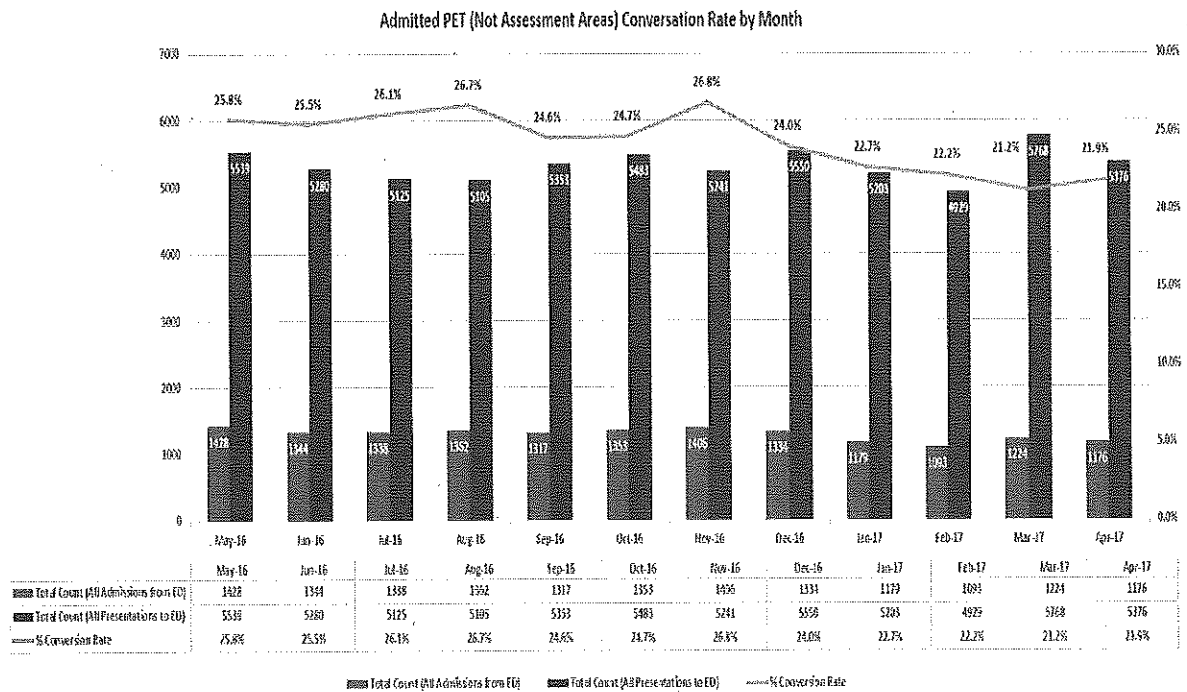


There was an increase of 2.8% in patients > 75 years of age presenting to the ED. Again, this is particularly significant both on the weekend the ED opened and on the weekend of the 8<sup>th</sup>/9<sup>th</sup> of July.

# Conversion Rate

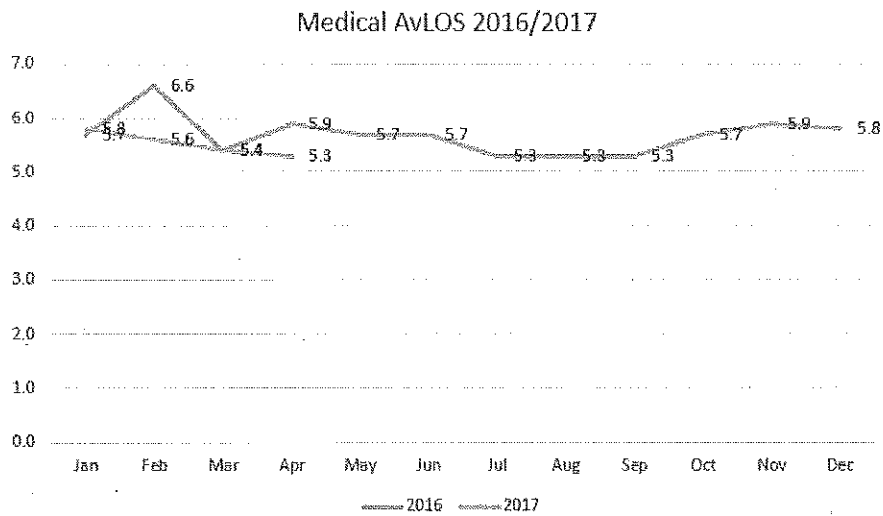


There was a conversion rate over the weekend 7<sup>th</sup>-9<sup>th</sup> July of 33%, 38%, 31% respectively. Spikes in conversion rates on a day by day basis are common, but this can be further explained by the increase in overall (and especially of >75's) ED Presentations and the NCHD changeover.

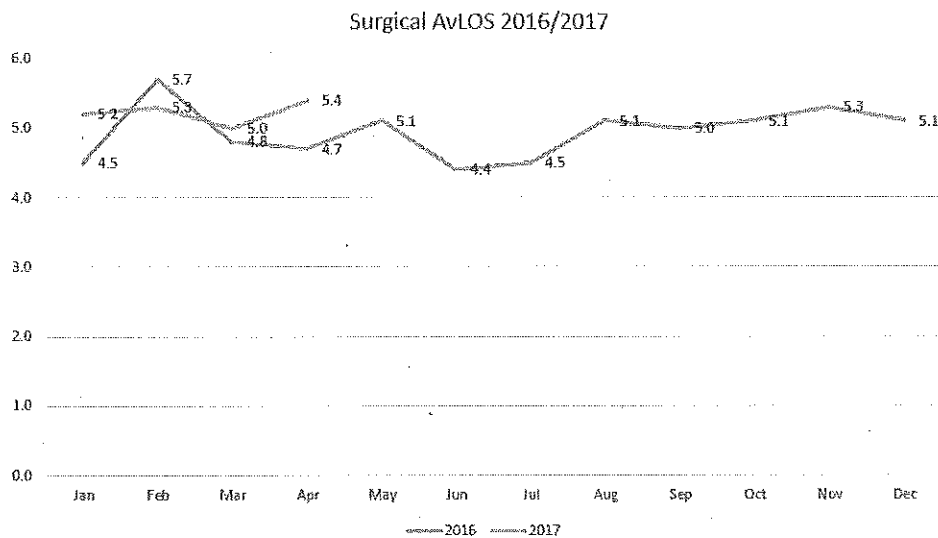


Previous analysis shows a conversion rate to overnight of around 21-22% when we remove admissions to surgical assessment or medical assessment units.

## Medical/Surgical Length of Stay



From the BIU Data we can see that the average length of stay in UHL for medicine is lower than 2016 (May data pertaining to April). Data is calculated from HIPE data and is always two months in arrears from BIU. Medical average length of stay data would include same day MAU admissions



Surgical average length of stay in UHL is fluctuating which reflects the increase in presentations to the ED.

Emergency discharges for the group are up 5% year on year, but elective discharges are down for the group by -4.8% (BIU MDR May 2017).





SDU trolley overview (Thursday 13 July)

Noreen Moran

to:

Paula Smeaton, Joanne Lonergan, Tracey Conroy, KathyAnn Barrett

13-07-17 03:55 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Noreen Moran/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Report Thursday 13th July 2017.doc

Dear Paula, all,

Please see attached SDU trolley overview. [REDACTED]

Nationally this morning many sites remain in a steady state, or performance is improving at other sites.

Sites of concern today include:

[REDACTED]

· **Limerick:** SDU report that while the flow has improved, the site is still challenged due to the outbreak in orthopaedics.

SDU will continue to monitor the situation closely and work with those sites under pressure today.

Rgds,

Noreen

*(See attached file: SDU Report Thursday 13th July 2017.doc)*

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Noreen Moran | Acute Hospitals Policy Unit 1 | Department of Health | Hawkins House | Dublin 2 | D02 VW90 | [REDACTED] | E: Noreen\_Moran@health.gov.ie



# SDU Morning Update Report 2017

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ULHG					
University Hospital Limerick	10	12	13	0	7> 9hrs. 23 surge beds in use. Better flow yesterday

**Date:** Thursday 13<sup>th</sup> July 2017 Morning Report

**Report prepared by:** Anne Keating - [REDACTED]

**Issues to Report**

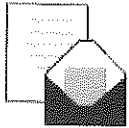
[REDACTED]

[REDACTED]

## SDU Morning Update Report 2017

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 <p>ULH – flow has improved –still significantly challenged by outbreak in orthopaedics</p>
---



SDU Trolley Overview (Friday 14 July AM)

Noreen Moran

to:

Paula Smeaton, Joanne Lonergan, Tracey Conroy, KathyAnn Barrett

14-07-17 12:29 PM

Cc:

Acute Hospitals Policy Unit 1, Cecilia McAllister, Celeste O'Callaghan, Emma Bradley, Fionnuala Duffy, Joan Regan, Sinead Quill, Siobhan Kennan

Hide Details

From: Noreen Moran/SLAINTE Sort List...

To: Paula Smeaton/SLAINTE@SLAINTE, Joanne Lonergan/SLAINTE@SLAINTE, Tracey Conroy/SLAINTE@SLAINTE, KathyAnn Barrett/SLAINTE@SLAINTE

Cc: Acute Hospitals Policy Unit 1, Cecilia McAllister/SLAINTE@SLAINTE, Celeste O'Callaghan/SLAINTE@SLAINTE, Emma Bradley/SLAINTE@slainte, Fionnuala Duffy/SLAINTE@SLAINTE, Joan Regan/SLAINTE@SLAINTE, Sinead Quill/SLAINTE@SLAINTE, Siobhan Kennan/SLAINTE

1 Attachment



SDU Morning Report Friday 14 July.docx

Dear Paula, all,

Please see attached SDU trolley overview. [REDACTED]

Nationally this morning many sites remain in a steady state. Sites of concern today include [REDACTED] Limerick and [REDACTED]

A full report will follow this afternoon, including a forecast for the weekend.

Rgds, Noreen

*(See attached file: SDU Morning Report Friday 14 July.docx)*

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Noreen Moran | Acute Hospitals Policy Unit 1 | Department of Health | Hawkins House | Dublin 2 | D02 VW90 | [REDACTED] | E: Noreen\_Moran@health.gov.ie



# SDU Morning Update Report 2017

<b>ULHG</b>					
Limerick	10	12	18	3	8>9hrs. 14 surge beds in use.
<b>Date:</b>	Friday 14 <sup>th</sup> July Morning Report				
<b>Report prepared by:</b>	Anne Keating [REDACTED]				
<b>Issues to Report</b>	<div style="background-color: black; height: 40px; width: 100%;"></div> <p>Nationally:</p> <div style="background-color: black; height: 15px; width: 100%;"></div> <p>Sites of concern Limerick,</p> <div style="background-color: black; height: 20px; width: 100%;"></div>				