



Children's Health Ireland

Annual Report 2020



Sláinte Leanaí Éireann



Children's Health Ireland

CHI | Connolly | Crumlin | Tallaght | Temple Street



Healthier children and young people throughout Ireland

Sláinte Leanaí Éireann



Children's Health Ireland



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Children's Health Ireland

2020

at a glance



Activity	CHI 2020 Total	CHI 2019 Total	% Change
Emergency Department Attendances 	82,813	125,477	-34% 
Urgent Care Centre Attendances* 	6,795	3,252	109% 
Outpatient Consultant Led Attendances 	128,137	146,100	-12% 
Inpatient Discharges** 	18,408	24,217	-24% 
Day Cases*** 	23,257	28,174	-17% 
Total Attendances / Discharges 	259,399	327,220	-21% 

* Urgent Care Centre opened in July 2019

** The introduction of Government restrictions for COVID-19 based on public health advice required a significant reduction in all scheduled care across the Dublin children's hospitals, including outpatients, inpatients and day case procedures. In addition, the temporary relocation of inpatient services at CHI at Tallaght University Hospital (TUH) (March – Sept 2020) to support the adult services at TUH, the bed numbers for 2020 reduced significantly throughout the year.

*** The average length of stay increased from 4.1 in 2019 to 4.7 in 2020 due to a cancellations of electives.

Introduction

Children’s Health Ireland 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 national paediatric services, some of which are on an all-island basis.

It is also the client for the new children’s hospital project, including its new outpatient department and urgent care centre in CHI at Connolly and new outpatient department and emergency care unit in CHI at Tallaght. As an academic healthcare organisation, CHI is leading on the clinical and operational transformation of acute paediatric healthcare through our triple mission of integrated services, education and research and innovation.

In 2020 we delivered treatment and care to over **259,390** children and young persons across our four locations in Dublin.

This care is delivered by our **4,200** 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.

During this Pandemic year, CHI welcomed the Minister for Health, Stephen Donnelly, TD who visited CHI at Crumlin, where he met Orthopaedic and Imaging Consultants in Crumlin and CHI Executives. He visited the Orthopaedic Ward and had a tour of the Radiology Department to view Magnetic Resonance Imaging (MRI) simulator, MRI and CT, EOS imaging and also visited Orthopaedic Out Patient Department (OPD). During his visit he met with patients, their families and staff.



Minister for Health, Stephen Donnelly visits CHI at Crumlin



Photo L -R: Dr Paul Oslizlok, Prof Sean Walsh, Minister Donnelly, Dr David Rea, Eilish Hardiman, Dr Robert Ghant

Chairperson's Message



Prof Jim Browne

2020 has been an extraordinary year with unprecedented challenges for Children's Health Ireland (CHI). Indeed, the last year has been very difficult for so many people. On behalf of the Board of Children's Health Ireland, I offer my deepest condolences to all those who lost a loved one to COVID-19 and my thoughts are with those still living with the impact of COVID-19.

It is difficult to adequately express the admiration and gratitude of the Board for the commitment and sacrifices made by staff across CHI. I would like to thank each and every one of our staff for their hard work, dedication and commitment in facing the many challenges 2020 presented, while at the same time ensuring CHI remained focused on fulfilling its key objectives. Our staff are central to our achievements and I commend them for their flexibility and for consistently working above and beyond the call of duty. The Board rely on their professionalism and skills as well as the agility of our structures, and our ability to harness innovation in technology and business practices to deliver essential services effectively at all times and especially so in a time of crisis.

In facing up to COVID-19, I believe CHI has demonstrated its strength and lived mission and values, as well as, the vision we have set out, namely 'healthier children and young people throughout Ireland'. The importance of our work in addressing health inequalities, supporting vulnerable children and young people and their families, has been thrown into a stark light during the COVID-19 pandemic. CHI continued to work for and advocate on behalf of our children and adolescents.

This lived mission and values, as well as, our vision has deep roots in the history of the three children's hospitals (The National Children's Hospital at Tallaght, Temple Street Children's University Hospital and Our Lady's Children's Hospital, Crumlin) and their predecessors (Harcourt Street Children's Hospital, St Ultan's Children's Hospital and Pitt Street Children's Hospital). These venerable institutions span over three centuries of acute healthcare services to children, adolescents and their families in Ireland. To honour our rich legacy the Board has commissioned academic historians to prepare and publish a historical record of these much-loved and greatly appreciated institutions.

The Board was delighted to approve the CHI Strategy for Research 2021-2025, which demonstrates its unwavering commitment to research. As part of this strategy, the Board has committed to progressing the development of the Children's Research and Innovation Centre (CRIC) on the campus shared with St James's Hospital. The Board has also advanced the development of a Paediatric Academic Health Science Centre (PAHSC) with all our four university partners in Dublin and intend to expand to an academic network with the rest of our university partners on the island of Ireland. These initiatives will drive improvements in healthcare outcomes for children and adolescents. To underpin these initiatives, the Board also approved the establishment of a Research and Innovation Office within CHI. The Board continued to work closely with the National Children's Research Centre (NCRC) and approved a Memorandum of Agreement to further strengthen collaboration between our two organisations.

The Board approved its first Statement of Strategy and Implementation Plan for 2021-2025, which will support CHI in delivering on its remit in the coming years. The Board would like to thank all staff that worked so hard to develop the plan during 2020.



The Board is proud of the work that CHI have undertaken to deliver the new model of care for paediatric health care by integrating, enhancing and transforming services not only in the greater Dublin area but right across the island of Ireland. CHI is working towards the opening of a new paediatric outpatient department and emergency care unit at CHI at Tallaght and the new children's hospital.

Finally, in 2020 we welcomed Ms Eleanor O'Neill to the Board. She will make a valuable contribution to our work in future years. I would like to thank the members of the CHI Board for their constant support, advice and direction throughout what has been a busy year. I would also like to thank the Chief Executive Eilish Hardiman and the Executive and I look forward to working with them to support the execution of our Statement of Strategy and Implementation Plan to deliver on our objectives and ensure that CHI continues to make a positive impact on the lives of the children, adolescents and their families, whom we are privileged to serve.

Prof Jim Browne
Chairperson

The Board approved its first Statement of Strategy and Implementation Plan (2021-2025), which will support CHI in delivering on its remit in the coming years.



Strategic Objectives

2021-2025



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- January 2020

Sláinte Leanaí 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

Chief Executive Message



Eilish Hardiman

It gives me great pleasure to introduce Children's Health Ireland (CHI) 2nd Annual Report which shares our key achievements and challenges of 2020. This year we have a different style of report to reflect 2020 being an extraordinary year and we want to show through storytelling how we delivered on our core purpose to care for and treat sick children and adolescents. We have used six patient and staff stories aligned to each of CHI's six strategic objectives in our Statement of Strategy to report on 2020.

Our staff delivered treatment and care to patients and their families during 2020 with continued dedication and commitment as they faced the challenges of COVID-19. Each story demonstrates the collective and innovative ways our teams worked together for our patients, and in some cases for patients in adult services during the pandemic.

The first confirmed case of COVID-19 in Ireland was admitted to CHI in February 2020. While COVID-19 primarily impacts adults, it had a large impact on our 2020 plans and how we delivered services to our patients and their families.

We endeavoured to protect essential services in CHI by implementing immediate contingency plans led out by our COVID-19 response team. Some of the measures included; early establishment of a COVID-19 testing service in CHI at Crumlin and CHI at Temple Street for patients, the temporary relocation of the acute paediatric services in CHI at Tallaght, rapid shift to virtual clinics and ways of working, re-purposing of spaces to meet infection control guidelines, regular and new communications on websites and social media platforms with updates on the impacts to services for all stakeholders.

I would like to commend the outstanding flexibility and innovation shown by many staff. To support staff a Wellbeing Programme and helpline was established, as well as, a CHI Professionalism Programme, which included a Peer Support Team. We launched a new MyCHI staff app which provided a range of information, updates and support for staff including PPE requirements, public health guidance and important health and wellbeing support for staff.

Creative workarounds were put in place in each of the sites and new services sustained. Award winning Interim Patient Flow 2020 was such an example. The nurse-led patient flow team focused on two key elements; patient access and appropriate patient placement flow across all four CHI sites. Years of collaboration utilising Microsoft teams and robust communication structures resulted in the optimisation of patient flow across the city. The initiative continued to flourish and resulted in the Ignite Innovation award at the Nursing Times Patient Flow Forum 2020.

Despite it all, our teams continued to deliver with strategic objectives being fulfilled, such as, 1,240 cardiac procedures performed in 2020, the highest number undertaken in a year to date for children on the island of Ireland, the transfer of all neurosurgery services for over 6 year olds from Beaumont Hospital to CHI at Temple Street and the acceleration of plans to consolidate services, such as, in-patient general paediatric surgery.

Timely access to services remained our greatest operational challenge in 2020. CHI's inpatients, outpatients and day cases waiting lists increased in 2020 due to COVID-19 impacts on patient throughput from service curtailments and restricted working. Some specific reductions in day care and outpatient waiting lists in Immunology and services in CHI at Connolly were achieved in 2020. Investment and practice changes to reduce waiting lists is a key priority for 2021.

Building the new children's hospital on a campus shared with St James's Hospital and the new paediatric outpatient department and emergency care unit at Tallaght continued in 2020. There were delays with construction closures due to COVID-19.



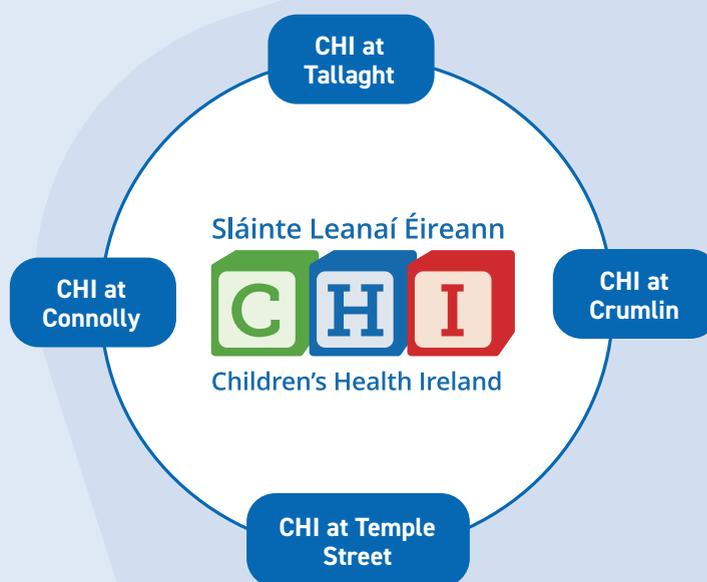
This pandemic has demonstrated more than ever the need for modern facilities in healthcare and CHI are fortunate to have funded plans in place to move into these new buildings in 2021 and 2024.

CHI's Children's Hospital Programme continued its significant work in 2020. The Electronic Healthcare Record (EHR) procurement planning commenced to ensure the new Digital Hospital is efficient and consistent for the delivery of the new model of care. A Service Blueprint project was developed for specific services to map and plan the changes of ways of working, staffing and projects needed to be ready for the transition to the new hospital.

I am proud to be Chief Executive of Children's Health Ireland and privileged to lead many in delivering healthcare to children and adolescents. I would like to sincerely thank the Executive Team and our staff for their professionalism, hard work, commitment and unflagging enthusiasm to achieve what was completed in 2020 despite a global pandemic. Finally, I would like to thank the Chairman Prof. Jim Browne and board members for their support, guidance and stewardship throughout 2020.

Eilish Hardiman
Chief Executive

'The year of No Hugs but BIG Thank You's to our Staff, Families and Children for bearing with us as we provided the best services possible under the Global Pandemic Covid-19'





Service Impacts of Covid-19

Covid-19 as an illness directly impacted adults more than children and adolescents, but like other children’s hospitals internationally, CHI experienced an indirect impact of the pandemic through an increase in children and adolescents seeking support to manage their mental health and how we operated in 2020 was impacted.

Covid-19, the subsequent Government-led restrictions and public health advice in 2020 had an enormous impact on all aspects of service delivery and operations in CHI. The response from staff and management was extraordinary with every effort made to keep people safe and well.

Timely access to care and treatment was already CHI’s greatest operational challenge before the pandemic hit. The service disruption caused by Covid-19 has created a significant challenge to waiting times and / or numbers waiting for access to outpatient review, day cases and inpatient treatment in CHI. Demand for access for urgent, semi-urgent and time sensitive cases steadily increased throughout the year. CHI entered into 2020 with an unacceptably high number of patients in some specialities waiting too long to access services. Unfortunately, the pandemic has caused this position to deteriorate in 2020. This will require prioritisation, investment and new ways of working to address in the years to come.

Children’s Health Ireland Waiting lists across all sites

Inpatients

2019
1,986 → 2020
2,690

Most of this increase was in those **waiting over 15 months which more than tripled from 189 to 626.**

Outpatients

2019
44,085 → 2020
42,629

Although this has dropped it should be noted that **the number waiting over 12 months has increased by 4,111 (25%).**

Day Cases

2019
2,708 → 2020
2,689

If Immunology Allergy Clinic is excluded, there was an **increase of 471 (23%).** With the number **waiting over 15 months increasing by 284 (148%).**

1

Strategic Objective 1 Children's Health First

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



CHI at Tallaght Clinical Directorate Team



Personal Protective Equipment Arrival

Children's Health Ireland is a child centred organisation. Early in 2020 CHI at Tallaght was the first hospital in Ireland to care for a COVID-19 positive patient.

At that time COVID-19 was considered a 2-month pandemic. Life outside of the hospital was continuing as normal. Within a few weeks the world was changing, COVID-19 was declared a pandemic and no country was spared. In CHI we watched reports from China, from Italy and from Spain and became anxious about how this virus would affect our patients, our loved ones and our health service. Each hospital looked to prepare for incoming patients and to draft contingency plans for a clinical need that would possibly overwhelm our service.

CHI at Tallaght is situated within the building of an adult hospital, Tallaght University Hospital (TUH), and many of the services are shared, meaning that the two hospitals react together to crises and support each other when required.

As part of the COVID-19 preparedness planning it was agreed that the need for clinical space and staff would be greater for adult services, and CHI thought hard about how to best support their CHI at Tallaght patients and the parents and grandparents of their patients during the pandemic response.

It was decided that it would be best to temporarily relocate the acute paediatric services in CHI at Tallaght to CHI at Crumlin, CHI at Temple Street and CHI at Connolly. This meant the quick closure of all acute paediatric services to include inpatients, day cases and the Paediatric Emergency Department based in Tallaght from midnight Friday 27th March 2020. Some paediatric Outpatients remained. Services in CHI at Tallaght re-opened in September 2020.

Staff in CHI at Tallaght either moved to their sister hospitals in CHI at Crumlin, CHI at Temple Street, or stayed in TUH to provide outpatient care to children or to care for adults in the Intensive Care Unit (ICU), Theatre and the Emergency Department. Each person by working in a flexible, responsive manner, demonstrated their commitment to healthcare. This dedication was recognised with the CHI at Tallaght staff receiving a 2020 hero award by their TUH colleagues.



CHI Frontline
Heros Mask up



Gillian's Story

In March 2020, I was happy working on Oak ward in CHI at Tallaght, as a newly qualified nurse. As the COVID-19 cases began to rise in Ireland, panic spread across hospitals. The atmosphere on the ward was chaotic and stressful. Everyone feared for the uncertainty of what Covid-19 could bring. I was one of many staff members relocated to CHI at Crumlin and CHI at Temple Street.

I was relocated to the Emergency Department (ED) in CHI at Crumlin. Being relocated to a different hospital was one thing, trying to adapt to a whole new field of nursing was another, but to do both of these things with a worldwide pandemic on our hands was frightening. I was dreading it. The term 'frontline worker' resonated strongly within ED. We had pyrexia children all the time, but now we were uncertain if a simple tonsillitis or the 'deadly' COVID-19 virus were triggering the temperatures. Our uniform basically revamped itself as PPE and facemasks were worn for each 12hour shift.

It was a time to pull together as one; Crumlin Nurses, Tallaght Nurses, healthcare assistants, doctors, the multidisciplinary team, administrative staff and household staff. Day in, day out, night in, night out, sharing the same objective of keeping our patients, their families and our staff safe. No doubt, it was challenging.



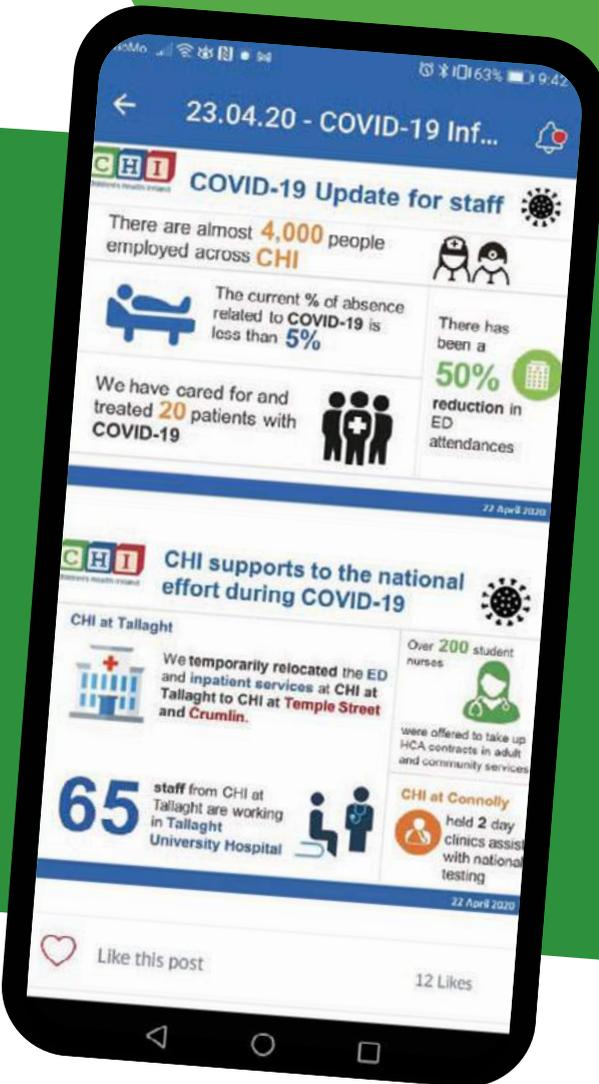
Attempting to adapt to ED life, when all I knew was routine in a ward setting, added to the challenge.

As overwhelmingly emotional, and physically draining some shifts were, I had the safety net of my ED team to fall back on. I felt so welcomed by everybody from the first minute I stepped through the department door. This ensured a smoother transition for me into the ED. It was over those short few months that I truly found my niche in nursing. I fell in love with my job more and more each shift.





One CHI approach was essential at providing child centred care during the pandemic



It was uncertain at the time how children would be affected by COVID-19. It was a scary time for everyone but together the teams showed their commitment to the children and their families. The CHI services and staff merged together in a time when the public were told to stay apart.

As the numbers in the pandemic reduced, plans were made to return services to Tallaght. The Theatre re-opened during the summer and by September 2020 the Emergency services and wards were open again for the children of Tallaght. A further response was required in the winter as COVID-19 numbers were rising again, this time CHI at Tallaght remained open but allocated a Paediatric ward to TUH for their critical care patients. By February 2021 the ward and beds were returned to CHI.

The CHI at Tallaght team is small in comparison to some other areas of CHI but each and every person had a part to play in the safe and excellent care of a child and their families. Nurses, Health Care Assistants (HCA), Health and Social Care Professionals (HSCP), Doctors and administration teams in CHI at Tallaght, Crumlin, Temple Street and Connolly all responded to the needs of the patient and their families. In addition, none of the changes for staff in and out of the CHI and Adult hospitals would have been possible without the support of our HR, ICT, Finance and Communication teams.

Ar scáth a chéile a mhaireann na daoine.

2

Strategic Objective 2 Integrated Healthcare

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

From its inception, Children's Health Ireland's strategy has been to develop networks which will enhance paediatric medical and surgical services throughout the country and to become more than just a new hospital building, albeit a cutting edge, world class facility.

One of CHI's core development principles is to be a driving force for integrated patient and family care, bringing the patient and their carers, local GPs and paediatricians in close contact with specialist services in CHI.



The O'Connor Family

The O'Connor family from Ennis, Co. Clare is an example of such integrated care.

Aoibhin, aged 3, who was born with complex congenital heart disease, was becoming increasingly symptomatic while awaiting completion of her cardiac surgery (total cavo pulmonary connection) in CHI at Crumlin. The availability of the Congenital Health Disease Network's local Paediatric Cardiology expertise (both medical and nursing through the Paediatric Cardiology Clinical Nurse Specialist, Georgina Purcell) based in University Hospital Limerick (UHL) was key in preparing her for her surgery and preventing the need for unnecessary travel to Dublin. CHI Cardiologist Dr Paul Oslizlok attends UHL to support colleagues in delivering care locally and in an integrated way.



Aoibhin has subsequently undergone a successful total cavo pulmonary connection in CHI at Crumlin and continues to be followed at the Regional Paediatric Cardiac Centre in UHL under the care of the Consultant Paediatrician with a special interest in Paediatric Cardiology (Dr Rachel Power), Consultant Paediatric Cardiologist from CHI at Crumlin (Dr Paul Oslizlok) and the Paediatric Cardiology Clinical Nurse Specialist (Georgina Purcell).

Where possible, the expertise and resources of Children's Health Ireland should be available to all children and their families throughout the island of Ireland irrespective of where they live. The establishment of an all-Ireland Congenital Heart Disease Network has become a recognised template of this ambition and strategy.

As part of a restructuring of paediatric congenital cardiac services in the UK, the NHS recommended that the cardiac unit in Belfast should cease congenital paediatric heart surgery and paediatric cardiac catheterisation.

In response to these new recommendations, and in order to provide timely and expert care for all infants and children with heart disease on the island of Ireland, the All Ireland Congenital Heart Disease Network was established in 2015, following the recommendations of an International Working Group.

This subsequently received strong cross-border governmental support. The core clinical centres for the All Ireland Network are Children's Health Ireland at Crumlin and the Royal Belfast Hospital for Sick Children. This network has also supported the clinical training and appointment of Consultant Paediatricians with an interest in congenital heart disease at Cork University Hospital, University Hospital Limerick and University Hospital Galway. There are also similar appointments in Northern Ireland (Altnagelvin Hospital, Derry and Craigavon Area Hospital).

Since 2015, this All Ireland, Congenital Heart Disease Network has continued to grow, establishing clinical pathways for integrated patient and family care for infants and children with congenital heart disease throughout the island of Ireland. The benefits of this system of integrated care became even more evident during the COVID pandemic, particularly throughout 2020.



Children's Health First at CHI



Although it was necessary for Ireland to go into various periods of lockdown throughout 2020, newborns, infants and older children with congenital heart disease still needed to travel to CHI at Crumlin for particular cardiac or cardiac surgical expertise. However, much of the follow up care and the pre and post-operative clinical surveillance could now be carried out closer to home, at the Regional Centres where Paediatricians with a particular interest in congenital heart disease continued to carry out face to face outpatient clinics. In addition, where necessary, a Consultant Cardiologist from CHI travelled to the Regional Centres to carry out Paediatric Cardiology Clinics, as the particular clinical need arose.

The overall impact of the COVID-19 pandemic was greatly reduced by reducing unnecessary travel for patients and families throughout the island of Ireland.

By the use of satellite congenital heart clinics in the Regional Centres in conjunction with telemedicine and local network conferencing, care was delivered, where possible as close to home as could be achieved.

Similar patients to the O'Connor family have benefited throughout Ireland, particularly in Cork, Galway and Limerick. This All Ireland, Congenital Heart Disease Network has also continued to support CHI at Crumlin in providing most of the congenital heart surgery and cardiac catheterisation for children in Northern Ireland throughout 2020, with minimal disruption in service. CHI at Crumlin had some of the highest levels of paediatric cardiac surgical and interventional procedures undertaken across UK and Ireland in 2020 – a testament to CHI staff and the All-island Congenital Heart Disease Network.

This has been particularly important because of the embargo on travel between the island of Ireland and Great Britain from time to time throughout the pandemic.



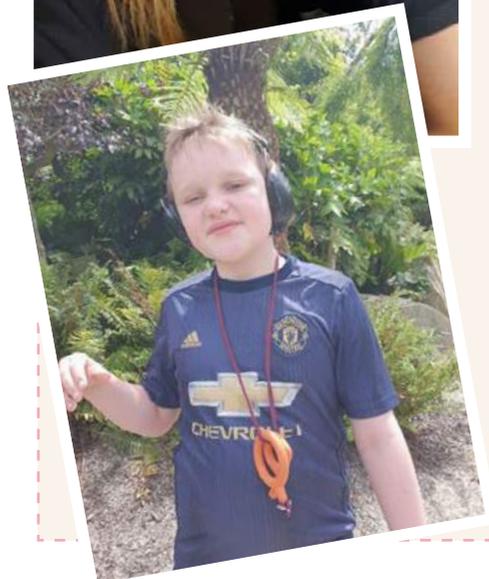
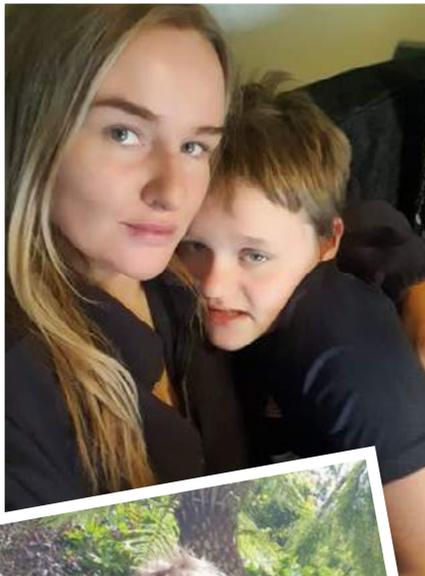
Children's Health First at CHI

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.

CHI at Connolly opened a paediatric outpatient and urgent care centre on 31 July 2019, with the vision of best-in-class facilities delivering treatment and care to children, adolescents and their families, in the right place, at the right time, as close to their home as possible. Despite the Global Pandemic, this model of care enhanced this vision during 2020. The Urgent Care Centre (UCC) in CHI at Connolly treats minor injuries and illnesses that are not life-threatening and do not require a visit to the Emergency Department.

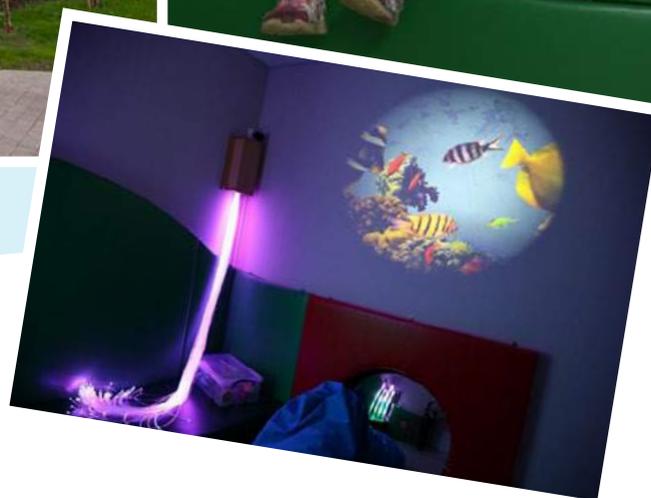


The Cunningham Murtagh Family Story

Kaiden is a wonderful boy but would experience challenging behaviour due to his diagnosis of Autism Spectrum Disorder (ASD). Kaiden was admitted into hospital for 6 weeks. He received great care but this was a very difficult time for him. He became fearful of hospital settings and outpatient appointments became difficult to manage. Kaiden experienced anxiety around blood testing and we were invited to take part in a new clinic specially for autistic children. However, the bright welcoming space in CHI at Connolly really supported Kaiden. The experience of the sensory room was really helpful. The soft furnishing, lights and textures allowed Kaiden to relax while waiting for his procedures.

The individual consultation rooms reduced the noise levels of a busy hospital and this really supports our blood tests appointments. It is great to experience CHI at Connolly services and we have visited the UCC since our original blood test. It is good to know the vision for the new children's hospital as I know Kaiden (aged 11) will probably require the services in the future.

'The bright, light space is calming for children which in turn keeps the parent's calm. Kaiden is happier going for blood tests in CHI at Connolly as the more modern service meets his needs' said Mum.



CHI at Connolly Urgent Care Centre and Outpatient Department

A family may self-refer to the UCC or be referred from a General Practitioner (GP) via letter electronically through healthmail. The journey begins with the digital check in. The child is registered on electronic patient and emergency systems which supports faster, safer ways of working by providing the teams caring for the patient with the information they need at the point of care. There is a single system across CHI at Connolly and CHI at Crumlin which allows the child's identification requirements such as labels and wristband to be produced efficiently.

The UCC has single rooms and spacious waiting areas which provided excellent capacity to accommodate children and families throughout the 2020 pandemic. The Triage Nurse has visibility on a single system, called Symphony, of child's details which increases efficiency.

The follow-up care by the Doctor or Advance Nurse Practitioner shares visibility of the child's demographic details, triage category and triage assessment via the single system. The follow up treatment plan and any further investigations such as X-rays or blood tests are provided on site and documented on the shared file. Consultation with orthopaedic experts in the CHI at Temple Street site is also available via an electronic system.

This allows a full visibility of x-rays and a child's current status. The outcome is the provision of a consulted expert opinion and a plan of care based on information shared electronically. The average time per visit is 122 minutes (just over 2 hours) from entrance to exit in UCC.

An Emergency Consultant and a Clinical Nurse Manager (CNM2) are on duty for coordination and provision of care. A Community Liaison Nurse is on site for communication and liaising with community services such as GPs and public health nurses.

The entire cycle of the child's care is electronically documented and printed prescriptions are provided on discharge. A copy of the child's discharge summary is shared with their GP and is maintained on Evolve, a newly established Electronic Document Management System. CHI clinicians can have immediate access for any future child's appointments for continuation of care. This takes us to Patrick who started his journey with CHI with a referral to General Paediatrics. Patrick was admitted to CHI at Crumlin and followed up as an outpatient in CHI at Connolly which is closer to his home.

Patrick's Story



Patrick's Dad recalls 'Due to Patrick's medical needs he visits CHI at Connolly outpatient department (OPD) at least once a week with his parents to monitor his bloods. He is only two years old so we need to monitor his bloods to ensure the health levels of his kidneys and liver are good for his condition. He is a happy child, making medical appointments is hard for him but CHI at Connolly OPD has helped with the necessary experience. Patrick has a team that know him in CHI at Connolly so there is always a welcome in the bright, light space for his family. When Patrick needed to be admitted to CHI at Crumlin as an inpatient, the medical information was on one digital system. We need to verify information with every visit but the medicine, blood levels and examination reports are all available to hospital teams on both sites.'

The digital service at CHI at Connolly provides free Wi-Fi and entertainment via TV or laptop if required to support Patrick and other children during treatment. There are social worker and play specialist services on site to offer family support. Other facilities such as a child's sensory room, breast feeding rooms and a cafe are available to further support families.

In the UCC there are single rooms and spacious waiting areas which prove to be excellent capacity to accommodate children and families which is especially beneficial during the pandemic.

Consultation with orthopaedic experts in the CHI at Temple Street site is also available via an IT application. This allows a full visibility of x-rays and a child's current status allowing for a consulted expert opinion and a plan of care based on the information shared electronically.

The entire cycle of Patrick's and other children's care is electronically documented and printed prescriptions are provided on discharge. A copy of the child's discharge summary is shared with their GP and maintained by CHI so our clinicians can have immediate access for any future child that attends our services.



"This really supports our health journey with Patrick and the synchronised thinking for the patient is a sign of good things to come in the New Children's Hospital, Dublin 8" said Dad.'





Children's Health Ireland at Connolly in Blanchardstown

Paediatric Outpatient and Urgent Care Centre at a glance...

<p>25,000 Urgent Care attendances per annum</p> <p>Over 5,000m² of clinical & work space</p>	<p>Initial Opening Hours Urgent Care Centre 9am – 5pm, Monday – Friday</p>	<p>Opening Hours Outpatients Department 8am – 6pm Monday – Friday</p>	<p>Over 17,000 Outpatient Department attendances per annum</p>
<p>10 Urgent Care Assessment Cubicles</p>	<p>We treat children aged 0 years – eve of 16th birthday</p> <p>Examples of minor injuries & minor illnesses</p> <p>✓ We treat children with</p> <ul style="list-style-type: none"> Sprains, strains and broken bones Vomiting and diarrhoea Minor burns and scalds Fever in babies older than 12 weeks Small cuts and injuries Mild asthma 	<p>General Paediatrics Clinics including Rapid Access</p>	<p>Over 6 Short Stay Observation Beds</p>
<p>Co-located with adult teaching hospital at Connolly</p>	<p>✗ We don't treat children with</p> <ul style="list-style-type: none"> Serious head, back and neck injuries Severe stomach or chest pain Severe burns Fever in babies less than 12 weeks Seizures Severe trouble breathing Mental health concerns 	<p>Radiology Department providing X-ray</p>	<p>Trauma Orthopaedic Fracture Clinics</p>

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A new Bumbleance service based in CHI at Connolly providing daily interhospital transfers of patients across Children's Health Ireland (CHI) commenced in 2020

UCC at CHI at Connolly consistently increased activity in 2020 which resulted in 6,795 urgent care attendances. Out of which, 95% of whom were discharged home rather than requiring onward referral which is consistent with the model of care.

With the One CHI team collaboration on communications of patient flow for bed availability, a small number of children were transferred for further investigation and treatment to the children's hospitals in either CHI at Temple Street, Crumlin and Tallaght. The child's transport for hospital transfer was provided via Bumbleance if required.

The centre has a number of specialties that deliver outpatient services at CHI at Connolly, these include: General Paediatrics such as general clinics, condition specific clinics and rapid access clinics as well as Trauma Orthopaedics (fracture clinic).



There were over **14,266** Consultant, Nurse and HSCP led Outpatients attendances in 2020. A high percentage of these have been long waiters on the General Paediatric or Allergy waiting lists in CHI at Temple Street, Crumlin and Tallaght.

Since the opening of CHI at Connolly there was a **67%** reduction for those waiting over 12 months (for the period July 2019 to December 2020) in the waiting list for general paediatrics and predictions aim for this waiting list to reduce further by the end of 2022.

Despite the pandemic, CHI at Connolly increased its capacity. The main three highlights in services were:

- **Phlebotomy Services:** Due to the COVID-19 pandemic the GP direct access for phlebotomy service was moved from CHI at Crumlin and CHI at Temple Street to CHI at Connolly – this has proven to be a significant success as it avoids attendance at acute hospitals and provides a high quality and efficient patient experience.

As a result of this CHI at Crumlin and CHI at Temple Street have redirected all GP phlebotomy to CHI at Connolly and the phlebotomy capacity and demand has grown exponentially. There were in excess of 3,000 children who attended for phlebotomy appointments in 2020.

- **Infusion Services:** Using National Treatment Purchase Fund (NTPF) funding an initiative to move day ward infusions from CHI at Crumlin to CHI at Connolly proved a success. The outcome increased capacity within CHI at Crumlin for more GI activity – the initiative commenced in December 2020 and will continue to develop in 2021 with NTPF support.
- **Radiology Services:** The Radiology Services within CHI at Connolly continued to increase in capacity and demand. Attendances were often referred internally from UCC and OPD and from other CHI sites and local GP Community Services. There were 9,141 patients who availed of X-ray and ultrasound services. Radiology attendances were often referred from other CHI sites and local GP Community Services.

CHI at Connolly UCC is a blueprint of the digital services and plans that can be implemented in the new children's hospital.

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.



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Strategic Objective 4 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).



Valued Staff in CHI



The global COVID-19 pandemic made 2020 an extremely stressful year for CHI staff. In response to this the CHI Board prioritised and endorsed the need for staff support to deal with the many issues that were arising on a daily basis throughout the crisis.

The first CHI Health & Wellbeing Steering Group was established and composed of cross site CHI members. Their mission was to support staff teams' mental and physical health in such challenging and stressful circumstances. The introduction of the Staff MyCHI App was the timeliest way in communicating with staff teams who were redeployed, in quarantine, self-isolating, on leave or working remotely. A wellbeing section provided good resources which included: online Yoga classes, Mindfulness, Healthy Eating, Exercise, Mental Health talks, stress control measures and various webinars.

Wellbeing groups were established and were open to Consultant staff and Non Clinical House Doctors (NCHD's). Psychological Supports and Resilience training was provided by CHI Psychologists.

Staff support structure Schwartz Rounds continued on a virtual basis across CHI at Tallaght and Temple Street with training established in CHI at Crumlin. These essential Schwartz Rounds provide an opportunity for staff from all disciplines across a healthcare organisation to reflect on the emotional aspects of their work. Work continued under the Healthy Ireland Framework resulting in a calendar of events to support staff wellbeing such as Virtual Departmental talks, RTE Operation Transformation staff engagement and the development of the first CHI Social Committee to name a few.



The CHI Professionalism programme commenced in May 2020 and aims to improve patient centred care and improve staff support and self-care. This healthcare professionalism programme benefits all staff, clinical and non-clinical, across CHI. Programme Sponsor, Professor Peter Greally and Programme Lead, Professor Dubhfeasa Slattery together with the CHI Professionalism team and CHI colleagues, co-designed the programme.

The **CHI Professionalism Peer Support programme** was the first cornerstone created in May 2020. This cross-site initiative ensures that trained Professionalism Peer Supporters (clinical and non-clinical staff) are available to support peers who are under stress: including the stress of working during COVID-19, after an adverse event, after an unexpected patient outcome or the stress of continuous change.

This programme is modelled on international centres of excellence. Evidence identifies some healthcare professionals prefer one to one peer support that is confidential and free: this is what CHI's Professionalism Peer Support programme provides.

'We continued to offer Staff Supports as our Staff are at the Heart of the CHI story'



Thelma's story



I was invited to become a Professionalism Peer Supporter after I was nominated by my peers. I was honoured my colleagues had nominated me as someone they trust to

listen and provide support in times of stress at work.

The value of the Professionalism Peer Support programme is that it makes available a trained Peer Supporter to meet with a work colleague in stress, either face to face or virtually to provide one to one, confidential, free and non-judgemental support. It provides a space to debrief, a "psychologically safe space". Additionally, as a member of the Professionalism Peer Support team I provide information on free resources available to my colleagues and can link them to free counselling if required. I bring my own personal knowledge and experience to this role which I feel has allowed me to reach out and support others in times of stress.

I feel colleagues leave our confidential meetings a lot more relaxed and less anxious. Many thank me on follow up email and explain it is helpful to have someone to trust and listen to them.

In the Professionalism in the Workplace survey 92% (1,176 colleagues) of respondents said establishment of the Peer Support programme is a positive step and 82% (1,051 colleagues) said they would recommend it to a colleague.

Personally I am glad that CHI have established a Professionalism Peer Support programme and team that allows us help colleagues within our organisation, especially through a Global pandemic such as COVID-19.

A Professionalism in the Workplace Survey, during August/September was the first of its kind nationally in a public hospital group. It provided information to help co-design the CHI Professionalism Programme and provide a baseline against which the impact of an intervention can be measured.

A CHI Professionalism Webinar Course was developed by the CHI Professionalism team, for CHI Staff in December. These webinars provided evidence based, practical tools used in business and healthcare internationally to address issues encountered at work. Between 300-400 colleagues registered for each of the five webinars. Feedback was excellent: >95% of respondents said they would recommend the webinars to colleagues and the content of the webinars would assist them in their work-life.

All these CHI Professionalism and Wellbeing initiatives will continue, with many more planned for 2021.





MyCHI App

MyCHI App was created in 2020 to engage with over 4,000 people working in CHI across five locations.

It allowed staff timely access to information during the pandemic. The App proved essential when continuing to develop a cross city CHI, following the opening of CHI at Connolly in 2019 and planning for CHI at Tallaght in 2021 in the midst of a global health pandemic.



MyCHI App - Key Statistics 2020

2,375 Staff Registered

99% Logged in via mobile

5.2k App Likes

617.1k Content Views

Our CHI Staff



Neurosurgery

Supported transfer of service from Beaumont to CHI at Temple Street



Recruitment

- ✓ Fulfilled recruitment across all sites for the 2020 service developments in areas such as Rheumatology, Complex Pain, Neurodisability, Radiology
- ✓ Fulfilled extensive recruitment for wide range of NTPF posts to support Covid activity



Covid

Implemented Covid tracking for Occupational Health using Formstack across all sites and provided detailed weekly analysis of Covid staffing impact on across all CHI sites



1,144 CHI Positions advertised



17,092 Number of applications processed for posts in CHI

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Strategic Objective 5 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.



Isabel Amberg at Play

Children's Health Ireland (CHI) experienced similar challenges to all hospitals during the current climate of living with COVID-19 in terms of sufficient space to manage patients in its hospitals as they adhered to the public health measures on social distancing and infection prevention and control.

CHI's Allergy Team identified a unique opportunity to vastly reduce the day case waiting list for patients requiring food challenges. The use of the Citywest facility with the support of the Health Service Executive (HSE) allowed for a focused period to manage a high volume of patients over the course September and October 2020. During this period 474 children who were on a waiting list attended the Food Challenge Clinic which equated to an average of 27 food challenges being completed per day.

Isabel's Story

One such child was Isabel that showed signs of a Peanut allergy as early as nine months old. (Pictured on previous page)

"We expected this allergy to dominate her life and we were very worried about the risks. I was delighted to learn of the Citywest Allergy Clinic and we met the criteria to attend. Isabel was one of the youngest members to attend but she was very responsive to treatment. The CHI staff followed the COVID-19 protocols and were excellent in their approach to Isabel."

"We were delighted to learn of the clinic, as we were expecting a very long wait for Isabel's peanut challenge. The doctors were very helpful, knowledgeable, and calmed my nerves during the challenge. Isabel was just shy of three at the time, and the doctors put her at ease and made it a very positive experience for us both"

Mum Amy Amberg.

Six-week allergy initiative reduces CHI wait list by 474

At the time of go-live, CHI had over 700 patients on the waiting list for drug and food challenges. Whilst restrictions existed pre-COVID-19 in terms of access to day ward availability for these patients, this was compounded by the guidelines in place which required a reduction in patient throughput on our acute hospital sites.

This project provided a unique opportunity to invite our clinical colleagues from Cork University Hospital to join us during this period in order to share knowledge across hospitals on the management of these conditions for the benefit of our patients.

Our Anaesthesiology colleagues also supported this project by ensuring there was one Anaesthesiologist on site each day which again provided a unique learning opportunity for our staff and students.



CHI Citywest Allergy Clinic



The general feedback from patients and their families was extremely positive with parents reporting the same high quality service they receive when on site in our acute settings.

However, the Citywest facility afforded a level of calm and reassurance for patients in receiving a service in an environment where they were not mixing with multiple specialties on busy day wards.

The CHI communications and wayfinding team have been excellent in ensuring that Citywest became a more paediatric-friendly environment and put systems in place to ensure the provision of a CHI experience off site. Parents have been very impressed with the facility and delighted to have this opportunity to complete the food challenges for our patients, a number of whom have been waiting since 2017 and 2018.



CHI Citywest Allergy Clinic Professor Jonathan Hourihane

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Strategic Objective 6 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.



CHI Neuromuscular team, iPATs team and St. James CRF team working in partnership to deliver gene replacement therapy to children with SMA



Luke and Sean, brothers with Spinal Muscular Atrophy

In 2017, Liz and Dave's Ryan's son Luke was diagnosed with Spinal Muscular Atrophy (SMA) type 1, at 8 weeks of age. He started Nusinersen (Spinraza) treatment, given by repeated spinal injections every four months, resulting in improvements in strength and function. At 4 years of age Luke is a wheelchair user, has severe scoliosis and requires breathing support.

The photographed team adhered to Social Distance guidelines but came together very momentarily for this image only

Sean and Luke's Story

Luke is one of our strongest SMA type 1 children benefiting from starting treatment at an early age. In SMA type 1, 90% of untreated children will not survive beyond 2 years of age. Treatment works best when started early, with children who have been treated pre-symptomatically doing best.

In 2019 Liz and Dave became pregnant with their second son Sean. At 12 weeks' gestation, they found out that Sean also had SMA type 1. Sean was born in January 2020 and commenced Nusinersen treatment at just 10 days of age while he was still pre-symptomatic.



In the preceding period, a second new treatment was developed for SMA. Zolgensma (Onasemnogene abeparvovec), a one-time only gene replacement therapy, is administered as an intravenous infusion over 60 minutes. Gene therapy is a highly unique treatment. A genetically engineered gene is packaged in trillions of viral particles designed to deliver the gene to cells to start producing protein that is absent in SMA.

The therapy requires a specialised licence to use and specialised equipment and facilities to store, handle, compound and administer. Gene therapy had never been administered in Ireland to a child. The only facility in the country with the unique resources required to administer gene therapy is at the Clinical Research Facility (CRF) in St. James's Hospital led by Professor Martina Hennessy.

Just prior to Sean's birth we became aware of a global managed access program (MAP) for eligible children with SMA type 1 to access gene therapy. The MAP was set up as a lottery. After approaching Professor Hennessy's group, we agreed to enter a collaboration to support the administration of this innovative therapy, if Sean was successfully selected.

Sean was entered into the MAP at 1 week of age. The following week we received word that he was successfully selected. Our collaboration immediately kicked into effect.

The efforts involved resulting in successful administration of gene therapy to Sean at 7 weeks of age were immense and involved the environmental protection agency, the state claims agency, the St James's Hospital and CHI executives, An Garda Síochána, the Irish Paediatric Acute Transport Service (IPATS), as well as the CHI neuromuscular team and Professor Hennessy's CRF team.

Sean is now 18 months old. Having received Zolgensma, he is no longer receiving Nusinersen. Amazingly, he is now starting to walk independently, an incredible feat for a child destined to have SMA type 1.

Since administering Zolgensma to Sean, we have since given this gene replacement therapy to 3 other children with SMA type 1, all of whom are benefiting from this innovative treatment and from our collaboration. This incredible collaborative partnership between CHI and our soon-to-be new neighbours at St James's Hospital was a wonderful expression of what can be achieved when clinical research in Ireland is allowed to flourish for the benefit of the patient.

Thank you to Dr. Declan O'Rourke, Consultant Paediatric Neurologist, Associate Director of Research at CHI, Children's Health Ireland at Temple Street for sharing this patient story.

One of the key aspirations that unites us in CHI is the vision to be a world class children's hospital. Promoting and supporting education, research and innovation in paediatric healthcare is explicitly stated in the legislation to establish Children's Health Ireland (CHI) and is of vital importance in advancing children's healthcare, development of the new children's hospital and the implementation of the national models of care for paediatric and neonatology. Central to our future success will be a close and productive relationship with our academic partners.

This will be achieved through a Paediatric Academic Health Science Centre (PAHSC), and the appointment of the key CHI roles of Chief Academic Officer, Director of Research and Innovation and Director of Education. The Paediatric Academic Health Sciences Centre (PAHSC) will foster, facilitate and ultimately ensure collaboration and partnership between CHI and Dublin's Academic institutions. A Paediatric Academic Health Science Network (PAHSN) will extend collaboration to universities and paediatric sites outside Dublin.



Youth Advisory Council



The Youth Advisory Council (YAC) is a group of young people who share their experiences as users of hospital services in order to improve the care that children and young people receive in the children's hospitals in CHI.

Since 2020, the council have conducted all monthly engagements virtually. This has allowed YAC to continue to meet regularly and be involved in a number of exciting engagements throughout Children's Health Ireland and broader paediatric care within Ireland. Some of these engagements included:

- Input and feedback into the Children Health Ireland Statement of Strategy
- Developed an "effective patient communication" document for Children Health Ireland Staff
- Involvement with Children's Health Ireland's Sustainability Working Group
- European Children's Hospitals Organisation (ECHO) Green Advisory Committee

The YAC's Mission

"To give young people a voice and allow them to actively contribute to the quality of paediatric care in Ireland"



CHI Youth Advisory Council



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 as 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

11 members were appointed by the Minister for Health in 2018 with Eleanor O'Neill appointed in 2020



Prof Jim Browne,
Chairman

Former President of NUI Galway. Number of past leadership and membership roles in a wide variety of Boards, including of the Board Galway University Foundation, European member on the Board of Integrated Manufacturing Systems; former Chairman of the Irish Universities Association.



Mr Con Cronin

Outgoing member of Our Lady's Children's Hospital Crumlin (OLCHC) Boards, Chairman of GVA Donal O Buachall, a Property Advisor and Chartered Surveyor Firm, and past Chairman of the General Practice Committee of the Society of Chartered Surveyors.



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 Catherine Guy

Catherine took up the role as CEO of Autolease Fleet Management Limited trading as Sixt Leasing in September 2019. She is a solicitor and former managing partner of ByrneWallace which is a large Dublin based law firm. Catherine is also an independent director on the board of the Football Association of Ireland.



Ms Brigid McManus

Former Secretary-General, Department of Education and Skills, Member of Governing Body of National College of Ireland and Chairperson, Health Research Consent Declaration Committee.



Eleanor O'Neill

A highly experienced Senior Executive and Board Member leading all aspects of Business Transformation whilst working for a number of multi-national organisations in the Technology Sector. Areas of expertise include, the development and implementation of strategic initiatives at Board Level, mergers and acquisitions, executive leadership as well as Corporate Governance and Compliance.



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 Employment Equality Agency, Dublin Institute of Technology and National Employment Rights Agency.



Mr Liam Dowdall

Chair of 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.



Dr Anne Kilgallen

A Consultant in Public Health Medicine, retired Trust Chief Executive, former Medical Director for the Western Health and Social Care Trust and a former Deputy Chief Medical Officer for Northern Ireland. Anne is a Fellowship of the Institute for Healthcare Improvement, holds a Masters in Public Health from both NUI Dublin and Harvard University. Anne is a fellow of both the Faculty of Public Health (UK) and the Faculty of Public Health Medicine in Ireland, where she has served on the board.



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.



Mr Turlough O'Sullivan

Former Deputy Chair of Our Lady's Children's Hospital Crumlin (OLCHC) Board. Managing Director of Resolve Ireland and Former Director General of IBEC. Experience at Board of Director level includes membership of the Executive Board of Business Europe, The National Economic and Social Council and Labour Relations Commission.



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 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.

About our Board

The Board of Children's Health Ireland (CHI) was established under the Children's Health Act 2018. The Board is responsible for ensuring effective systems of internal control, statutory and operational compliance and 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 hospital which are delegated to the Chief Executive and management teams of each of its hospitals. 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 a Chairperson and 11 non-executive directors who have been appointed by the Minister for Health. The Board members have specific experience and expertise in matters connected with Children's Health Ireland functions, and come from a diverse range professions of medical, quality, governance, legal, ICT, HR and quality.

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

Governance

The Children's Health Ireland Board is responsible for the system of internal controls and for reviewing the effectiveness of these controls, including financial, operational and compliance controls, and risk management. To deliver on this responsibility, the Audit, Risk and Governance Committee takes an active role in coordinating the assurances derived from various sources, such as:

- internal audit work
- audit by Comptroller and Auditor General
- risk management
- review of financial controls
- 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 corporate risks
- The Chief Executive provides a report at each meeting of the Board aligned to the Board's strategic objectives.
- The five Board subcommittees 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 provisions of the Code of Practice for the Governance of State Bodies 2016 (the 2016 Code). As required under the 2016 Code, CHI Board has a formal schedule of matters specifically reserved for its decision to ensure the direction of the CHI. These reserved functions include planning and performance functions, financial transactions, internal controls and risk management.



In addition to this, CHI also has a Scheme of Delegation in place to ensure that the organisation can carry out all of its statutory functions effectively and that senior management are confident that they have the delegated authority to carry out their statutory functions and make decisions.

A detailed Annual Governance and Compliance report is included with the Annual Financial Statements for 2020 that goes to the HSE.

Key Governance Activities

In line with the requirements of the 2016 Code and in keeping with good governance, CHI engaged external providers to independently conduct a Board effectiveness review and to report on its findings and recommendations. This report was considered by the CHI Board Members. A set of actions arising from the report was agreed to be taken forward with a view to further improving the effectiveness of the CHI Board and its Committees.

Board Meeting Attendance

Board Members	Total Number of Meetings	Total
Professor Jim Browne (Chairperson)	11	11
Con Cronin	11	11
Mary Cryan	11	11
Liam Dowdall	11	11
Professor Martin Elliott	11	11
Catherine Guy	11	11
Dr Anne Kilgallen	11	11
Dr Gavin Lavery	11	11
Brigid McManus	11	11
Eleanor O'Neill *	2	2
Turlough O'Sullivan	11	10
Sean Sheehan	11	11

* Appointed to the Board on 16 November 2020.

Committees

1. Quality and Patient Safety Committee

Chaired by Dr Gavin Lavery

The Board has established a Quality and Patient Safety Committee to provide a level of assurance to the Board on appropriate governance structures, processes, standards, oversight and controls in place across CHI. The Committee also oversee 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 also required to recommend a quality and patient safety programme and an executive Management Team structure, policies and processes that clearly articulates 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 2020

Committee Members	Member	Total Number of Meetings	Total Attended
Dr Gavin Lavery	Chairperson and Board Member	9	9
Dr Colm Costigan *	External Member	1	1
John Healy*	External Member	0	0
Dr Anne Kilgallen	Board Member	8	8
Aveen Murray	External Member	7	7
Sean Sheehan	Board Member	9	9

* John Healy resigned from committee in June 2020 and was replaced by Colm Costigan in October 2020.

2. Audit and Risk Committee

Chaired by Sean Sheehan

The Board has 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 01 January to 31 December 2020

Committee Members	Member	Total Number of Meetings	Total Attended
Sean Sheehan*	Chairperson and Board Member	9	9
Con Cronin	Board Member	9	9
Mary Cryan	Board Member	9	9
Bernard McLoughlin**	External Member	0	0

* Appointed as Chair by the Board at meeting 9 of the Board on the 30 October 2020. The Chair had previously been appointed by the Board in November 2019 on an interim basis.

** The Committee undertook an expressions of interest campaign in 2020 in order to identify a suitably qualified and experienced External Member in accordance with Section 19(2) of the Children's Health Act 2018. The campaign was successful and Mr Bernard McLoughlin kindly agreed to join the Committee as an External Member in late 2020/January 2021.



3. Governance and Nominations Committee

Chaired by Brigid McManus

The Board has established a Governance and Nominations Committee to support it in establishing the necessary, governance policies and processes, performance monitoring system for the Chief Executive, remuneration and succession of the Chief Executive. To oversee the nominations process to the Board, ensure appropriate Board Induction process is in place and to oversee an annual Board evaluation process.

The remit of the Governance and Nominations Committee includes:

- Governance Policies and Processes;
- Nominations/Board Reviews;
- Board Induction, Skills and Evaluation; and
- Performance, Remuneration and Succession of the Chief Executive.

Governance and Nomination Committee Meeting Attendance 01 January to 31 December 2020

Committee Members	Member	Total Number of Meetings	Total Attended
Brigid McManus	Chairperson and Board Member	7	6
Catherine Guy	Board Member	7	7
Turlough O'Sullivan	Board Member	7	7

4. Organisation and Remuneration Committee

Chaired by Turlough O' Sullivan.

The Board has established an Organisation and Remuneration Committee to support it in defining Children's Health Ireland'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 so 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 Children's Health Ireland, 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 Children's Health Ireland and the skills and expertise needed in the future.

Organisation and Remuneration Committee Meeting Attendance 01 January to 31 December 2020

Committee Members	Member	Total Number of Meetings	Total Attended
Turlough O'Sullivan	Chairperson and Board Member	6	6
Mary Cryan	Board Member	6	6
Mary Duff	External Member	6	5
Derek McGrath	External Member	6	4
Brigid McManus	Board Member	6	6

5. Capital Projects Committee

Chaired by Professor Jim Browne

A core remit of the Children's Health Ireland 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 Capital Projects 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 01 January to December 2020

Committee Members	Member	Total Number of Meetings	Total Attended
Professor Jim Browne	Chairperson and Board Member	5	5
Liam Dowdall	Board Member	5	5
Catherine Guy	Board Member	5	5

6. Future Operating Cost Committee

Chaired by Sean Sheehan

The Board established a short term Committee to examine the Future Operating Cost Model for Children's health Ireland.

The Future Operating Cost Model Committee Meeting Attendance 01 January to 31 December 2020

Committee Members	Member	Total Number of Meetings	Total Attended
Sean Sheehan	Chairperson and Board Member	3	3
Brigid McManus	Board Member	3	3
Professor Martin Elliott	Board Member	3	3



CHI Executive Structure

CHI is led by its Chief Executive and the Executive Management Team. The membership of CHI's Executive Management Team during 2020 included:




Chief Executive
Eilish Hardiman

CHI Executive Team Structure

Programmes	Corporate	Service / Operations	Professional / Standards / Quality
 <p>Deirdre Hegarty Chief Commissioning Officer</p>	 <p>Stephen Flanagan Chief Financial Officer</p>	 <p>Dr. Ciara Martin Clinical Director</p>	 <p>Professor Peter Greally Chief Clinical Director</p>
	 <p>Trevor Murphy Director of HR</p>	 <p>Professor Sean Walsh Clinical Director</p>	 <p>Grainne Bauer Chief Director of Nursing</p>
	 <p>Professor Neil O'Hare Professor of Health Informatics (UCD) / Chief Information Officer (CIO)</p>	 <p>Dr. Adrienne Foran Clinical Director</p>	 <p>Kerry Russell Director Quality, Safety and Risk Management</p>
		 <p>Joe Gannon Chief Operations Officer</p>	



Corporate Governance



Financial management

Throughout 2020, CHI continued to manage its financial resources in line with good practice and all relevant 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 2020 were submitted to the Comptroller and Auditor General in accordance with the timescales set out in the Children's Health Act 2018.

Code of Conduct, Ethics in Public Office

CHI confirms that a code of conduct was in place and adhered to. Furthermore, all CHI Board members and relevant staff members complied in full 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 2020 CHI received no protected disclosure from parties internal to Children's Health Ireland.

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 in 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 2020 was created and endorsed by the Audit and Risk Committee in March 2020.

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. In line with the requirements of the 2016 Code CHI 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. The Board held a Workshop in 2020 to focus establishing the CHI Risk Appetite Statement which it approved in December 2020.

Human Resources

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

Our Human Resources Team continued in 2020 to support the organisation in the development of its internal capabilities.

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 was 11 reportable incidents to the Health and Safety Authority (HSA) during the year.



Financial Performance

Key Figures



HSE Allocation 2020

€383,346,342

Pay

€306,410,905



Non-Pay

€113,589,673

INCOME

€41,853,392



Medications



€25,780,681

Medical and
Surgical Supplies



€22,047,665

Equipment
Purchases



€6,270,110

Capital Investments



€2,875,186



Introduction

Children's Health Ireland's performance and achievements in 2020 were significantly impacted by Covid-19. Children's Health Ireland returned a financial surplus of €584,603 for 2020 (2019: deficit of €1,126,736), thereby reducing the cumulative deficit at financial year-end to €6,827,270 (2019: €7,411,873). The Statements overleaf, on pages 46 and 47, 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** have been the full year cost of the Paediatric Outpatient and Urgent Care Centre at Connolly Hospital, full year funding in relation to service developments in 2019 and costs associated with new approved 2020 service developments, Covid-19 funding and funding associated with public pay policy implementation and reduced scope for private income generation.

The reduction in **Patient income** of €4.5 million primarily reflects the Covid-19 impact on patient numbers. 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. The reduction in Other income reflects a fall in superannuation income due to changes in public pay policy and the impact of Covid-19 on certain income streams.

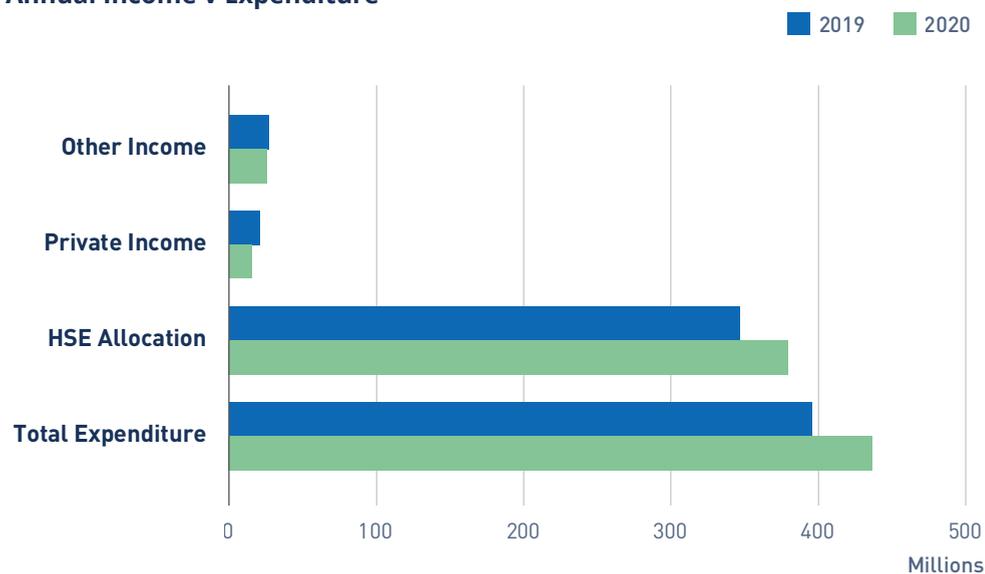
Total Expenditure has increased by €31.8m. Of this amount €23.9m related to **Pay expenditure**. The key drivers of this increase are national pay restoration and increments, increased headcount related to service development funding, consultant settlement costs and the related pay scale increases, the full year pay costs of prior years' service developments and Covid-19 related costs.

Non Pay expenditure increased by €8m. The key driver for this increase were the first full year cost of a new site at CHI at Connolly, increased cost relating to Covid-19, the approved introduction of specified high cost drugs, costs associated with increased complexity of patient mix, the advancement of treatments and the high cost of related consumables. Certain cost increase and pressures were offset by savings associated with reduced activity due to the Covid-19 pandemic.

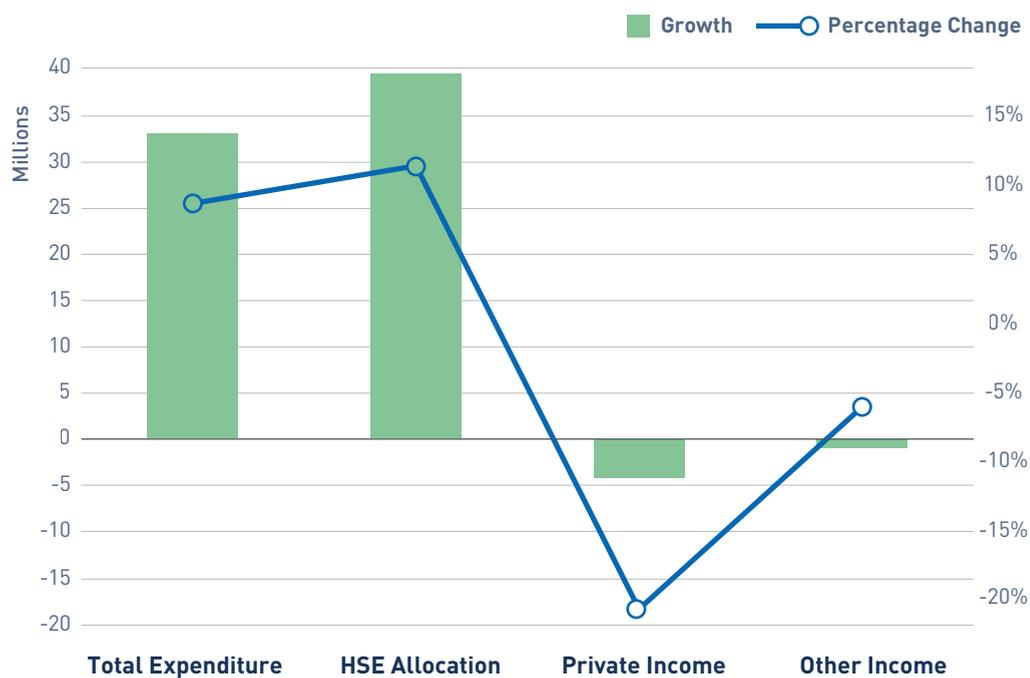


The charts below summaries the income and expenditure performance for 2020

Annual Income v Expenditure



Annual Growth





Statement of Revenue Income and Expenditure

for year ended 31 December 2020

	Notes	2020 €	2019 €
Income			
Health Service Executive - Revenue & Capital Grant	2	387,406,708	346,705,688
Patient Income	3	16,482,668	20,986,408
Other Income	4	25,370,724	26,970,439
Total Income for the Year		429,260,100	394,662,535
Expenditure			
Pay & Pensions	7		
– Clinical		(234,594,438)	(215,161,480)
– Non Clinical		(71,816,467)	(67,427,865)
Non Pay			
Direct Patient Care	3	(69,800,664)	(61,172,897)
Support Services	4	(12,270,869)	(12,028,654)
Administrative Costs	2	(31,518,140)	(32,396,342)
Depreciation	3	(9,070,129)	(7,217,911)
Total Expenditure		(429,070,707)	(395,405,149)
Operating Surplus / (Deficit) for the year before appropriations		189,393	(742,614)
Transfers from / (to) Capital Account / Capital Donations Reserve		395,210	(384,122)
Surplus / (Deficit) for the year		584,603	(1,126,736)

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
17th December 2021

Eilish Hardiman
Chief Executive
17th December 2021

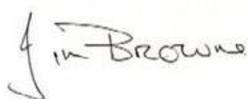
Statement of Financial Position

as at 31 December 2020

	Notes	2020 €	2019 €
Fixed Assets			
Tangible Fixed Assets	11	<u>82,145,984</u>	<u>82,070,817</u>
Current Assets			
Inventories	13	5,699,029	5,720,133
Trade and Other Receivables	14	49,830,794	48,331,560
Cash at Bank	17	<u>11,242,590</u>	<u>3,045,622</u>
		66,772,413	57,097,315
Current Liabilities			
Bank Overdraft	17	(2,998,503)	(8,459,021)
Creditors (amounts falling within one year)	18	<u>(70,901,421)</u>	<u>(56,350,409)</u>
		(73,899,924)	(64,809,430)
Net Current Liabilities		<u>(7,127,511)</u>	<u>(7,712,115)</u>
Net Assets		<u>75,018,473</u>	<u>74,358,702</u>
Capital and Reserves			
Capital Account		76,803,232	78,632,384
Capital Donations		5,042,511	3,138,191
Revenue Reserves	19	<u>(6,827,270)</u>	<u>(7,411,873)</u>
		<u>75,018,473</u>	<u>74,358,702</u>

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

17th December 2021

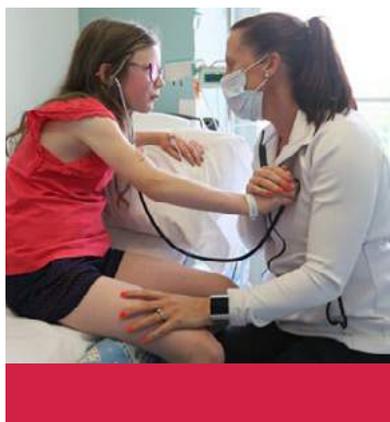


Eilish Hardiman
Chief Executive

17th December 2021



Family time



CHI services for patients and families



Images taken pre-Covid- January 2020

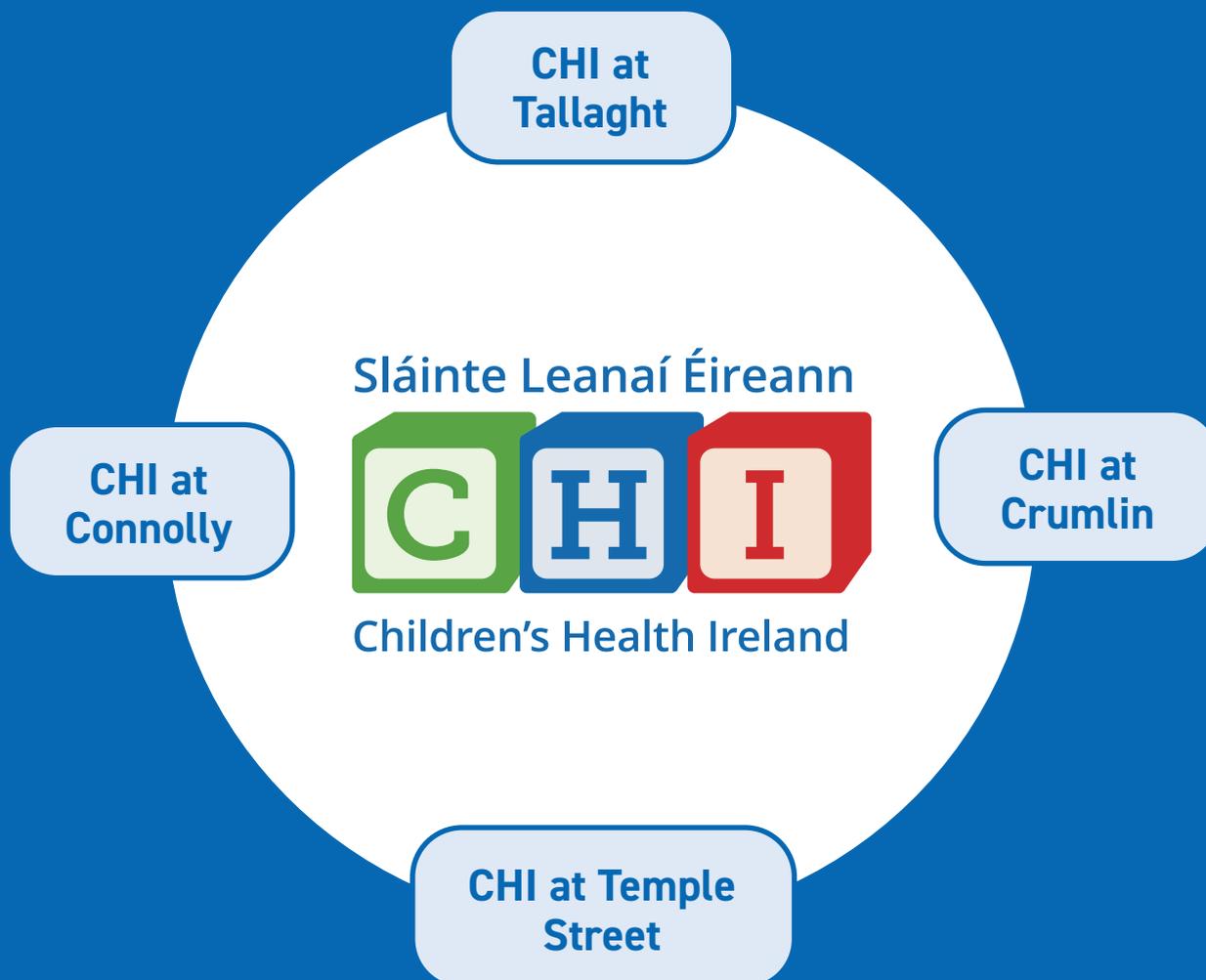


Sláinte Leanaí Éireann



Children's Health Ireland

CHI | Connolly | Crumlin | Tallaght | Temple Street



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