

Sláinte Leanaí Éireann



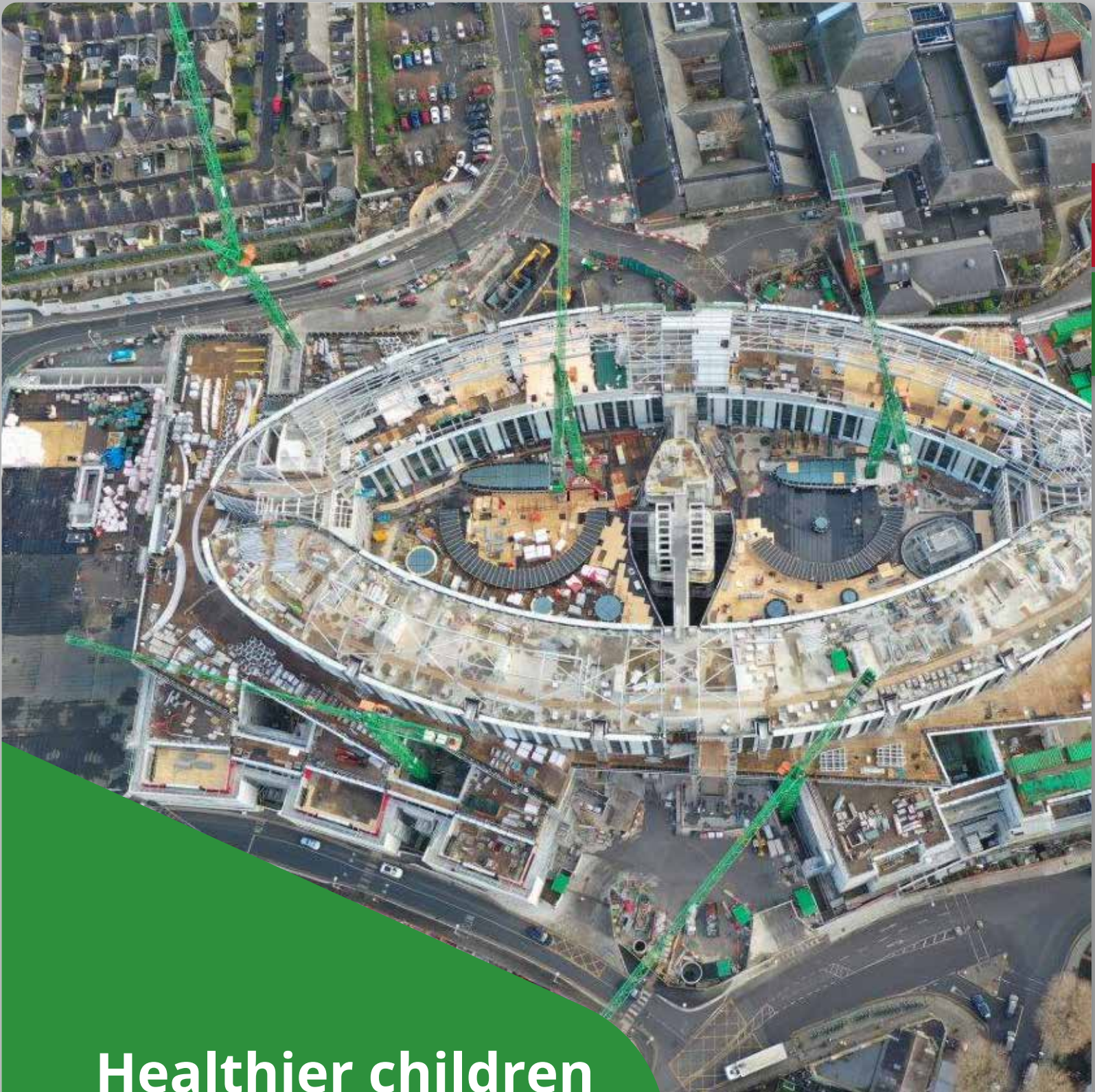
Children's Health Ireland



Children's Health Ireland

Annual Report
2021





Healthier children and young people throughout Ireland

Sláinte Leanáí Éireann



Children's Health Ireland



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2021

at a glance



101,161

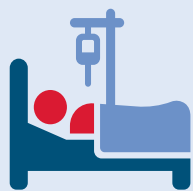
**Emergency Department
Attendances**



24,960
Day Cases

***13,933**

**Urgent Care
Centres Attendees**



19,657
Inpatient
Admissions



113,584
Outpatient face to
face Attendees



20,256
Outpatient virtual
Attendees

* Figures include Emergency Care Unit Tallaght as Open in November 15 2021
HSE Cyber Attack impact from May required a significant reduction in all scheduled care across the Dublin Children's Hospitals, including outpatients, inpatients and day care procedures





Introduction

Children's Health Ireland (CHI) governs and operates acute paediatric services for the greater Dublin area: CHI at Tallaght, CHI at Temple Street, CHI at Connolly and CHI at Crumlin and all paediatric services, some of which are on an all island basis.

2021 was another pandemic year in CHI and we worked with our resilient staff teams to ensure the best services possible were delivered to our children, young people and their families despite the external uncontrollable circumstances. We adapted services, altered routines, created workarounds to adhere to COVID-19 restrictions and continued services. Maintaining mask wearing and adhering to social distances was not easy for families or staff. The visitor restrictions were very difficult on families and we are very thankful for the sacrifices made to ensure everyone remained safe from COVID-19 virus.

Care is delivered by our

3,973
STAFF



working in **39** clinical specialties who are serving **25%** of the Irish population for their national specialty needs and the secondary care needs of the Greater Dublin Area.



Our New Children's Hospital demonstration single rooms



Chairperson's Message



Prof Jim Browne

2021 had been a difficult year for CHI, primarily due to the impact of COVID-19 and the consequences of the HSE cyber-attack. These issues severely impacted CHI's ability to deliver clinical services; in particular, timely access to surgery and medical care, against a background of waiting lists that were already far too long.

Our ability to deliver the level of care that the CHI Board, management and staff wish to provide, was seriously compromised. CHI is very conscious of the detrimental impact of delays in the delivery of necessary services on patients and their families and will continue to work tirelessly to ensure resources are available to address the challenges we face. As Chairperson, and on behalf of the Board, I want to confirm our commitment to ensuring that these challenges are addressed as quickly as possible.

On behalf of the Board, I would like to acknowledge and thank all CHI staff for their commitment, fortitude and perseverance throughout 2021. CHI staff have consistently demonstrated their professionalism and skills by ensuring that CHI remains focused on fulfilling its key objectives. Our staff are central to our success. Despite the challenges faced, the Board are proud of the support and care provided by our staff to patients.

CHI continues to work for and advocate on behalf of sick children and adolescents. We are committed to our vision, namely, 'healthier children and young people throughout Ireland'. We will continue to improve our services to sick children through our triple mission of integrated clinical services, education and research and innovation.

As we await the completion of the New Children's Hospital, we continue to provide care and clinical services across our existing hospitals and our new urgent care centres. We have implemented a 'OneCHI' approach that will ensure that clinical practices are further developed and provide efficient and effective care to patients across our hospitals and urgent care centres. This includes improving access to urgent care services at CHI at Connolly, with extended opening hours.

Our sites include, CHI at Crumlin, CHI at Temple Street, CHI at Connolly, and as of Quarter 4 2021 a 24-hour, 7 days a week emergency care unit at CHI at Tallaght.

As a voluntary statutory Board, CHI relies on and values its important relationships with a number of organisations which include the Children's Health Foundation, the National Paediatric Hospital Development Board, the National Children's Research Centre, the HSE, and the Department of Health.

The Board approved its Statement of Strategy for 2021-2025 which outlines our strategic aims for the development and delivery of paediatric services over the five-year period. The objective of this strategy is to deliver high quality and safe children and adolescent services within an academic healthcare approach, as set out by the Children's Health Act 2018.

I would like to thank the members of the CHI Board for their continued support, guidance and expertise throughout a busy year. The dedication and professionalism of Board members is exemplary and their commitment to CHI and the care of sick children is inspiring. As Board members we are privileged to have the opportunity to make a positive impact to the lives of children, adolescents and their families.

I would also like to thank and acknowledge the Chief Executive, Eilish Hardiman, and her Executive team for their commitment, focus, and innovation in a challenging and ever-evolving environment.

Finally, I would like to emphasise that the focus of the Board and the objective of CHI is to improve, promote and protect the health, mental health and well-being of children. We are resolute in our commitment to our objectives and providing child-centred, compassionate and progressive care.

Prof Jim Browne
Chairperson





Our Five-year Strategic Objectives



Children's Health First

Putting Children and adolescents' health first, supporting excellent child centred and contemporary paediatric services.



Integrated Healthcare

Progression towards an integrated healthcare system for children and adolescents as part of the national paediatric model of care.



World Class Facilities

Progression towards world-class facilities in the new National Children's Hospital with the new outpatient department and urgent care centre at CHI at Connolly and the outpatient department and emergency care unit at CHI at Tallaght



Valued Staff

Engage, develop and value our expanded staff, to deliver the best possible care and services, fostering a CHI culture in line with our values (child centred, compassionate, progressive).



Resources Management

Secure and manage resources in a way that delivers best health outcomes, provides timely access to services, improves people's experience of using the service and demonstrates value for money.



Academic Healthcare

With our academic partners, CHI will develop a Paediatric Academic Health Science Centre/Network that will fundamentally reshape the hospital university model of education, research and innovation to underpin a safer and more integrated model of care that includes progressing philanthropic funding for the Children's Research and Innovation Centre.

Images taken pre-COVID-19 - January 2020



High Level Implementation Waves



2021

- Open Tallaght
- Embed Clinical Directorates
- Progress EHR procurement
- Organisation Design & Workforce plans baselined
- Implement QSRM Strategy
- Ongoing Access & Service Improvement
- Patient Experience Strategy

2022

- EHR Design & Configuration
- Planning for 24*7
- Paediatric network pilot
- Continue rollout of One CHI people initiative
- Ongoing Access improvement
- Implement patient experience strategy

2023

- EHR Configuration & Testing
- Key sites operational 24*7
- Managed Clinical network
- CRIC build commences
- Strategy to attract researchers & Funding
- Continued progress against philanthropic plan
- Ongoing Access improvement

2024

- ICT Systems ready for commissioning
- Clinical Services "Service Ready"
- Practical Completion & Handover
- Training
- Recruitment Completed
- Paediatric network roll out 2024
- Ongoing Access improvement

2025

- EHR Go-live
- Managed clinical network fully established
- Key rolls filled
- Open NCH
- CRIC complete

EHR - Electronic Health Care Record
 QSRM - Quality Safety and Risk Management
 CRIC - Children's Research and Innovation Centre



Sláinte Leanáí Éireann



Children's Health Ireland



**In Living our
VALUES,
we will be:**
Child-centred, Compassionate,
Progressive and we will act with
Respect, Excellence and Integrity



Our VISION is:
Healthier children and young people
throughout Ireland

Our MISSION is:
To promote and provide child-centred,
research-led and learning informed
healthcare, to the highest standards of
safety and excellence. We do this in
partnership with each other, with children,
young people and their families through
a network of children's services in Ireland



Images taken pre-COVID- January 2020

Foreword from Eilish Hardiman, Chief Executive



Eilish Hardiman

I am pleased to publicise Children's Health Ireland Annual Report 2021. It captures and reflects our core values of child centred, compassionate care in all that we do in Children's Health Ireland (CHI).

The stories in this report highlight how we are achieving our strategic objectives and plans to transform healthcare for children, adolescents and their families, while also acknowledging we still have challenges to address in achieving these objectives. I'm grateful to all in making achievements happen in 2021 in what was another extraordinary year in healthcare, and Irish society in general.

This annual report shows how our staff, management and Board continued to demonstrate resilience and commitment in delivering and developing services for sick children, adolescents and their families in 2021.

The last two years have been a challenging time, particularly in healthcare. In 2021, our staff continued to show unrivalled dedication to our patients. The impact on healthcare broadly by COVID-19 has been enormous. My thoughts and sincere condolences to all who lost loved-ones or friends to COVID-19.

We are grateful for the efforts and sacrifices made to ensure our patients and staff remained safe during COVID-19. The visitor restrictions in CHI during 2021 were also difficult on families. COVID-19 primarily impacted adult services, except for its impact on the mental health of children and adolescents and the impact on our waiting list numbers and length of times waiting to access services in CHI which became ever more evident in 2021. This backlog was on top of already unacceptable waiting lists across CHI and existing resourcing challenges for services providing child and adolescent mental health services in CHI and community based mental health services.

Despite these challenges, there were several achievements in 2021 like the opening of our new building at CHI at Tallaght, marking an important milestone in the investment being made to expand services being delivered to children, adolescents and their families in facilities designed and built to best meet their needs. This new out-patient and emergency care unit was successfully opened in November 2021 due to the valiant efforts by the CHI at Tallaght and commissioning teams. It is also important to acknowledge the work by the Project Team of the National Paediatric Hospital Development Board in making this building happen.

Any report on 2021 needs to reflect events of Friday 14 May 2021 when we all woke to news that the Irish health system experienced a national criminal cyber-attack. This was a cruel additional burden that severely impacted our children's hospitals. To witness the extraordinary workarounds by staff and management in the immediate incident response to the cyberattack on the day and in the weeks afterwards was humbling. Overnight, our staff went from having IT support to manually writing on patient files and running with results and reports to and from our laboratory and imaging services. I know I speak on behalf of our Executive team when I say it is difficult to adequately express our gratitude and admiration for how our staff responded and innovated during this time, sometimes in ways that were subsequently adopted across the national healthcare system. I commend our staff and thank them for their fortitude during the period and as we continue to improve our digital infrastructure and ways of working.



In CHI, we continue to develop our dedication to excellence, innovation, teamwork and to continuous learning. CHI is at the forefront among Irish hospitals in the degree to which we have advanced the governance, management and support of research as we move towards the new children's hospital. We want to continuously learn, improve and develop so that we can provide the best possible care to children across Ireland. This value of progressiveness has been one of the drivers of activity at Board and Executive levels and has led to the establishment of the current innovation structures in Children's Health Ireland.

While the new children's hospital is on the horizon, the reality is that our staff are now working in buildings that are not fit for purpose and access to services remains a challenge for our patients and families. In 2021, we delivered treatment and care to almost a quarter of a million patients across our four locations in Dublin. We have 39 clinical specialities across CHI, serving with our national specialities servicing 25% of the Irish population – and while we can look at and commend numbers, we need to ensure every child in Ireland has access to quality and timely care. Operationally it remains our priority to improve access to services for children and young people.

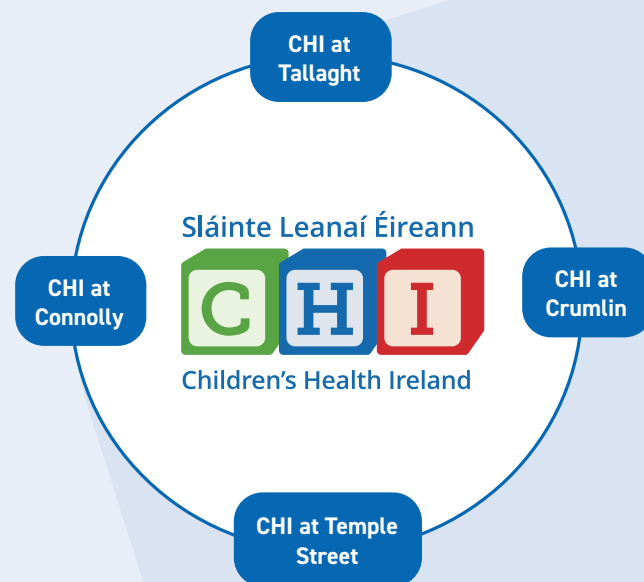
One gets a true sense of what was achieved for children's health day to day, despite the ongoing challenges, in this report.

Thank you to Children's Health Foundation and all of our supporters who again funded many important projects in 2021, ensuring the continued delivery of top-class care to our patients.

Another fast-paced, varied and productive year in paediatric healthcare in Ireland.

Eilish Hardiman
CEO

In CHI, we continue to develop our dedication to excellence, innovation, teamwork and to continuous learning.



1

Strategic Objective 1 Children's Health First

Putting children and adolescents' health first, supporting excellent child centred and contemporary paediatric services.



Louis enjoying the beach

“

I am 15 years old, in 3rd year and I love swimming at the beach. When I am up in Crumlin Children's Hospital it's always a pleasant experience. My oncologist Scheryll is cool and all the nurses and staff are very nice and friendly. Don't be scared when you have heard you have been diagnosed with cancer – you only hear about all of the bad cases but there is as many good cases as there is bad.

”

Louis, patient in CHI

Paediatric Cancer Care in Ireland

Paediatric cancer care is centralised to one centre of excellence at Children's Health Ireland (CHI) at Crumlin. This centre is supported by a network of 16 shared care centres that deliver robust evidence-based supportive care protocols and work in a manner so that comprehensive cancer care is delivered to children all over Ireland. This network is known as the National Children's Cancer Service (NCCS) and serves children and young adolescents.

Child, adolescent and young adult (CAYA) cancer patients constitute a unique group that deserve special attention.

Studies conducted over the past three decades have demonstrated substantial increases in overall survival rates for paediatric cancers. However, cancer survival rates vary in some Adolescent and Young Adults (AYA) groups. CAYAs with cancer are a diverse group that are defined not simply by their age and distinct biology of the underlying cancer types, but also arising from the challenges that they face in seeking appropriate access to oncology care, inclusion in clinical trials, short and long-term health and psychosocial issues.

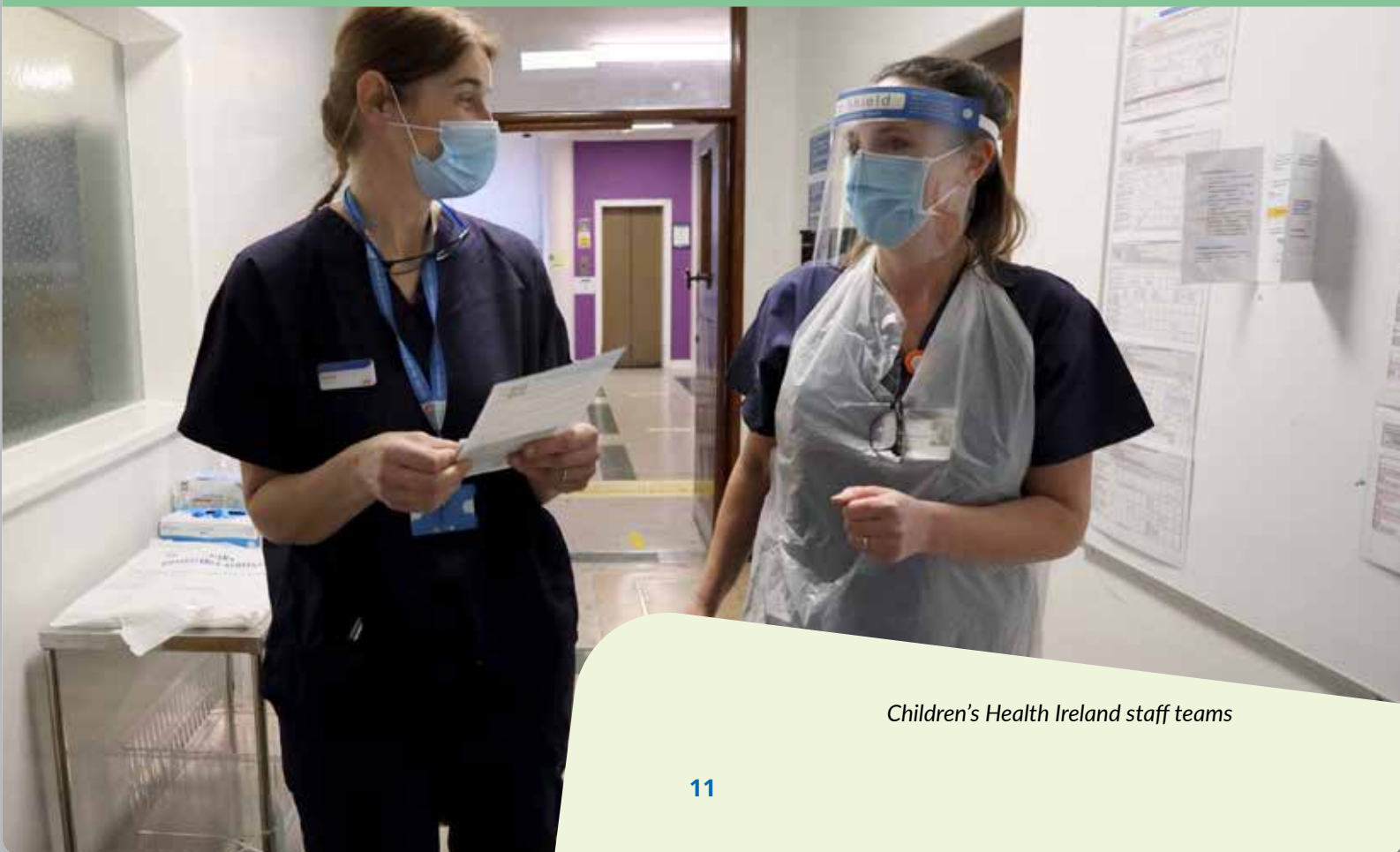
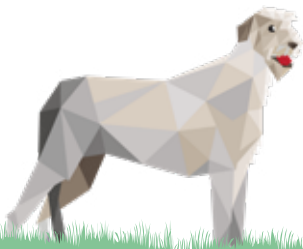


Major issues for CAYAs include fertility considerations, transition to survivorship care, psychosocial support, adherence to treatment difficulties and other dilemmas and problems exclusive to this group of patients. Understanding the reasons for heterogeneity in cancer survival rates has become a major focus for the oncology community.

The Clinical Lead Group (CLG) defined the biggest challenges and opportunities for AYA's with cancer that are embodied within the Framework for the Care and Support of Adolescent and Young Adults (AYA) in Ireland [2021-2026] (published in 2022). The framework succinctly outlines the strategies needed to coordinate state-of-the-art integrated AYA care to be delivered locally where possible, but centrally where necessary to provide separate facilities and specialist care teams for this patient population.

We need unique treatment pathways for our AYA's who don't 'fit' into the child or adult care pathways for treatment. In early 2019 the CAYAS Clinical Lead Group was established to progress this work. This is a group of highly motivated, passionate healthcare workers which includes nurses, advanced nurse practitioners, clinical nurse specialists, psychologists, social workers, paediatric and adult oncologists / haemato-oncologists, palliative care physicians, fertility preservation experts, members of established patient advocacy and support groups (Irish Cancer Society, Barretstown, Canteen, CanCare4Living and Childhood Cancer Foundation), and most importantly, survivors of child and adolescent cancer".

*Dr Scheryll Alken,
Consultant in Child and
Adolescent Cancer in CHI*



Children's Health Ireland staff teams



Some key milestones through 2021:

- A Child, Adolescent, Young Adult Cancer and Survivorship Communications Subgroup committee was established to ensure effective communication and engagement with those impacted by cancer following an updated mapping of all relevant stakeholders.
 - An inaugural CAYAS conference was hosted on 9th September 2021. This event was a collaboration between CanCare4living, CanTeen Ireland, Childhood Cancer foundation Ireland and the Irish Cancer Society and was deemed a great success. The CAYAS Conference provided educational updates and an opportunity to engage with CAYA cancer patients, survivors and their support networks. It is hoped that such events will continue to be held in the future, as they provide valuable opportunities for these communities to forge partnerships for co-design and service development.
 - The CAYA handheld Medical Summary/ Survivorship Passport Template was agreed. A paper copy will be made available for all CAYA survivors graduating to adult care or being discharged from childhood cancer services.
 - The AYA team have been integral to the successful delivery of ongoing nursing education programmes delivered across the haematology and oncology directorates in St. James's Hospital. These courses were delivered on St John's ward in CHI at Crumlin by members of the AYA cancer team, and are affiliated with both Trinity College, Dublin and University College Dublin.
 - The implementation of Healthlink software has enabled the sharing of laboratory results and shared electronic access between two sites CHI at Crumlin and Our Lady of Lourdes Hospital, Drogheda.
 - The following site visits were undertaken in 2021 to potential "spoke" hospitals for AYA care to examine facilities and resources:
 - Cork University Hospital
 - University Hospital Galway
 - University Hospital Cork
 - University Hospital Waterford
- Expressions of Interest were sought from sites interested in becoming formal AYA designated centres.
- During 2021, quarterly virtual clinical updates to existing Paediatric Shared Care Centres were held to promote training and development.
 - A quarterly Shared Care Newsletter updating advances in the field was sent to the 16 Paediatric Shared Care Centres.

Minister for Health Stephen Donnelly announces the Ronald McDonald house is the charity accommodation partner for the New Children's Hospital. It provides accommodation and a caring, supportive environment for families whose children are undergoing medical treatment in Children's Health Ireland at Crumlin.

The new Ronald McDonald House will sit at the heart of The New Children's Hospital. The House will provide direct, immediate and easy access to the Hospital. It will have 53 bedrooms which will cater to families of every size.



Ronald McDonald House

2

Strategic Objective 2 Integrated Healthcare

Progression towards integrated healthcare for children and adolescents as part of the national paediatric model of care.

The Children's Neurosurgery Centre (CNC) is a national centre for excellence providing care to any child in Ireland from 0-16 years who requires neurosurgical care. Approximately 800 neurosurgical admissions and more than 500 neurosurgical procedures are carried out annually. Activity levels are second only to Great Ormond Street Hospital in the UK.

On average 1,500 children are seen in the neurosurgical outpatients clinic every year. No new referral waits more than two weeks for outpatient review and urgent referrals are seen on the same day. The majority of conditions treated are in the following categories - cerebro-spinal fluid disorders, neuro-oncology, trauma, infection-cranial & spine, neurovascular disorders, spinal dysphrahism, craniocervical junction disorders and epilepsy surgery.

A new Consultant Neurosurgeon Ms Tafadzwa Mandiwanza was appointed to the service in CHI in 2021. Dr Taffy as she is known by her patients and colleagues, is the first female Paediatric Neurosurgeon and the second only female neurosurgeon in Ireland. Her appointment completes the expansion of the core team at the CNC following the transfer of care for children over six years of age from Beaumont Hospital in 2020 to CHI at Temple Street.

Children's Neurosurgery
Centre team



Consultant Neurosurgeon Ms Tafadzwa Mandiwanza



The CNC provides care for patients in collaboration with the other clinical specialities at CHI at Temple Street including spina bifida and neuro-rehabilitation, craniofacial, orthopaedic, neurology, endocrine, ophthalmology, ENT, radiology, neonatal and critical care departments. The CNC also work closely with colleagues across CHI, Beaumont Hospital Neurovascular Services, St Luke's Hospital Radiotherapy Services and the paediatric department at the National Rehabilitation Hospital.

The following joint clinics with other specialities and external paediatric services facilitate this collaborative care:

- Neuro-oncology clinic weekly in CHI at Crumlin
- Antenatal joint foetal medicine neurosurgery clinic Holles Street weekly
- Complex Tone Clinic, Central Remedial Clinic (CRC) monthly
- Joint neurosurgery/endocrine achondroplasia clinic in CHI at Temple Street every three months
- Joint neurosurgery/metabolic clinic in CHI at Temple Street every six months
- Adolescent and young adult (AYA) clinic Beaumont with radiation, oncology and endocrine, every two months

Emily Leavy was 14 years old when she received decompression surgery on her brain



Emily and Dad

“ I was shocked to hear the news that I needed brain decompression surgery. I was told I would need surgery in May 2021 and it put me on a low for my summer holidays. Because we didn't know much about the surgery, we were worried about the length of time my recovery would take and if it would impact any aspect of my life. I'd like to say that I felt so much more at ease after speaking with Cora (the Neuro Nurse) and Gina (the Psychologist). I love playing camogie, and I captained my U16 Delvin team at Croke Park in October 2021, two months after my operation, at the Feile Croke Park Experience.

My stay in Temple Street was much easier to get through than I thought it would be with thanks to all the lovely nurses, especially Julie the play therapy nurse who kept me occupied with gifts throughout my stay. The days went by really slowly but we made friends with the people in the room with us and it was nice to chat to others in the same boat as us.



Emily playing Camogie

I'm feeling great now. Overall it was a scary experience for me and my family, but the team at Temple Street were very helpful and were there for us whenever we needed.



3

Strategic Objective 3 World Class Facilities

Progression towards world-class facilities in the new National Children's Hospital with the new outpatient department and urgent care centre at CHI at Connolly and the outpatient department and emergency care unit at CHI at Tallaght.

On Saturday 13th November, 2021, CHI moved its Emergency Care Unit (ECU) including the Short Stay Observation Unit from Tallaght University Hospital to the new building.

The 4,600m² facility was completed by the National Paediatric Hospital Development Board (NPHDB) and handed over to CHI in September 2021. CHI spent two months commissioning and equipping the building and familiarising staff who would work there with the new facilities, before opening to the public. CHI at Tallaght provides secondary and tertiary care to children and young people from Dublin South West, South City and the surrounding areas of Kildare and Wicklow. The opening of this new facility in CHI at Tallaght marks a significant milestone in the children's hospital project and the opportunity to expand services being delivered to children, young people and their families. The building is an example of the implementation of the Model of Care for Paediatrics by keeping care close to home while consolidating specialist services in the new hospital.

CHI at Tallaght comprises two inpatient wards, Maple and Oak, and a medical/surgical day ward, Beech. The wards remain within the Tallaght University Hospital campus as well as the existing Outpatients Department (OPD), where specialities such as Ear, Nose & Throat (ENT), Diabetes and Endocrine, Gastroenterology and General Paediatrics carry out clinics.



CHI at Tallaght and CHI at Tallaght equipment



Minister for Health Stephen Donnelly and CHI at Tallaght project management and service team members. Opening of CHI at Tallaght November 2021.

“
In the first 12 weeks of opening, over seven and a half thousand children were cared for in CHI at Tallaght. Once fully operational, more than 30,000 Emergency care presentations annually will be facilitated.”

Health Minister Stephen Donnelly joined CHI staff to officially open the building on November 15th - it truly was an exciting day for staff and management and one step closer to the opening of our new children's hospital on the St. James's Campus.

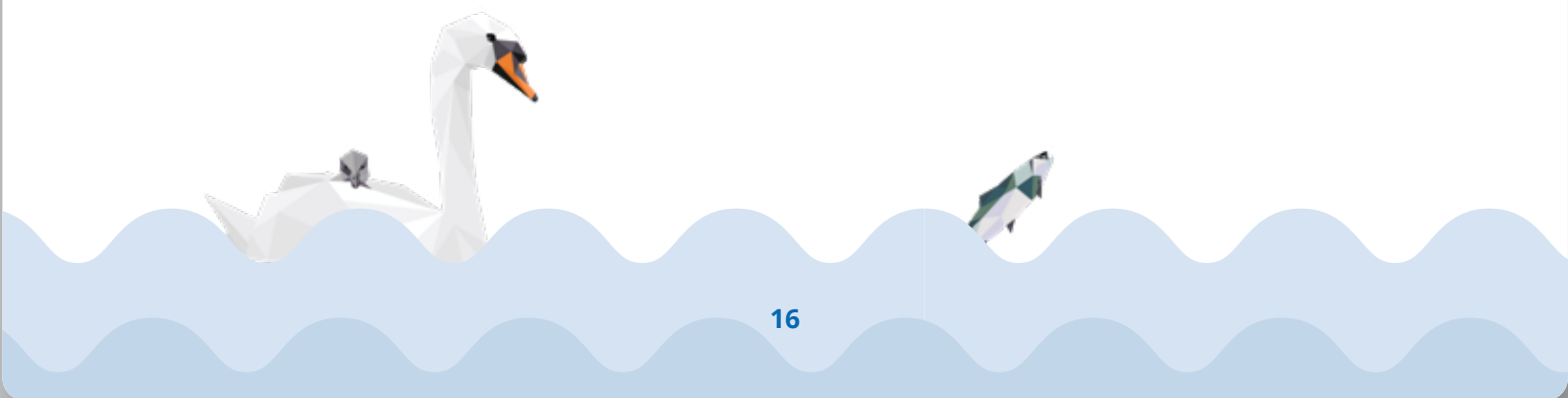
The ECU is open 24/7 and around 70-120 children attend per day depending on the time of year. In the first 12 weeks of opening, over seven and a half thousand children were cared for in CHI at Tallaght. Once fully operational, more than 30,000 Emergency care presentations annually will be facilitated. General Paediatrics and Trauma Orthopaedic clinics are in the process of becoming fully established and will allow for an additional 17,000 OPD appointments per year. The building is also home to a Physiotherapy department, Radiology department providing x-ray and ultrasound as well as the Child Sexual Assault Unit.

Some of the featured new facilities include a weighing hoist, autism friendly seating and large clinic rooms and sensory room. These features have proved so important to patients and families especially given the move of the Neurodisability Service into the new build.

CHI can now offer the children and families who attend CHI at Tallaght so much more in terms of accessibility, and the feedback has been overwhelmingly positive.



CHI at Tallaght bright clinic rooms





Parent Tanya gives feedback on her experience with her son Ben following a visit to CHI at Tallaght in 2021



CHI at Tallaght sensory room

“ Today we had an appointment in the new part of the hospital. I have to say I am very impressed with many points of today's appointment. I normally stress thinking about getting up there parking and then having to wait on the doctors. But today we went into the new part, greeted by the nurses and brought right down to the beautiful Sensory room where Ben was able to potter around and do his own thing.

After a few minutes, we were called by the doctor, who looked after us very well...I was very happy with the attention that Ben received. We then got the bloods done by the lovely nurses. Again no stress and it saved driving up another day as they were able to look after Ben on the same day. We were in and out in probably less than 40 minutes after a really good positive appointment. Thanks again for your help. I really appreciate Ben's team up there. I won't dread the next appointment!



The building itself features beautiful artworks, including the Balloon Tree and many other bright and colourful art installations. Thanks to Children's Health Foundation and the CHI Arts Team for making this space beautiful and a place children want to be.



CHI at Tallaght - Balloon tree creative art by Róisín de Buitléar



Interesting Facts about the new children's hospital

- The St. James's Hospital Campus is approximately **50** acres – equivalent to **25** soccer pitches.
- **12** acres are dedicated to the new children's hospital - equivalent to **6** soccer pitches.
- A **7** Storey building comprising of approximately **160,000m²** of accommodation including the car park.
- **4** acres of outdoor areas & gardens.
- **14** gardens and internal courtyards – including the Rainbow Garden which is the length of Croke Park.
- A **53** bed family accommodation unit (Ronald McDonald House Charity).
- **6150** rooms in total.
- **380** individual in-patient bedrooms for children all with en-suite bathroom and bed for parent.
- **93** day beds.
- **18** operating theatres.
- **2** Endoscopy suites.
- **1** Cath lab.
- **39** lifts.
- **1,000** underground car parking spaces (**675** of these for families).
- **31** emergency spaces parking at surface level.
- **6** bus routes passing through the Campus & **3** Red Line Luas stops serving the Campus.
- **3** Dublin bike stations.
- **48,000** lights & **36,000** ICT points.



working together for our children 
www.newchildrenshospital.ie @nch_info #ourchildrenshospital

4

Strategic Objective 4 Valued Staff

Engage, develop and value our expanded staff to deliver the best possible care and services fostering at CHI culture in line with our values (child centred, compassionate, progressive).



Professor Neil O'Hare, Chief Information Officer, Children's Health Ireland, recounts what has, to date, been the most challenging time in his own career – the criminal cyber-attack on the HSE in May 2021 which had an unprecedented impact on CHI's hospitals.



Irish Defence Forces

May 14, 2021

"Sometime around 1:00am our on-call IT team were called by clinical staff on our sites reporting several IT issues. The team went in to CHI at Temple Street and Crumlin to investigate. By 4:00am they had identified there was something very wrong going on and were suspicious of a cyber-incident. Over the next hour this was confirmed and the Executive Management informed. As Chief Information Officer, I headed into CHI at Crumlin which is the larger of our sites at about 6:00am and on-route received a call from the HSE to confirm they had been hit by a cyber attack, and it was bad. I advised our Chief Executive Eilish Hardiman of the situation and instructed the IT teams to shut down all systems. My greatest concern at this point was operations – how could we keep services going and patients safe without any of our systems.

It's difficult to explain to those not in the IT sector exactly how this attack impacted our services so I would like to use an analogy I heard from one of my colleagues in the HSE – if you can imagine a house damaged in a storm. If the storm wasn't too bad, you would have lost a few tiles from the roof, a few windows smashed here and there. The cyber-attack was a storm that wiped out the house. The whole house was flattened, including the foundations decimated! We lost everything – every system – from basic patient administration systems, to booking imaging, to labs, email and internet. Our staff had to immediately revert to paper and keep written records of work. Every process that would use some form of IT had to become fully paper-based. As I'm sure one can imagine, this meant adding time to every single process for our staff in their day to day.



The immediate impacts

The Executive team had to make a decision to cancel elective activity in order to ensure patient safety – we had no way of recording new patients or finding results that patients were waiting for. Nationally, our colleagues in other hospitals and community facilities were impacted but CHI suffered more than others. Why was this? It was because we are moving to the new hospital and there has been a lack of funding in the existing hospitals over a number of years. It took us longer than every other hospital group to recover from the attack. This was a lesson in the importance of keeping existing infrastructure up to date. What also became apparent was the need for a communications platform for our staff. Since CHI became an entity in 2019, our services are merging but our staff are all on different emails, different systems. We used a mixture of Whatsapp groups, app updates and internal email to keep our staff informed of progress of our recovery.

“
Every PC had to be rebuilt from the ground and we have 3,500 PC's across our sites.
 ”

Every PC had to be rebuilt from the ground and we have 3,500 PCs across our sites.

When the cyber-attack occurred, it took some of our systems out permanently. Some of the systems were so old we were unable to re-establish them. For example, a network switch in CHI at Temple Street had been on for 11 years in the radiology department – when it turned off, it died and wouldn't come back up. The technology was so old it didn't exist anymore. We knew our colleagues in St. James's Hospital had recently upgraded their systems and we were able to get a switch from them. This point in time really demonstrated to me the unwavering commitment of our healthcare teams to their profession and doing whatever it takes to ensure patient care continues.



Defense forces on Children's Health Ireland sites



Aftermath

The cyber-attack didn't change our approach to development of systems in the new children's hospital because we had planned for a scenario like this anyway. The main difference following the attack is that previously, we would have had very close links to the HSE for different systems and when they got hit, we all got hit. Moving to independent systems makes sense for some areas now.

It was the most challenging time in my own career. COVID-19 helped us in one way because some of our people were able to work from home – it also helped us cope with a crisis. I want to call out our clinical administration teams in particular – the way they coped was unbelievable. We had nothing and they still managed to keep the hospitals going and clinics running. Every one of our staff in CHI from doctors, therapists and nurses to porters, cleaning staff and catering – our teams across our four sites banded together and created new ways of working that we couldn't even have imagined.

Additionally, my own team in Digital Health pulled out all the stops to get basic services back up and running as soon as possible. Our staff are the real asset of our healthcare system.

This catastrophic event highlighted the need for additional investment and additional resourcing in terms of our systems and our people across the healthcare sector in Ireland. It made every hospital group think about their internal processes and security processes. It highlighted the commitment of healthcare staff to keep patients safe and cared for. It highlighted to me why the move to the new children's hospital will mean more than world-class facilities for our patients. It will mean a work environment and resourcing that our staff deserve".



Children's Health Ireland staffs continued developing healthcare initiatives despite the serious impact of the cyber-attack.

CHI won three awards at the Irish Healthcare Awards 2021 and successfully launched their first virtual Professionalism Conference. Six international and national experts discussed the importance of Professionalism in Healthcare.

Congratulations

Hospital Project of the Year
"Story of Me, Baby Milestone Cards," Department of Neonatology, CHI at Crumlin

Innovation in Healthcare and Medicine
"Mixing Modalities to Provide Optimum Cystic Fibrosis Care," The Paediatric Cystic Fibrosis Team, CHI at Tallaght

Equality Initiative of the Year
"The Rainbow Badge," CHI

Sláinte Leanal Éireann
CHI
Children's Health Ireland

CHI Professionalism Conference

Thursday 27th May 2021 - 1pm-5pm 4CPD (applied)

<p>Prof Mark Keegan Mayo Clinic, USA</p> <p>Chair American Board Med Specialties Ethics and Professionalism Committee, Professor Anaesthesiology</p> <p><i>Assessment of professionalism in Healthcare- a North American perspective</i></p>	<p>Dr Julian Sheather(PhD) BMA, UK</p> <p>Special adviser on ethics and human rights to Medicine San Frontiers and British Medical Association</p> <p><i>Moral injury - how to reduce it and treat it</i></p>	<p>Ms. Jennifer Rogers MBE Scotland</p> <p>MBE for services to healthcare and medicine, Scottish nurse of the year</p> <p><i>Improving Patient Safety through Professionalism across a career</i></p>	<p>Taking Place THIS WEEK</p>
<p>Prof Tom Connell RCH Melbourne, Australia</p> <p>Chief of Medicine, Royal Children Hospital Melbourne Australia</p> <p><i>Lessons learned from Covid- leadership, culture and engagement</i></p>	<p>Ms Julie Anne Kelly PFPS, Ireland</p> <p>Co-chair Patients for Patient Safety</p> <p><i>Healthcare access and other concerns: solutions and a way forward</i></p>	<p>Prof Dubhfeasa Slattery CHI, Ireland</p> <p>Lead, CHI Professionalism Programme</p> <p><i>Innovative approaches to improving professionalism across the continuum: present & future</i></p>	

5

Strategic Objective 5 Resources Management

Secure and manage resources in a way that delivers best health outcomes, provides timely access to services, improves people experiences of using the service and demonstrated value for money.

The following examples highlight collaboration and planning for the best health outcomes for our patients and their families.

1. COVID-19 Vaccination Programme for Children and Young People in Children's Health Ireland

The COVID-19 vaccination programme for children in CHI was delivered in three phases in 2021, in line with the national vaccination programme for children. In April/May 2021, vaccination clinics were set up in CHI at Connolly at which over 1,000 vaccinations were administered to adolescents aged 16 years and over who were high risk or immunocompromised. Some adolescents were identified as having a particular risk of infection if they were vaccinated within a clinic setting, and therefore a 'drive-through' option was created.

This consisted of large tents supplied by the Irish Defence Forces which allowed the adolescents to remain in their cars for the administration and observation period.

In August 2021 the next phase of vaccination for 12-15 year old children was launched nationally. It was agreed that these children would receive their vaccinations in the Central Vaccination Centres (CVCs). CHI supported Citywest CVC by providing a team of vaccinators throughout this campaign.

In December 2021, the vaccination programme extended to children aged 5-11 years and again it was agreed that these children would be vaccinated within the CVCs. The particular infection prevention and control precautions of this age group, and the need to support children who may be fearful of vaccination, led to CHI developing guidance for managing the flow and separation of children through the CVC and the specific cleaning procedures to be followed. This guidance was subsequently circulated nationally for use by CVCs around the country. CHI supplied a team of vaccinators, pharmacists and play specialists to Citywest to support the vaccination programme for this age group.



Children's Health Ireland teamwork



Citywest Vaccination drive thru



2. As a result of clinical trials, a new gene therapy is available for children with Spinal Muscular Atrophy

Children's Health Ireland (CHI), St. James's Hospital and Trinity College Dublin welcomed the news in October 2021 that the HSE agreed a reimbursement price on Zolgensma gene replacement therapy for the treatment of Spinal Muscular Atrophy (SMA) in children.

The two healthcare institutions and the university were involved in delivering the first ever gene therapy to children in Ireland. The successful collaboration involved four Irish children and babies with severe SMA over 18 months. This was the first time that children in Ireland had ever received gene therapy. SMA is a rare, progressive, life limiting disease that makes muscles weaker and causes problems with movement. In the most severe cases, children cannot walk and have problems breathing and swallowing.

The gene replacement therapy is a highly specialised advanced therapy requiring very specialised equipment and healthcare staff to administer it safely and to follow the long-term outcomes of treatment.

The therapy was administered at the Trinity Wellcome HRB (Health Research Board) Clinical Research Facility at St James's Hospital in Dublin as part of a unique collaboration between Dr Declan O'Rourke (CHI) and Professor Martina Hennessey (St. James's Hospital). The therapy is administered only once and alters the genetic barriers to normal muscle and nerve development that occur in a child with SMA.



This is a game-changer. For the families who receive a diagnosis of Spinal Muscular Atrophy it is a devastating blow as they know that without treatment their small babies will not survive to become teenagers. Now they will have access to a gene therapy which dramatically improves their quality and the length of their lives.



*Dr. Declan O'Rourke,
Consultant Paediatric Neurologist*



3. Future Strategy for Children's Nursing: Nurses to lead way as advocates for the child and family in delivering rights-based care

Children's Health Ireland and the HSE published the strategy for the future of children's nursing in July 2021, 'Leading the Way; A National Strategy for the Future of Children's Nursing in Ireland 2021-2031'. The role of the children's nurse as recommended by this report, acknowledges them as advocates for the child and family in delivering rights-based care. Other recommendations include ensuring children and family are equal partners and participating in the design planning and delivery of care, raising awareness of the unique care needs of children and their families across all services and increasing diversity in the profession.



Rosemarie Sheehan CHI Assistant Director of Nursing Children's Nursing National Project Lead, Tracey Wall CHI Chief Director of Nursing, Prof Marie Brenner, School of Nursing, Midwifery and Health Systems, UCD



Mum and patient, Rachel Kenna Chief Nursing Officer



Children Health Ireland as of December 2021



3,972.8
Total staff teams



1,523.7
Total Nursing staff

From 1st January 2021 to 30th November 2021 we have received and shortlisted through

12,150

CVs and applications for posts advertised on www.CHI.jobs



We have held approx.

2,875*



Interviews/Competitions since January 2021. Two thirds of these have been held virtually.

*Backfill posts not included

6

Strategic Objective 6 Academic Healthcare

With our Academic partner, CHI will develop a Paediatric academic health science centre/ network that will fundamentally reshape the hospital university model of education, research and innovation to underpin a safer and more integrated model of care that includes progressing philanthropic funding for the Children Research and Innovation centre.

Academic Partnerships – Research and Innovation at Children's Health Ireland

It is widely accepted that health services where research and training are embedded in day-to-day operations, have better outcomes for patients; this is especially relevant for children as improvements in child health have implications for the life-course of the individual. Globally there is a well-established trend in healthcare and academic collaborations and partnerships to drive better integration of services, education, research and innovation to achieve better health outcomes for populations served.

Children's Health Ireland (CHI) is at the forefront among Irish hospitals in the degree to which it has advanced the governance, management and support of research in the hospitals.



Children's Health Ireland - monitoring our smallest persons

The academic environment around children's health is evolving considerably. The Paediatric Academic Health Science Centre (PAHSC) will bring together Children's Health Ireland and its four partner universities, RCSI University of Medicine and Health Sciences (RCSI), Trinity College Dublin (TCD), University College Dublin (UCD) and Dublin City University (DCU) under one roof in the new children's hospital and will govern all aspects of paediatric research, innovation and education carried out. The PAHSC structures, the significant state investment and the new alignment in the organisation of paediatric healthcare services nationally will allow us to attract and retain the best staff, secure greater levels of research funding and broaden our national and international collaborations.

The PAHSC will govern all paediatric education, research and innovation across CHI and the university partners, seeking to integrate research, innovation and training with clinical care and considerably advance the collective quality and impact of this integrated activity.

This strong and consolidated academic environment is an ideal foundation on which to build a new vision for innovation in children's health. This is in line with the HSE Action Plan for Health Research 2019-2029 which plans for a research governance infrastructure within future health delivery systems.



Children's Health Ireland teamwork

Parent Gemma describes the impact a recent Cystic Fibrosis clinical trial has had on her son Alfie's life.

“ We would like to reiterate our forever thanks for enabling my son to be part of this trial. Since he started the trial, his life has transformed, we have had no hospital admissions (we had one a year for the three years before the trial) and I could count on one hand how many antibiotics we have required in that time, a stark contrast to the years preceding our trial commencement.

That, in itself, for a young child is life-changing, aside from the physical benefits we can see in him. We will be forever grateful for the opportunity and thank you for giving him back a 'normal' childhood. The support we have had from the team for the entire trial has been incredible, both medically and personally - the team are a credit to the hospital and have been incredibly helpful and supportive.



CHI is at the forefront among Irish hospitals in the degree to which it has advanced the governance, management and support of research in the hospitals. ”



Children's Health Ireland teamwork



2021 funding

In 2021 the CHI Clinical Research Centre (CHI-CRC) successfully received funding of €3.25m from the Health Research Board to provide clinical trials services to children. In addition, the Children's Cancer Clinical Trials Unit received funding from the Health Research Board of €2.5m to provide cancer trials services for children. These sizeable awards will help us to continue to drive clinical trials participation for children in CHI as part of their clinical care.

Our Children's Health Foundation (CHF) is extremely supportive of research and innovation in Children's Health Ireland – in 2021 we established a new grant awarding partnership with CHF and SFI to drive paediatric research forward. CHF also funded the establishment of a new research seed funding initiative in 2021 to encourage participation and training in research.

Paul McNally, Director of Research and Innovation at CHI said; "We are putting a framework in place to translate potential to output through support, training, funding. One of the core values of CHI is progressiveness. Rather than standing still or merely following the lead of others, we want to continuously learn, improve and develop so that we can provide the best possible care to children across Ireland.



CHF

Children's Health Foundation raises vital funds to support sick children and their families in CHI hospitals and urgent care centres in CHI at Connolly, Crumlin, Tallaght and Temple Street. From vital equipment to ground-breaking research and new services to patient and parental supports.



While CHI is the tertiary children's hospital for Ireland, we are relatively small on an international scale in comparison to some of the leading children's hospitals, who operate at a volume and scale that we never will. We need to be acutely aware of the importance of strong international partnerships and building relationships – but one of the advantages of being smaller is having the capacity to maintain a strong culture and closely support the implementation of important initiatives.

We must be practical, honest and brave in the way we approach innovation to ensure that, rather than engaging in activity that on the surface might seem exciting and novel but is ultimately disconnected from meaningful benefit to children and families, we support only initiatives and approaches that have children and families at the heart of them.

A singular focus on quality, relevance and impact is what has the potential to set us apart from other centres and make the greatest difference for children in Ireland".





Children's Health Ireland teamwork

Governance of Children's Health Ireland





Remit of Children's Health Ireland

- (a) To plan, conduct, maintain, manage, provide and develop paediatric services in the hospital.
- (b) To provide for patient safety and quality of patient care in the hospital.
- (c) To promote excellence in the practice and provision of paediatric services and provide leadership in the advancement, development, organisation and delivery of paediatric services in an integrated clinical network for paediatric services.
- (d) To facilitate, foster and promote, through educational and other programmes, the personal and professional development of its employees and to provide paediatric medical, nursing and health and social care professional training and education.
- (e) To facilitate, foster, promote and carry out research and innovation aimed at improving paediatric services and advancing medical and scientific knowledge relating to paediatric services through research and scientific investigation and inquiry.
- (f) To provide information, advice, advocacy, and assistance in relation to paediatric services to the Minister, the Executive, the Health Information and Quality Authority, and such other persons that have involvement in the provision of paediatric services, as may be necessary.
- (g) To advocate on behalf of children and young people about healthcare issues.
- (h) To engage in or support fundraising and philanthropy in relation to Children's Health Ireland and the provision of paediatric services in the hospital in pursuit of the object of Children's Health Ireland.
- (i) To carry out such other functions as are necessary to provide paediatric services in the hospital.



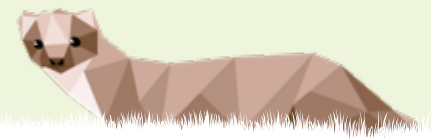
Object of CHI

The object of Children's Health Ireland is to improve, promote and protect the health, mental health and well-being of children in a manner that embodies the values of child-centred, compassionate and progressive care provided with respect, excellence and integrity and in doing so it shall have the right and responsibility to promote the culture and traditional principles of voluntarism in the conduct of its internal and external affairs.





Meet the CHI Board



Prof Jim Browne,
Chairperson

Former President of NUI Galway, Engineers Ireland and the Irish Academy of Engineering. Number of past roles in a variety of Boards, including the Irish Universities Quality Board, the Saolta Hospital Group, Galway University Foundation and the Board of the Central Applications Office.



Mr Con Cronin

Outgoing member of Our Lady's Children's Hospital Crumlin (OLCHC) Board, Chairman of Avison Young property advisors and chartered surveying firm, and past Chairman of the General Practice Committee of the Society of Chartered Surveyors.



Mr Turlough O'Sullivan

Deputy Chair of Our Lady's Children's Hospital prior to the establishment of CHI. Managing Director of Resolve Ireland. Former Director General of IBEC and board member of Business Europe, the National Economic and Social Council and the Labour Relations Commission. Chair of Schools and Health Foundation, a registered charity. Chair of Biramis Ireland, management consultancy.



Dr Gavin Lavery

Former ICU physician and Clinical Director of HSC Safety Forum (NI). Quality Improvement and Patient Safety Trainer. Graduate of the Advanced Training Programme at the Intermountain Institute for Healthcare Delivery and Research and Assessor for the Health Foundation.



Ms Mary Cryan

Former Human Resources Director with the Brown Thomas Group, and former Employer Member of the Labour Court. Board Member experience also includes: the Employment Equality Agency; Dublin Institute of Technology; and the National Employment Rights Agency.



Dr Anne Kilgallen

Anne is a Consultant in Public Health Medicine, retired Chief Executive (Western Health and Social Care Trust) and a former Deputy Chief Medical Officer for Northern Ireland. She is a fellow of the Institute for Healthcare Improvement (IHI), holds a Masters in Public Health from both NUI Dublin and Harvard University.



Eleanor O'Neill

She is a senior IT Consultant with extensive experience in Digital Transformation, Operational Management and Cybersecurity. She has more than 30 years' experience in senior executive roles in technology multinationals. Eleanor is currently a Non-Executive director of Coillte and the National Transport Authority (NTA)

Eleanor is an Engineering graduate of NUI Galway. In addition, she has post graduate qualifications in Systems Analysis from NUIG, Cybersecurity from UCD and Corporate Governance from the Institute of Directors Ireland.



Ms Catherine Guy

Catherine is currently CEO of Autolease Fleet Management Limited trading as NiftiBusiness. Catherine is a solicitor and former managing partner of ByrneWallace Law Firm. Catherine is also an independent director on the board of the Football Association of Ireland.



Mr Sean Sheehan

Former Chair of the Board of Temple Street Children's University Hospital Ltd, and former member of the Board of Governors of the Mater Misericordiae University Hospital and the Children's University Hospital Ltd. Over 25 years of Leadership and Executive Level experience in Irish and Multinational companies. Fellow of the Chartered Institute of Certified Accountants and member of the Institute of Directors in Ireland.



Prof Martin Elliott

Emeritus Professor of Paediatric Cardiothoracic Surgery at UCL, London Fellow and Emeritus Professor of Physic at Gresham College London and Paediatric cardiothoracic surgeon at Great Ormond Street London since 1984. He was co-Medical Director there from 2010 to 2015. He is a Non-Executive Director at the Royal Marsden Hospital London.



Ms Brigid McManus

Experienced public sector leader. Former Secretary-General, Department of Education and Skills. Currently she is a member of the Governing Body of National College of Ireland, chairs the Health Research Consent Declaration Committee and chairs the Judicial Planning Working Group.



Mr Liam Dowdall

Chair of the Tallaght University Hospital Board and Director in the Restructuring and Recovery Department of Financial Professional Services Firm; Smith & Williamson, and former Partner in Charge of Chartered Accountancy Firm BDO's Corporate Recovery Unit. Mr Dowdall resigned as a Board Member effective 28th February 2022.



About our Board



The Board of CHI was established under the Children's Health Act 2018. The Board is responsible for: (a) ensuring effective systems of internal control; (b) statutory and operational compliance; and (c) risk management. The Board is also responsible for setting the organisations strategy and for providing leadership.

There are clear distinctions between the Members of the Board and the day to day operations of the organisation which are delegated to the Chief Executive and the Executive Management Team. The Chief Executive is responsible for the management of CHI's operations and is responsible for devising policy within the authorities delegated to her by the Board.

Board members do not receive remuneration for their services as Members of the Board and are only entitled to be reimbursed for incidental expenses claimed in the performance of their duties.

Membership of the Board is made up of the Chairperson and 11 Non-Executive Directors who had been appointed by the Minister for Health. The Board has specific experience and expertise in matters connected with CHI's functions, and come from a diverse range of professions with experience of medical, quality, human resources, governance, legal and ICT.

The Chief Executive, Eilish Hardiman, together with her Executive Management Team, manages the implementation of strategy in line with CHI's statutory responsibilities and policies as established by the Board.

Governance

The CHI Board is responsible for the system of internal control and for reviewing the effectiveness of these controls, including: (a) financial; (b) operational and compliance controls; and (c) risk management. To deliver on this responsibility, the Audit and Risk Committee takes an active role in coordinating the assurances derived from various sources, such as:

- Internal Audit reports;
- External Audit by the Office of the Comptroller and Auditor General ("OCAG");
- Risk Management;
- Review of Financial Controls; and
- Review of Financial Statements.

In addition:

- The Executive Management Team provides an annual assurance statement to the Board which sets out the controls covering the totality of CHI's functions;
- Regular corporate performance reports are provided to the Board, including the CHI Corporate Risk Register;
- The Chief Executive provides a report at each meeting of the Board, to demonstrate alignment to the Board's strategic objectives; and
- The five Board sub-committees report to the Board.

Compliance with the Code of Practice for the Governance of State Bodies (2016)

CHI is committed to attaining and maintaining the highest standard of corporate governance within the organisation.

CHI has procedures in place to ensure compliance with the Code of Practice for the Governance of State Bodies 2016 (the Code). As required under the Code, the CHI Board has a formal schedule of matters specifically reserved for its decision to ensure the direction of CHI. These reserved functions including planning and performance functions, financial transactions, internal controls and risk management.



Board Meeting Attendance

Board Members	Attendance	Total Number of Meetings
Professor Jim Browne (Chairperson)	11	11
Con Cronin	11	11
Mary Cryan	11	11
Liam Dowdall*	10	11
Professor Martin Elliott	11	11
Catherine Guy	11	11
Dr Anne Kilgallen	9	11
Dr Gavin Lavery	9	11
Brigid McManus	11	11
Eleanor O'Neill	11	11
Turlough O'Sullivan	11	11
Sean Sheehan	11	11

* Liam Dowdall resigned as a Board Member effective 28th February 2022.



Children's Health Ireland teamwork

Committees

1. Quality and Patient Safety Committee

Chaired by Dr Gavin Lavery

The Board established a Quality and patient Safety Committee to provide a level of assurance on appropriate clinical governance structures, processes, standards, oversight and controls in place across CHI. The Committee oversees the development by the Executive Management Team of a quality improvement plan for services in line with an agreed Quality Improvement Strategy. The Committee is required to recommend a quality and patient safety programme and an Executive Management Team structure, policies and processes that clearly articulate responsibility, authority and accountability for quality, safety, and risk management across the Service. The Committee reports on its activities at each meeting of the Board and presents an Annual Report of its work to the Board.

Quality and Patient Safety Committee Meeting Attendance January to December 2021

Committee Member	Member	Attendance	Total Number of Meetings
Dr Gavin Lavery	Chairperson and Board Member	8	8
Dr Anne Kilgallen	Board Member	6	8
Sean Sheehan	Board Member	7	8
Aveen Murray	External Member	6	8
Dr Colm Costigan	External Member	7	8

2. Audit and Risk Committee

Chaired by Sean Sheehan

The Board established an Audit and Risk Committee to support it with its responsibilities for issues of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the Board's assurance needs and reviewing the reliability and integrity of these assurances. The Committee also ensures that the internal control systems, including audit activities, are monitored actively and independently. The Committee reports on its activities at each meeting of the Board and presents an Annual Report of its work to the Board.

Audit and Risk Committee Meeting Attendance January to December 2021

Committee Member	Member	Attendance	Total Number of Meetings
Sean Sheehan	Chairperson and Board Member	10	10
Con Cronin	Board Member	10	10
Mary Cryan	Board Member	9	10
Bernard McLoughlin	External Member	10	10



3. Governance and Nominations Committee

Chaired by Brigid McManus

The Board established a Governance and Nominations Committee to support it in establishing governance policies and processes, to examine governance agreements being submitted to the Board and to develop and oversee the nominations process for Board members, the annual Board evaluation process and issues related to the performance, remuneration and succession planning for the Chief Executive.

Governance and Nominations Committee Meeting Attendance January to December 2021

Committee Member	Member	Attendance	Total Number of Meetings
Brigid McManus	Chairperson and Board Member	9	9
Catherine Guy	Board Member	9	9
Turlough O'Sullivan	Board Member	9	9

4. Organisation and Remuneration Committee

Chaired by Turlough O' Sullivan.

The Board established an Organisation and Remuneration Committee to support it in defining CHI's Values, Vision and Mission Management. The Committee has a role to ensure initiatives and facilities are in place to support the wellbeing of staff and to enable them to fulfil their responsibilities, attain their full potential and achieve CHI's strategic goals. The Committee provides oversight of Transition and Integration arrangements for CHI, with a focus on the people elements which are delivered through an established 'People and Change Strategy' and work plan and delivered across six work streams. The Committee will consider succession planning for the key Members of the Executive Management Team taking into account the challenges and opportunities facing CHI and the skills and expertise needed in the future.

Organisation and Remuneration Committee Meeting Attendance January to December 2021

Committee Member	Member	Attendance	Total Number of Meetings
Turlough O'Sullivan	Chairperson and Board Member	4	4
Mary Cryan	Board Member	4	4
Brigid McManus	Board Member	4	4
Mary Duff	External Member	3	4
Derek McGrath	External Member	4	4



5. Capital Projects Committee

Chaired by Professor Jim Browne

A core remit of the CHI Board is to act as the client to the National Paediatric Hospital Development Board (NPHDB) for the capital project to design, build, equip and furnish the two Paediatric Outpatient Departments and Urgent Care Centres and New Children's Hospital in accordance with the approved project brief. The Committee's role is to consider strategic and operational issues relating to the client's remit of the design, build, equipping and ICT, and to make recommendations to the Board for decision to provide inputs and support decisions that reflect the client's requirements in the completed infrastructure.

Capital Projects Committee Meeting Attendance January to December 2021

Committee Member	Member	Attendance	Total Number of Meetings
Prof Jim Browne	Chairperson and Board Member	6	6
Catherine Guy	Board Member	6	6
Eleanor O'Neill*	Board Member	6	6
Liam Dowdall**	Board Member	6	6

*Appointed as a Committee Member 26th February 2021.

**Resigned as a Board Member and Committee Member effective 28th February 2022.





CHI Executive Structure

CHI is led by its Chief Executive and the Executive Management Team.
The membership of CHI's Executive Management Team during 2021 included:



Chief Executive
Eilísh Hardiman

CHI Executive Team Structure

Programmes	Corporate	Service / Operations	Professional / Standards / Quality
<p>TBC TBC Commissioning Officer for the new children's hospital</p>	<p>Stephen Flanagan Chief Financial Officer</p>	<p>Prof. Sean Walsh Clinical Director</p>	<p>Dr. Allan Goldman Chief Medical Officer</p>
<p style="color: #c00000; font-weight: bold;">PAHSC+</p> <p>TBC TBC Chief Academic Officer</p>	<p>Trevor Murphy Director of HR</p>	<p>Dr. Ike Okafor Clinical Director</p>	<p>Grainne Bauer* Chief Director of Nursing <small>*Tracey Wall acting</small></p>
	<p>Prof. Neil O'Hare Professor of Health Informatics (UCD) / Chief Information Officer (CIO)</p>	<p>Prof. Adrienne Foran Clinical Director</p>	<p>Tracey Wall Acting Chief Director of Nursing</p>
		<p>Joe Gannon Chief Operations Officer</p>	<p>Kerry Russell Director of Quality, Safety and Risk Management</p>

+Paediatric Academic Health Sciences Centre



Corporate Governance



Financial Management

Throughout 2021, CHI continued to manage its financial resources in line with good practice and all relevant statutory and governance requirements. The use of planning and ongoing financial management enabled CHI to use its resources efficiently and effectively. Ongoing improvements were made to the financial management systems in place to support decision-making. CHI's annual accounts for 2021 were submitted to the OACG in accordance with the timescales set out in the Children's Health Act 2018.

Corporate Governance

CHI is a registered charity under the Charities Act 2009 and is fully committed to ensuring the highest levels of compliance with the provisions of the legislation. CHI is compliant with the Charities Governance Code, the Code of Practice for the Governance of State Bodies (2016), and the Children's Health Act 2018.

Code of Conduct, Ethics in Public Office

CHI confirms that a code of conduct is established and adhered to. Furthermore, all CHI Board Members and relevant staff members complied with their responsibilities under the Ethics in Public Office legislation.

Protected Disclosures

Under the Protected Disclosures Act 2014 every public body is required to publish a report on the number of protected disclosures made to the public body in the preceding year and the action taken (if any) in response to the protected disclosures. In 2021 CHI received no protected disclosures from parties internal to CHI.

Risk Management

The effective management of organisational risk requires robust internal control processes to be in place to support the senior leadership team in achieving CHI's objectives and ensuring the efficiency and effectiveness of operations. CHI has implemented a HSE integrated Risk Management Policy with corporate risk register and site risk registers in place. Through consultations with management and a review of the risk registers, a risk based Internal Audit Plan for 2021 was developed and endorsed by the Audit and Risk Committee in March 2021.

A significant part of the work programme of the Audit and Risk Committee is the oversight role it plays in the risk management process for CHI. The risk environment and the updating of the corporate risk register is considered by the Executive Management Team and the Audit and Risk Committee reviews the risk register presented by management and reports its findings to the Board. CHI has appointed a Chief Risk Officer, who reports on any significant events affecting the working environment of CHI.

The Board as part of its work programme prioritised the development of a CHI Enterprise Risk Management Framework, including a CHI Risk Management Policy and Risk Appetite Statement.

Human Resources

Our people are our greatest resource. The Human Resource Department plays a significant role in developing a positive culture and supporting employee engagement and productivity. Treating our employees fairly and providing them with opportunities to grow assists CHI in achieving its mission and strategic objectives.

Safety, Health and Welfare at Work Act 2005

CHI have in place site specific Health and Safety Statements in accordance with the Safety, Health and Welfare at Work Act 2005.

There were 12 reportable incidents to the Health and Safety Authority (HSA) during the year.

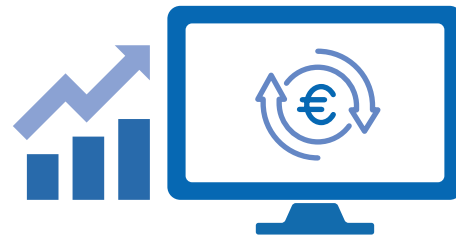


Financial Performance





Key Figures



HSE Allocation 2021

€411,664,752

Pay expenditure

€327,056,581



Non-Pay expenditure

€124,787,866

INCOME

€43,988,310



Medications



€25,935,406

Medical and Surgical Supplies



€23,070,172

Equipment Purchases



€9,952,213

Capital Investments



€52,918,810



Introduction

In considering CHI's performance and achievements in 2021, one should be cognisant of the ongoing presence of Covid 19 and also the significant impact of the HSE ransomware cyber-attack, which resulted in an initial curtailment of activity and contingency arrangements and controls being put in place. Notwithstanding, significant increases in activity were attained. Children's Health Ireland returned a deficit of €2,314,824 for 2021 (2020: surplus of €584,603), thereby resulting in a cumulative deficit at financial year-end of €9,142,094 (2020: €6,827,270). The detailed results and financial position for the year ended 31 December 2021 are set out in the Statement of Revenue Income and Expenditure, Statement of Changes in Reserves and Statement of Financial Position. The Statements overleaf, on pages 43 and 44, represent an extract from the primary financial statements of Children's Health Ireland. The note and page references contained therein refer to those per the audited financial statements rather than this Annual Report.

The key drivers for the increase in **HSE Allocation** of approximately €28 million full year funding in relation to service developments in 2020, significant new service developments across CHI in the year, Covid-19 funding, funding associated with public pay policy implementation and reduced scope for private income generation.

The increase in **Patient income** of €2.7 million primarily reflects the return of patient activity and reduced impact of Covid-19 when compared with 2020. Included within this category are both public and private patients. **Other income** is comprised of superannuation income, canteen income, parking charges, accommodation and rental income, donations, research and development income and miscellaneous.

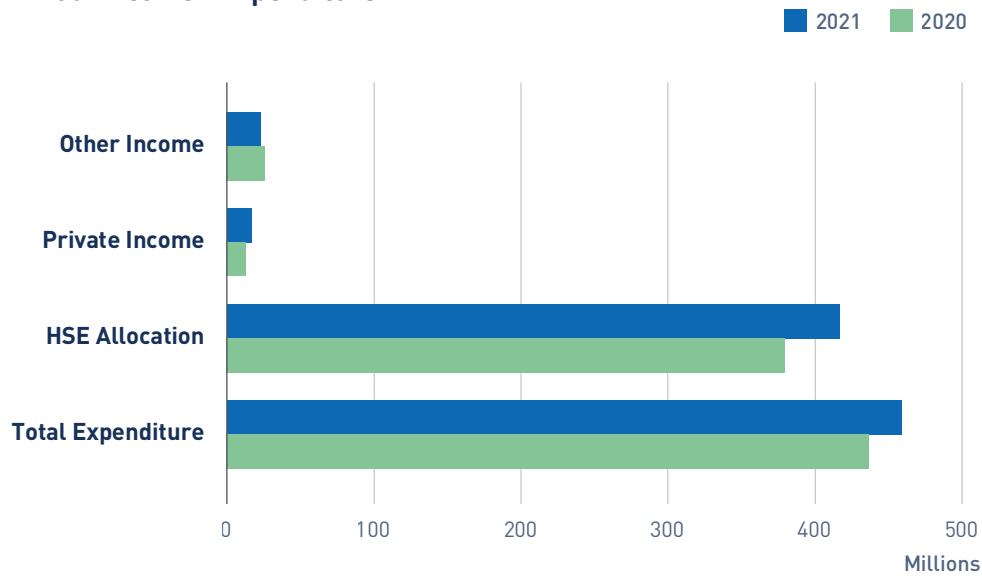
Total Expenditure has increased by €33 million, of this amount €20.6 million related to **Pay expenditure**. The key drivers of this increase are national pay restoration and increments, increased headcount related to service development funding, the full year pay costs of prior years' service developments and Covid-19 related costs.

Non Pay expenditure increased by €15 million, overall increases in the cost delivering consumable products and services has been impacted by the hyper inflationary economic situation. The main drivers of clinical expenditure growth have been in Medical & Surgical Supplies and Laboratory costs, the growth is due to general inflation in consumable costs across the system and the use of more complex consumables. The main drivers of non-clinical growth are accounting policy impacts and emergency spends/works that will not be re-occurring on the same basis.

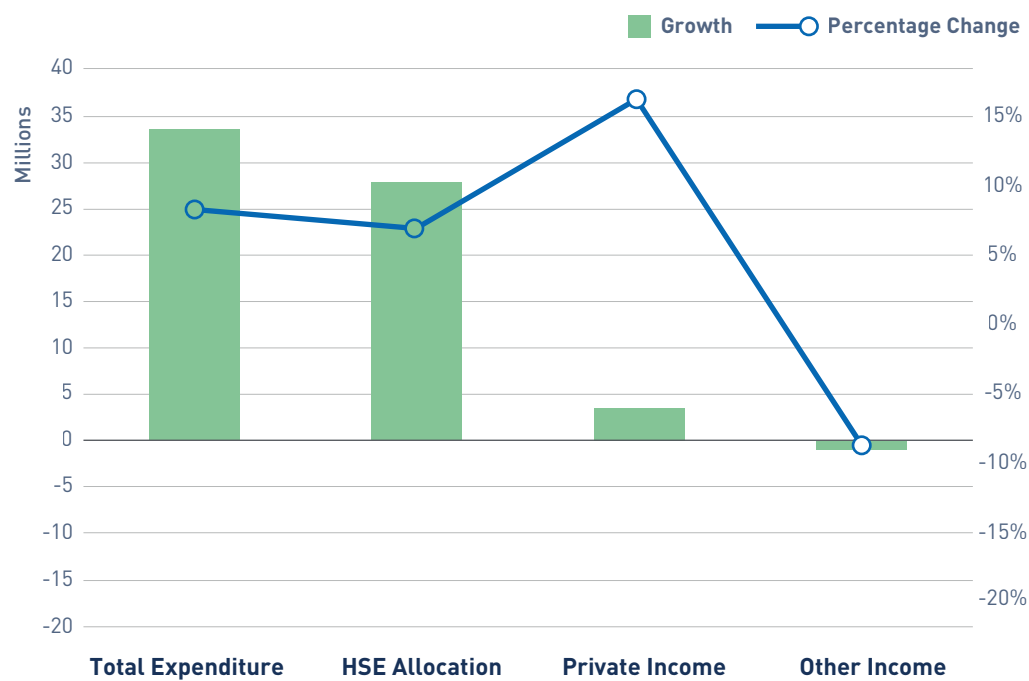


The charts below summaries the income and expenditure performance for 2021

Annual Income v Expenditure



Annual Growth





Statement of Revenue Income and Expenditure

for year ended 31 December 2021

	Notes	2021 €	2020 €
Income			
Health Service Executive - Revenue & Capital Grant	2	415,415,222	387,406,708
Patient Income	3	19,143,277	16,482,668
Other Income	4	24,845,033	25,370,724
Total Income for the Year		459,403,532	429,260,100
Expenditure			
<i>Pay & Pensions</i>	7		
- Clinical		(246,426,849)	(234,594,438)
- Non Clinical		(80,629,732)	(71,816,467)
<i>Non Pay</i>			
Direct Patient Care	8	(71,188,178)	(69,800,664)
Support Services	8	(13,592,988)	(12,270,869)
Administrative Costs	8	(40,006,700)	(31,518,140)
Depreciation	11	(10,217,031)	(9,070,129)
Total Expenditure		(462,061,478)	(429,070,707)
Operating (Deficit) / Surplus for the year before appropriations		(2,657,946)	189,393
Transfers from Capital Account / Capital Donations Reserve		343,122	395,210
(Deficit) / Surplus for the year		(2,314,824)	584,603

All gains and losses have been dealt with through the Statement of Revenue Income and Expenditure and the Statement of Capital Income and Expenditure (Note 10).

The primary financial statements of CHI comprise the Statement of Revenue Income and Expenditure, Statement of Changes in Reserves, Statement of Financial Position and Statement of Cash Flows on pages 25-29.

On behalf of the Board of Children's Health Ireland

Jim Browne
Chairperson
30th September 2022

Eilish Hardiman
Chief Executive
30th September 2022



Statement of Financial Position

as at 31 December 2021

	Notes	2021 €	2020 €
Fixed Assets			
Tangible Fixed Assets	11	<u>134,799,976</u>	<u>82,145,984</u>
Current Assets			
Inventories	13	5,544,868	5,699,029
Trade and Other Receivables	14	69,421,571	49,830,794
Cash at Bank	17	<u>5,624,314</u>	<u>11,242,590</u>
		80,590,753	66,772,413
Current Liabilities			
Bank Overdraft	17	(2,947,257)	(2,998,503)
Creditors (amounts falling within one year)	18	<u>(87,085,831)</u>	<u>(70,901,421)</u>
		(90,033,088)	(73,899,924)
Net Current Liabilities		<u>(9,442,335)</u>	<u>(7,127,511)</u>
Net Assets		<u>125,357,641</u>	<u>75,018,473</u>
Capital and Reserves			
Capital Account		126,693,132	76,803,232
Capital Donations		7,806,603	5,042,511
Revenue Reserves	19	<u>(9,142,094)</u>	<u>(6,827,270)</u>
		125,357,641	75,018,473

The primary financial statements of Children's Health Ireland comprise the Statement of Revenue Income and Expenditure, Statement of Changes in Reserves, Statement of Financial Position and Statement of Cash Flows on pages 25-29.

On behalf of the Board of Children's Health Ireland

Jim Browne
Chairperson

30th September 2022

Eilish Hardiman
Chief Executive

30th September 2022



Sláinte Leanaí Éireann



Children's Health Ireland

CHI | Connolly | Crumlin | Tallaght | Temple Street



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