

# DUBLIN MIDLANDS HOSPITAL GROUP

Healthy Ireland Implementation Plan  
2018 – 2020

---



# Dublin Midlands Hospital Group



- ◆ Dublin Midlands Hospital Group x 7 Hospitals
- Community Health Organisations
- ◆ St. Luke's Radiation Oncology Network (SLRON) 3 Sites (St. James, Beaumont & St. Luke's Hospital, Rathgar)

70 km  
40 miles



Health Atlas Ireland

Z-51665 OSI 030601

# Contents

Foreword	1
Dublin Midlands Hospital Group (DMHG)	6
Overview of Dublin Midlands Hospital Group	6
Profile of Population served by Dublin Midlands Hospital Group	6
Overview of Healthy Ireland	9
Healthy Ireland Framework	9
Healthy Ireland in the Health Services	9
Healthy Ireland in the Dublin Midlands Hospital Group – Current Activity	15
DMHG Healthy Ireland Current Activity – Patients	15
DMHG Healthy Ireland Current Activity – Staff	26
Healthy Ireland in Dublin Midlands Hospital Group – Implementation Plan	39
DMHG Healthy Ireland Priorities	39
Governance and Monitoring of Implementation Plan	39
Healthy Ireland Actions in Dublin Midlands Hospital Group	42
1. Governance, Monitoring, Leadership and Structures	42
2. Tobacco Free Ireland	43
3. Healthy Eating and Active Living	46
4. Alcohol	49
5. Wellbeing and Positive Mental Health	51
6. Healthy Childhood	53
7. Positive Ageing	56
8. Staff Health & Wellbeing	59
9. Making Every Contact Count	61
10. Self-Management Supports	63
Healthy Ireland Web Resources	66
Appendices	67
References	68



## Foreword



**Dr. Stephanie O'Keeffe**  
National Director  
Health & Wellbeing Division  
Health Services Executive



**Mr. Liam Woods**  
National Director  
Acute Hospitals Division  
Health Services Executive

As a country we are facing a significant challenge from the increasing incidence of chronic disease among our population. The treatment of chronic diseases puts an unsustainable pressure on the current health services in acute hospitals and primary care services and has many personal impacts on those suffering with chronic disease. These chronic diseases can be prevented through improved health and wellbeing, adopting healthy lifestyle behaviours and making healthy choices.

*The cross-governmental Healthy Ireland Framework* underpins a movement that is bringing together people and organisations from across the country to address the social, economic and environmental factors that contribute to the development of chronic disease and to address health inequalities. To help achieve this commitment for the health sector, the HSE published its first *Healthy Ireland in the Health Services National Implementation Plan* in 2015. This Plan identifies three overarching strategic priorities - Health Service Reform/Improvement, Reducing the Burden of Chronic Disease and Improving Staff Health and Wellbeing, along with a series of specific actions to help deliver on these priority areas for the health service and those it serves, including the development of Hospital Group and Community Health Organisation specific implementation plans.

We welcome this plan from the Dublin Midlands Hospital Group, which identifies a number of clear and tangible actions for the Hospital Group and the population it serves which will over time address these three priority areas. The Plan reflects on the fact that our services and our healthcare teams have enormous potential to influence the health and wellbeing of the people for whom we provide care and support. As well as being focused day to day on the challenge of providing high quality safe services the Dublin Midlands Hospital Group through this plan is focusing on the future and the challenge we face in terms of unsustainable healthcare costs driven by rising levels of chronic disease. Focusing on prevention, on reducing admissions and length of stay in constituent hospitals and its intention to work collaboratively with community, academic and external partners to support a joined-up approach to improving the health and wellbeing of the population it serves, positions the Hospital Group, along with fellow Hospital Groups supporting the Healthy Ireland agenda, as an agent for profound change.

We would like to acknowledge the leadership being shown by the Chief Executive Officer, Dr. Susan O'Reilly, and staff across all levels of the Dublin Midlands Hospital Group. In particular, we would like to acknowledge the excellent work of the Steering Group, which has worked with the Hospital Group senior management team and with each individual hospital's management team within the Group as part of this development process. We would also like to acknowledge the work of staff in the Health and Wellbeing Division in

supporting the planning process and in forging positive working relationships at national and local level thereby strengthening our capability for implementation and for sustaining long term impact of this work.

Given the size and scale of the Hospital Group, which serves a population of over 800,000 and has a staff of approximately 10,000, and with the support of their academic partner, Trinity College Dublin, we envisage that it will play a very significant role in the implementation of *Healthy Ireland in the Health Services*. We will continue to support their efforts in this regard nationally. The leadership, energy, vision and commitment, which is already evident in the implementation of many of the actions in this plan already underway, demonstrates how vision can be transformed into demonstrable change on the ground.

Stephane Clardy

Liam Walsh





**Dr. Susan O'Reilly**

CEO

*Dublin Midlands Hospital Group*

We are delighted to publish our first Healthy Ireland Implementation Plan.

As you are aware, the HSE published *Healthy Ireland in the Health Services Implementation Plan 2015 – 2017* in July 2015. Under this plan, each Hospital Group and Community Healthcare Organisation (CHO) has been charged with developing its own Healthy Ireland Implementation Plan, outlining key activities, actions and timelines that meet national framework goals.

The implementation of Healthy Ireland is also a key priority for the Dublin Midlands Hospital Group, as set out in our recently published Operational Plan 2017.

Last October 2016, we established a Steering Group, as per the national plan, to provide oversight and direction for the development of the Implementation Plan, under the chairmanship of Sonia Shortt, Group Director of Human Resources.

In November 2016, we marked the Dublin Midlands Hospital Group Healthy Ireland initiative at a Healthy Ireland Day at Farmleigh, where colleagues from each of our seven hospitals shared details of the wonderful initiatives that are already being undertaken at hospital level. Moreover, this event was an official acknowledgement of our intention to commence work on the Healthy Ireland Implementation Plan for our group.

I am happy to publish this plan as a road map for each of our hospitals to embrace the Healthy Ireland framework and facilitate its implementation. The actions included in this plan provide us with a baseline to begin a united approach to improving the health of all. Given the importance of this initiative for our Group, we will begin to review progress of the Implementation Plan through regular Performance Management Team meetings.

Healthy Ireland is a new and exciting opportunity for the Dublin Midlands Hospital Group and my team and I welcome the prospect of empowering patients to become more proactive in their health and wellbeing. In addition we will strive to help staff to improve their own health and wellbeing.

I look forward to your continued support of this very worthwhile initiative.

A handwritten signature in dark ink, appearing to read 'Susan O'Reilly', written in a cursive style.



**Ms. Sonia Shortt**

*Healthy Ireland Executive Lead  
Dublin Midlands Hospital Group*

As the Dublin Midlands Hospital Group's Healthy Ireland Executive Lead, I have had the pleasure of chairing the Steering Group which has worked to produce this Implementation Plan. I would like to thank all of those involved; the members of the Steering Group; the representatives of the individual hospitals and the staff and management of the seven hospitals. I would especially like to thank Helen Stokes, Project Lead, and Kirsten Doherty, Project Manager, for their contribution and expertise. I would also like to thank Sarah McCormack, HSE Health and Wellbeing Division, for her ongoing support during this process.

The Implementation Plan provides an exciting challenge to reform and improve the health and wellbeing of our patients and staff and to reduce the burden of chronic disease. It commits us to action over the next three years and I look forward to continuing to work with our Hospitals' management and staff to progress Healthy Ireland.

A handwritten signature in cursive script that reads "Sonia Shortt".



**Professor Michael Gill**

*Head of School of Medicine  
Trinity College Dublin  
Academic Partner to DMHG*

Founded in 1592, Trinity is at the nexus of tradition and innovation, offering undergraduate and postgraduate programmes across 24 schools and three faculties: arts, humanities, and social sciences; engineering, maths and science; and health sciences. Spread across 47 acres in Dublin's city centre, Trinity's 17,000-strong student body comes from all 32 counties of Ireland, and 16% of students come from outside the country.

The School of Medicine, founded in 1711, is Trinity's largest School. It is recognized as one of the world's top medical schools. The School operates across multiple sites, both within the University campus and at its 18 affiliated clinical sites. It has teaching and research buildings on several major clinical campuses including St James's Hospital and Tallaght Hospital, both part of the Dublin Midlands Hospital Group, delivering multidisciplinary education across all levels of healthcare and carrying out world-class research of clinical relevance. The School has over 1000 staff (employed/affiliated) within 22 Disciplines/ Academic Units, approximately 1400 undergraduate students from 6 courses and 500 registered postgraduate students.

The mission of the School of Medicine at Trinity is to facilitate and provide Medical Education to the highest international standards; to train clinicians who are equipped to fulfill their professional roles in a caring, competent and patient centred manner; to produce individuals, who through critical thinking and outstanding professional and ethical standards, will become leaders in their field of practice.



The School aims to be a leading research-intensive institution that fosters life-long learning in its graduates in preparation for post-graduate training. It aims to integrate its educational obligations with other missions for high quality patient care, research excellence and new knowledge generation.

The School embraces an ethos of social responsibility, accountability, public service and community involvement, and is dedicated to meeting the health care needs of the wider community by training doctors to practice medicine with integrity, and a deep understanding of the impact of psycho-social influences and inequity on health and disease. It incorporates the disciplines of Medicine, Radiation Therapy, Occupational Therapy and Physiotherapy, and currently offers degree courses in these areas as well as in Human Nutrition & Dietetics and in Human Health and Disease.

The school is an international leader in postgraduate education and provides a vibrant environment for postgraduate study. The School also offers over 20 taught MSc/ Diploma programmes spanning a broad spectrum of medical and scientific disciplines, and research students work towards the degrees of PhD, MSc, MD or MCh.

The School of Medicine has consistently maintained a leading position in research, through a focused approach in biomedical sciences. Areas of particular research emphasis are immunology and infection, molecular medicine, neuroscience, cancer, population health, genetics and ageing.

Trinity College and the School of Medicine, as Academic Partners to the Dublin Midlands Hospital Group, fully support the Group's Healthy Ireland Implementation Plan. The School's research programmes in Ageing, Population Health and Community Care and Health Policy fit well with the plan and can help to inform its ongoing development.

## Dublin Midlands Hospital Group (DMHG)

### Overview of Dublin Midlands Hospital Group

Dublin Midlands Hospital Group (DMHG) comprises of 7 clinical sites:

- St. James's Hospital
- Tallaght Hospital
- Naas General Hospital
- Midland Regional Hospital Portlaoise
- Midland Regional Hospital Tullamore
- The Coombe Women and Infants University Hospital
- St. Luke's Radiation Oncology Network (SLRON)

The Group serves a population of approximately 800,000 people, with over 10,000 staff. The Hospital Group annual gross spend is approximately €1bn.

In 2016, hospitals in the Dublin Midlands Hospital Group treated around 90,000 in-patients and over 209,000 patients on a day case basis. Some 199,000 patients attended Emergency Departments, of which 59,000 were emergency admissions to hospitals within the Group.

The Group's Strategic Plan focuses on improving clinical performance in scheduled/unscheduled care, the development of clinical networks and delivery systems to improve access to excellent care in accordance with the HIQA National standards for Safer Better Healthcare<sup>1</sup>. This plan will be implemented in alignment with the National Clinical Effectiveness Committee<sup>2</sup> and the National Cancer Control Programme Guidelines<sup>3</sup>. The Group has already implemented a new formal Clinical and Operational Governance Model across the Statutory Hospitals. The Group collaborates closely with the Voluntary Hospitals in accordance with their Service Level Agreements in the planning and performance management of their services. In 2016 new service developments focused primarily on further

development of the Coombe Women and Infants Hospital and the Midland Regional Hospital Portlaoise Maternity Network. This new service development also focused on increased capacity at St Lukes Radiation network.

The Dublin Midlands Hospital Group will continue to work with colleagues across the Group. Together with all other internal and external stakeholders we will deliver optimum services for our patients within the resources available whilst ensuring that quality and patient safety remains a key priority.

### Profile of Population Served by Dublin Midlands Hospital Group

#### Geographical Area

The Dublin Midlands Hospital group (DMHG) covers a wide geographical area taking in parts of the counties of Dublin, Kildare, Westmeath, Wicklow, Laois and Offaly. DMHG also provides local and national specialty hospital services to people from both the neighbouring counties and further afield.

DMHG overlaps with the community health areas of CHO7 (Kildare/West Wicklow, Dublin West, Dublin South City, Dublin South West) and CHO8 (Laois/Offaly, Longford/Westmeath, Louth/Meath).

#### Population

DMHG serves a population of approximately 800,000. Provisional results from the Census 2016 show that population growth in the Dublin Midlands Hospital Group (4.6%) is slightly above that nationally (3.8%).



## Ethnicity

The population of DMHG is similar ethnically to the national population, with people whose nationality was other than white Irish in Census 2016 being 14.6% in DMHG and 14.3% in Ireland overall. However, there is greater representation of people from Poland and other countries outside of the European Union and less from the UK in DMHG compared to the national picture.

## Deprivation

Within the geographic area on DMHG there are socio – economic differences worthy of note from Census 2016.

- Unemployment rates are higher (6.2% v 5.6% nationally).
- There is a lower concentration of people with third level education (17.8% v 18.5%).
- A higher proportion of the population are classified as disadvantaged or extremely disadvantaged (24.8% v 22.2%)

The link between deprivation and chronic illness is well recognised. There is a two to four fold greater prevalence of all chronic diseases between those in lower socioeconomic groups relative to those in higher socioeconomic groups.

## Self-Perceived Health

Within the DMHG area, people's perceptions of their own general health, based on the Census 2016, are similar to the national average.

## Age Profile

The age profile of the population within the DMHG shows many similarities to the national population.

Two differences have been observed:

- DMHG has a higher proportion of young adults aged 25 to 39 years than nationally (24.5% v 22%).
- There is a lower proportion of the population aged 65 years and over (11.5% v 13.5%).

However, analysis of demographic changes since Census 2011 shows that certain age groups have increased at a greater rate in the DMHG area – Notably the 35-49 year age group and 60-74 year age group.

This ageing population is more likely to have a variety of chronic diseases and will benefit from shared care with the community. DMHG will be supporting the population we serve through the Healthy Ireland actions outlined in this plan, which include the areas of healthy ageing, self-management support of chronic diseases and the development of clinical care pathways with CHOs 7 and 8.

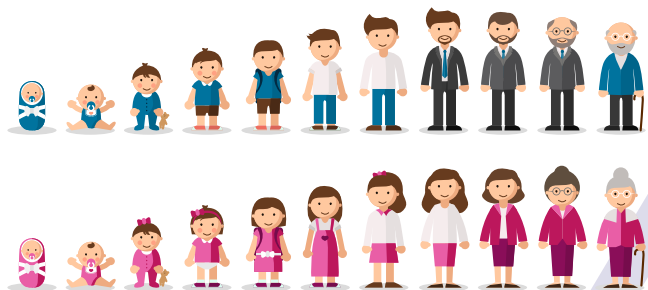


Table 1: Demographics for DMHG Geographical Area



## Health Atlas Finder - Area Profile



## CSO Census 2016 (de facto, provisional) - Hospital group - local catchment - Population Total

Dublin ML

		Area		Area change (since 2011)		Ireland		Ireland change (since 2011)	
	Relative proportions	#	%	#	%	#	%	#	%
AGE GROUP									
Total		800,387	100.0	+35,069	+4.6	4,761,865	100.0	+173,613	+3.8
85+		9,292	1.2	+1,319	+16.5	67,555	1.4	+9,139	+15.6
80-84		11,243	1.4	+1,266	+12.7	81,037	1.7	+10,924	+15.6
75-79		16,021	2.0	+1,701	+11.9	115,467	2.4	+13,431	+13.2
70-74		23,195	2.9	+4,814	+26.2	162,272	3.4	+31,082	+23.7
65-69		32,374	4.0	+7,290	+29.1	211,236	4.4	+37,598	+21.1
60-64		37,422	4.7	+3,367	+9.9	238,856	5.0	+20,070	+9.2
55-59		42,626	5.3	+3,834	+9.9	270,102	5.7	+25,580	+10.5
50-54		47,415	5.9	+3,699	+8.5	299,935	6.3	+25,549	+9.3
45-49		53,274	6.7	+4,681	+9.6	326,110	6.8	+20,925	+6.9
40-44		61,213	7.6	+6,345	+11.6	357,460	7.5	+26,648	+8.1
35-39		70,495	8.8	+6,832	+10.7	389,421	8.2	+25,160	+6.9
30-34		68,663	8.6	-4,115	-5.7	361,975	7.6	-31,970	-8.1
25-29		56,771	7.1	-11,547	-16.9	297,435	6.2	-63,687	-17.6
20-24		47,075	5.9	-4,888	-9.4	273,636	5.7	-23,595	-7.9
15-19		49,495	6.2	+4,403	+9.8	302,816	6.4	+19,797	+7.0
10-14		53,951	6.7	+3,902	+7.8	319,476	6.7	+16,985	+5.6
5-9		61,614	7.7	+6,711	+12.2	355,561	7.5	+34,791	+10.8
0-4		58,248	7.3	-4,545	-7.2	331,515	7.0	-24,814	-7.0
DEPRIVATION LEVEL - HP INDEX									
Extremely affluent		13,090	1.6	n/a	n/a	77,802	1.6	n/a	n/a
Very affluent		51,251	6.4	n/a	n/a	310,816	6.5	n/a	n/a
Affluent		132,830	16.6	n/a	n/a	819,257	17.2	n/a	n/a
Marginally above average		205,523	25.7	n/a	n/a	1,277,631	26.8	n/a	n/a
Marginally below average		198,823	24.8	n/a	n/a	1,203,652	25.3	n/a	n/a
Disadvantaged		127,099	15.9	n/a	n/a	712,558	15.0	n/a	n/a
Very disadvantaged		54,770	6.8	n/a	n/a	278,059	5.8	n/a	n/a
Extremely disadvantaged		17,001	2.1	n/a	n/a	82,091	1.7	n/a	n/a
HP INDEX DETERMINANTS									
Age dependency		265,938	33.2	+22,458	+9.2	1,644,119	34.5	+129,136	+8.5
Classes - professional		58,686	7.3	+9,051	+18.2	386,648	8.1	+50,028	+14.9
Classes - semi & unskilled		113,330	14.2	+1,406	+1.3	671,494	14.1	+14,031	+2.1
Education - primary or lower		65,934	8.2	-12,140	-15.5	386,498	8.1	-70,398	-15.4
Education - 3rd level		142,227	17.8	+24,280	+20.6	881,276	18.5	+141,284	+19.1
Unemployed - aged 15+		49,790	6.2	-21,973	-30.6	265,962	5.6	-124,715	-31.9
NATIONALITY									
Irish		683,530	85.4	+34,086	+5.2	4,082,513	85.7	+155,370	+4.0
UK		11,938	1.5	-1,201	-9.1	103,113	2.2	-9,146	-8.1
Polish		23,678	3.0	-162	-0.7	122,515	2.6	-70	-0.1
Lithuanian		6,630	0.8	-65	-1.0	36,552	0.8	-131	-0.4
Elsewhere in EU		26,530	3.3	+6,331	+31.3	146,738	3.1	+31,501	+27.3
Elsewhere in world		24,981	3.1	-8,883	-26.2	126,557	2.7	-31,036	-19.7
Visitors/Not stated		23,100	2.9	+4,963	+27.4	143,877	3.0	+27,125	+23.2
HEALTH INDICATORS									
Health bad/very bad		13,635	1.7	+1,095	+8.7	76,435	1.6	+6,774	+9.7
Carers		30,669	3.8	+2,115	+7.4	195,263	4.1	+8,151	+4.4
Disabled		110,134	13.8	+8,891	+8.8	643,131	13.5	+47,796	+8.0
VULNERABLE GROUPS									
Travellers		5,210	0.7	-165	-3.1	30,987	0.7	+1,492	+5.1
Vulnerable migrants		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

# Overview of Healthy Ireland

## Healthy Ireland Framework

Healthy Ireland, the government framework for action to improve the health and wellbeing of people living in Ireland was launched in March 2013. The *Healthy Ireland Framework 2013 – 2025*<sup>4</sup> sets out a wide framework of actions that will be undertaken by government departments, public sector organisations, businesses, communities and individuals to improve health and wellbeing and reduce the risks posed to future generations.



The vision is:

*'A Healthy Ireland, where everyone can enjoy physical and mental health and wellbeing to their full potential, where wellbeing is valued and supported at every level of society and is everyone's responsibility.'*

The Framework describes four high-level goals with 64 actions; all Government Departments are working together to achieve these goals:

Increase the proportion of people who are healthy at all stages of life

Reduce health inequalities

Protect the public from threats to health and wellbeing

Create an environment where every sector of society can play its part



Healthy Ireland: A Framework for Improved Health and Wellbeing 2013 - 2025, p. 40

## Healthy Ireland in the Health Services



In 2015 the Health Services published its first Healthy Ireland Implementation Plan – *Healthy Ireland in the Health Services Implementation Plan 2013 – 2015*<sup>5</sup>. This plan identifies three strategic priorities:

- Health Service Reform
- Reducing the burden of Chronic Disease
- Improving staff health and wellbeing.

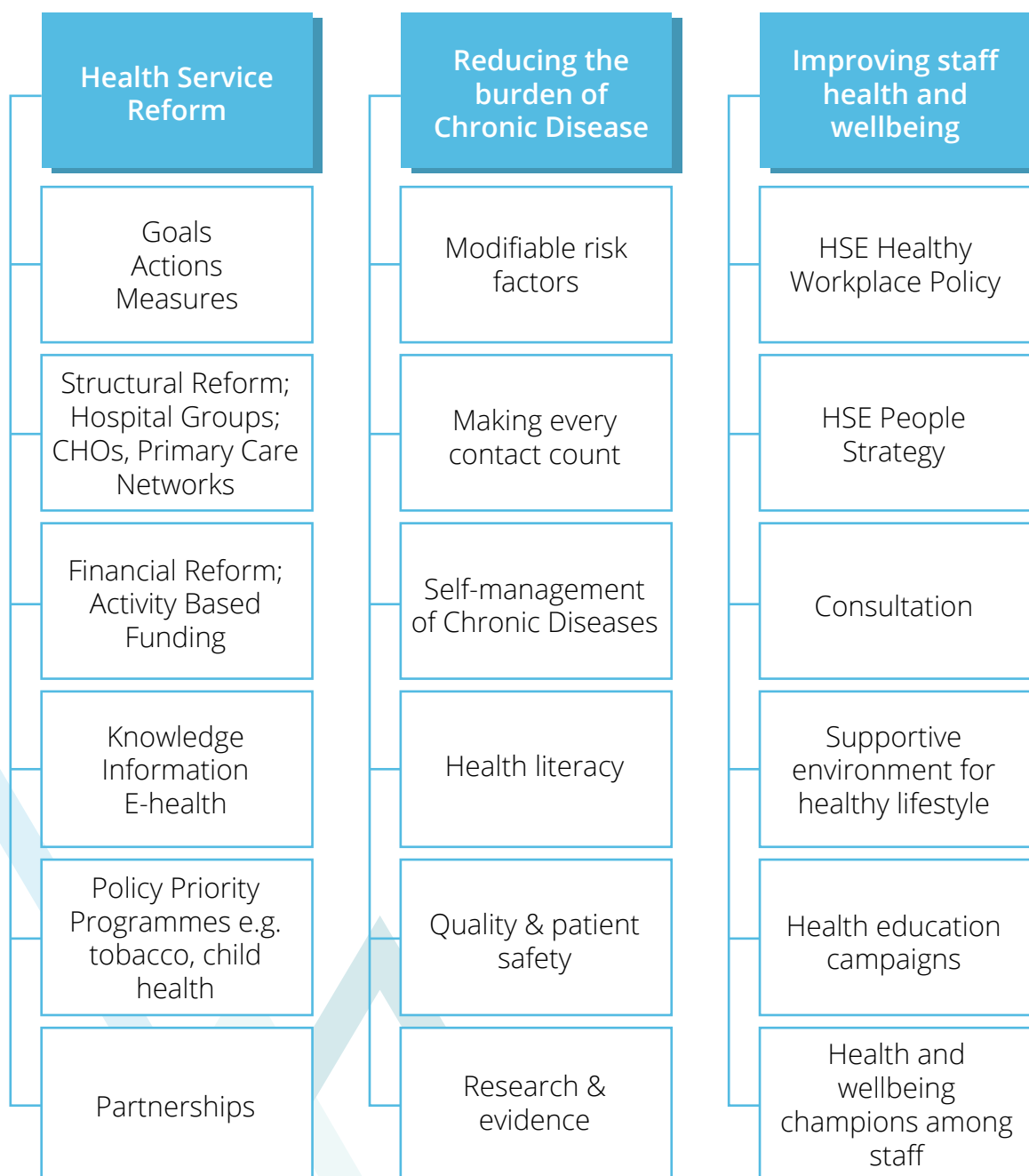
A suite of actions is described for each of these priorities. These are far reaching, incorporating systemic and organisational changes as well as a range of programmes to address modifiable lifestyle risk factors, and programmes to improve staff health and wellbeing. Of the 126 actions, 66 of these actions are specifically identified to support Hospital Groups and Community Healthcare Organisations (CHOs) to reduce the burden of chronic disease within the population we serve.

These actions are prioritised under the six health and wellbeing policy priority programmes:

- Tobacco Free
- Healthy Eating and Active Living
- Alcohol
- Wellbeing and Mental Health
- Healthy Childhood
- Positive Ageing

The actions in this plan have been developed to support the implementation of these 66 actions, focusing on the key risk factors involved in chronic disease.

The Dublin Midlands Hospital Group has created the following diagram to illustrate the three overarching strategic priorities.



## Reducing the Burden of Chronic Disease

Chronic diseases are illnesses that affect people over a long period of time and cause a burden of pain, disability and premature death to those who experience them and to their families. They include diabetes, cancer, heart and lung diseases and mental health problems.

The increasing rate of chronic diseases places significant demands on our health service, accounting for:

- 80% of GP consultations
- 40% of admissions
- 76% of all bed days<sup>6</sup>
- 55% of hospital expenditure<sup>6</sup>

Chronic diseases and their risk factors are the main drivers of healthcare costs, and are predicted to increase by up to 40% by 2020<sup>5</sup>. Much can be done to prevent chronic disease developing, if the incidence of key risk factors is reduced. Almost 35% of cancer-related deaths and almost 65% of cardiovascular disease deaths are attributable to several preventable risk factors.

These key known risk factors are:

- Smoking
- Alcohol
- Poor diet
- Physical inactivity

Tobacco exposure alone is responsible for 73% of Chronic Obstructive Airways Disease (COPD), while poor diet and inactivity can lead to people being overweight or obese, high blood pressure and high cholesterol – all of which are associated with an increased chance of developing cardiovascular disease.

The economic cost to the health care system and to society, related to several risk factors, has been calculated:

- **Alcohol-related illnesses:** 10% of the cost of hospital care<sup>7</sup>

- **Tobacco-related disease:** 6 – 15% of the total health budget<sup>8</sup>
- **Overweight and obesity:** approximately 2.7% of total health expenditure<sup>9</sup>
- **Physical inactivity:** estimated to cost up to €1.5 billion per year in Ireland for direct healthcare costs and indirect costs<sup>10</sup>

The *Integrated Care Programmes* are providing the framework for the prevention and management of chronic disease. A *National Self-Management Support Framework* is also being developed to guide the integration of prevention<sup>11</sup> and intervention requirements into models of care, starting with the four demonstrator areas of Diabetes, Chronic Obstructive Airways Disease (COPD), Asthma and Heart Failure. Alongside this, *National Policy Priority Programmes* are in place for areas such as child health<sup>12</sup>, tobacco, alcohol, healthy eating, active living, positive ageing, and staff health and wellbeing. These programmes have identified the *actions* which form the basis of the DMHG Healthy Ireland Implementation Plan.

**Self Management Support** is the provision of education and supportive interventions to increase the person's knowledge, skills and confidence in managing their condition. The patient-health professional relationship changes from the traditional approach to a partnership where the patient is an active participant in their care <sup>11</sup>.

The Health Information and Quality Authority's *National Standards for Safer Better Healthcare*<sup>1</sup> includes two standards with particular relevance to Healthy Ireland:

- Standard 1.9 recommends supporting service users in maintaining and improving their own health and wellbeing;

- Standard 4.1 recommends promoting, protecting and improving the health and wellbeing of service users.

These standards illustrate the importance of the service user's involvement in managing their own health, and the necessity of ensuring that the health information we provide is clear to enable the user to participate fully in protecting their health. Health literacy affects the ability of people to make decisions for their health and is highlighted in the *Healthy Ireland in the Health Services National Implementation Plan 2015 - 2017* as an area that requires training and audit<sup>5</sup>.

Several national strategies are associated with Healthy Ireland. *The National Drugs Strategy*<sup>13</sup> included actions on collaboration across health services, including hospitals, as well as on screening of people presenting with early indicators of drug and alcohol issues, using a uniform brief intervention tool and referral where appropriate.

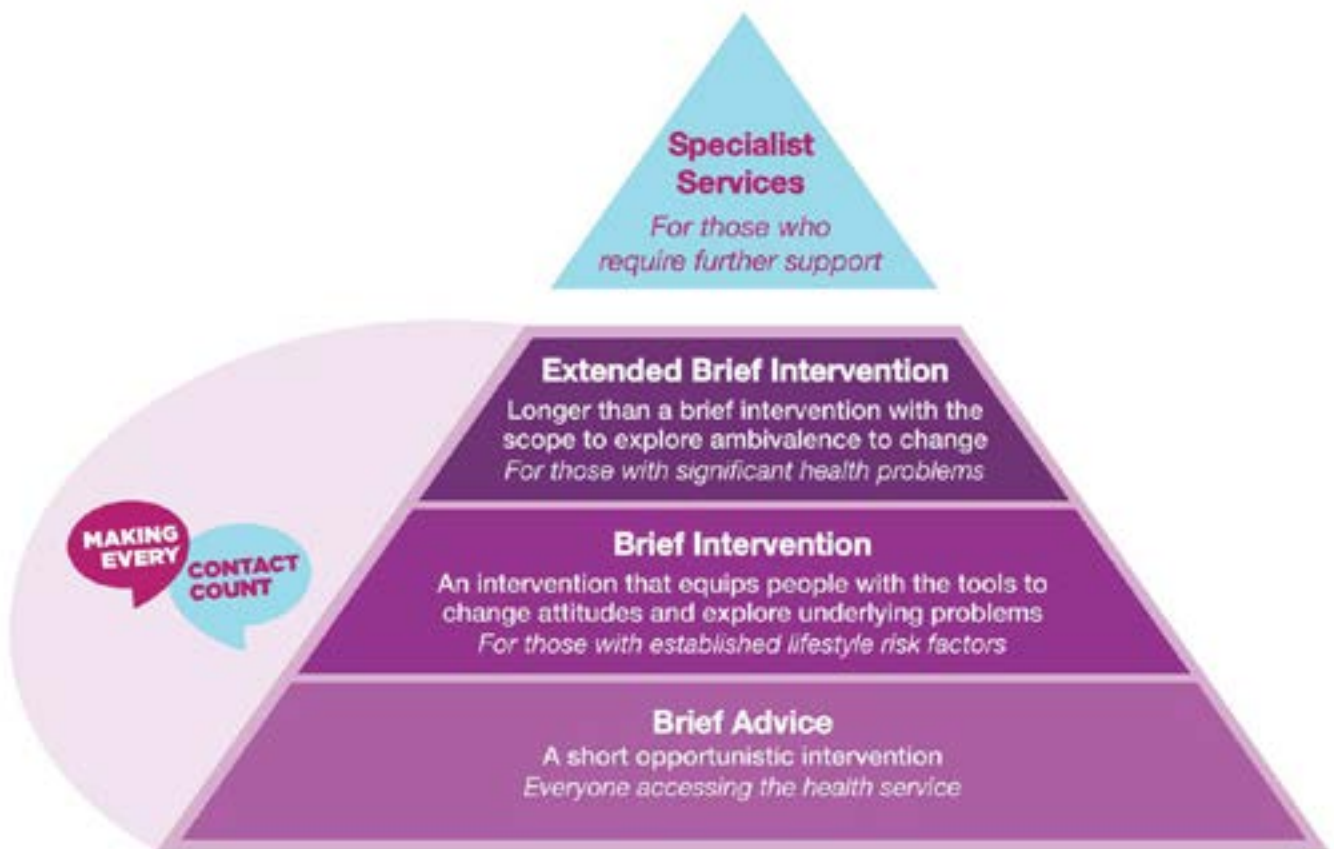
Prevention is the cornerstone of the *National Cancer Strategy 2017 – 2026*<sup>14</sup> as it offers the most cost-effective, long-term approach for cancer control. The strategy states that 'prevention measures will be integrated with the overall health and wellbeing initiatives under the Healthy Ireland programme' as approximately 30% to 40% of cancer incidence is attributable to modifiable lifestyle and environmental factors, of which smoking has the biggest impact. As the evidence on smoking cessation for cancer survivors is not disputed, the strategy states that those who smoke should be given appropriate smoking cessation support as part of their treatment regime. Diet, exercise and alcohol are also areas addressed, for prevention of cancer, reduction of recurrence rates for certain cancers and to counteract some of the long-term effects of cancer treatments.



*Making Every Contact Count*<sup>15</sup> is a strategy which will capitalise on the daily opportunities experienced by health care professionals to support patients in changing behaviours which are having an impact on their current health, or which may influence their health in the future. It will help health professionals to use their routine consultations to empower people to make healthier choices, and will allow health professionals to move to a position where discussion of lifestyle behaviour is routine, non-judgemental and central to everyone's role.

The Implementation of Making Every Contact Count is a key deliverable in the *Healthy Ireland in the Health Services National Implementation Plan 2015 – 2017*<sup>5</sup>. The model for Making Every Contact Count in the Health Services is presented as a pyramid with different levels. Each level represents an intervention of increasing intensity with the low intensity interventions at the bottom of the pyramid and the specialised services at the top. Implementing this approach begins the process at the basic level of brief advice and brief intervention. In practice this means that all health professional and healthcare assistants will be trained to a level that enables them to conduct a brief intervention with their patients when appropriate. The training modules and the process for implementation, together with tools for the recording of risk factors and the interventions delivered are under development at national level.

The DMHG see the benefits of using the key opportunities we have in providing services for a population of over 800,000 to implement Making Every Contact Count.



### Staff Health and Wellbeing

The HSE, the largest employer in the State, has a great opportunity to protect the health and wellbeing of its workforce, given the World Health Organisation (WHO) evidence that workplace health programmes provide benefits to both employers and employees<sup>16</sup>. In addition, HSE staff can be positive role models in their interactions with patients and within their own communities.

A number of initiatives are underway which will support us in achieving this objective. The national Healthy Workplace Framework currently under development by the Department of Health and the Department of Enterprise, Jobs and Innovation will provide us with guidance for the development and sustaining of healthy workplaces within our Hospital Group.


The HSE National Healthy Workplace Policy together with the HSE National Worksite Health Score Card will provide a measurement tool to evaluate the effectiveness of the initiatives that we implement. To support our work underway in this area and to build our capacity for the future we are supporting three staff in this year to undertake the new Post Graduate Certificate in Workplace Wellness through the National University of Ireland Galway (NUIG). We will continue to support staff to develop their skills and be champions for the development of Healthy Workplaces and improve staff health and wellbeing.

These national initiatives will help to guide the implementation of the Staff Health and Wellbeing actions in the DMHG Healthy Ireland Plan.

Focus

Strength

Flexibility




Simply Yoga

Calm

Balance

Relaxation



Every Thursday at 17:10

The Boardroom, Naas Hospital



## Healthy Ireland in the Dublin Midlands Hospital Group – Current Activity

DMHG started working on the development of this Healthy Ireland Plan in the autumn of 2016, with a launch and allocation to all the hospitals of Healthy Ireland funding for staff health and wellbeing initiatives. The HSE Healthy Ireland Lead and the DMHG Healthy Ireland Project Manager organised communication sessions in all the hospitals to inform hospital staff of the strategy. Alongside this activity, each hospital completed a questionnaire on the infrastructure and activities which existed to support the rollout of Healthy Ireland.

### DMHG Healthy Ireland Current Activity – Patients

The Healthy Ireland survey of DMHG hospitals established the level of Healthy Ireland activity currently taking place in the areas of prevention and management of chronic disease. These showed commonalities between hospitals in the services provided, but also areas which need building on, and where links need to be established to community services. DMHG will collaborate with Community Health Organisations 7 and 8 in the development of agreed clinical care pathways. DMHG is supportive of exploring ways of extending well-evaluated initiatives throughout the hospital group.

### Services for Patients

Services and referral pathways exist for the following areas in some DMHG hospitals:

- ✓ smoking cessation
- ✓ obesity management
- ✓ physical activity
- ✓ diabetes care
- ✓ cardiac rehabilitation
- ✓ heart failure
- ✓ respiratory disease

- ✓ promotion of breast feeding and maternity education programmes (in the hospitals providing maternity services)
- ✓ dementia care

### Healthy Environment

The HSE Tobacco Free Campus, Calorie Posting and Healthier Vending Policies have been implemented in several of the hospitals and the completion of this work will contribute to providing a healthy environment for patients, staff and visitors. Some hospitals have used art work, music and gardens to create areas for patients, visitors and staff members to relax.



Naas General Hospital 'Whisper Sanctuary' was funded by the 'Friends of Naas Hospital' Committee. Patients, family and hospital staff members can avail of a quiet space which engages the senses, provides a place of refuge from the hustle and bustle of the hospital, and promotes healing.



Examples of Healthy Ireland Activity in DMHG hospitals are outlined in the following pages.

## St. James's Hospital

The Creative Life Centre for successful ageing in St James's Hospital promotes and highlights the creativity of older people to enhance psychological and emotional well-being. The centre focuses on enabling older people to express themselves through art, sculpture, poetry, literature, music and drama.

The Creative Life Centre at the Mercer's Institute for Successful Ageing hosted a series of lunchtime talks on art in the summer of 2017 exploring a variety of art concepts. These informal lectures were attended by patients, their families, St James's Hospital staff and members of the local community. This experience led to an initiative to focus on and enhance creativity based learning, which in turn reflects the value of the person centred model of care.

PhotoVoice is a participatory process which uses photography and digital story telling methods to provide an opportunity for engagement within groups as well as advocacy and research.



The project offers a means of enabling participants to set their own agenda in terms of articulating their illness experience and to choose their target audience. At the same time, their photographs offer a powerful insight into the background and foreground of illness. Participants continue this journey utilising PhotoVoice for COPD advocacy.

Engagement in the PhotoVoice project has been an enriching experience for the facilitators. It has created a space where patients and healthcare professionals meet as co-learners.



## Naas General Hospital

Naas General Hospital runs a six-week Memory Strategy Education Programme for patients and carers/family which focuses on individualised strategies to compensate for memory impairment.

The physiotherapy and dietetic departments run a 'Health DIY Information Class' – a one-hour talk focussing on small sustainable changes to diet and daily activity levels to help patients manage joint pain. As well as advice, optional biometric measures are offered, e.g. BMI, percentage body fat and metabolic age. The benefit of offering a repeat "drop-in" re-measurement two months after the talk is also being monitored. Parkinson's and Pulmonary rehabilitation groups are also being run.

An innovative aspect of Cardiac Rehabilitation is the Basic Life Support programme for the family and friends of patients. This is one part of their well-developed programme which supports patients initially in the hospital setting but also as they move into Phase IV care in the community.



Speech and language therapists and dietitians in Naas are running a number of training sessions for nurses and Health Care Assistants centred on nutrition. These are aimed at improving patient care and mealtime experience with focus placed on thickening drinks, modified diets and how to feed patients correctly.

The post of Clinical Nurse Specialist in Physical Health Monitoring was established as a quality initiative within Kildare West Wicklow Mental Health Services in 2017. One of the main purposes of this role is to guide and standardise the practice of physical health monitoring throughout this mental health service with the aim of earlier detection of physical health issues in persons with a serious mental illness. The target patient population is both hospital and community based.



## Tallaght Hospital

New methods of using technology to assist patients include the Tallaght Hospital Patient Connect app. This facilitates two-way communication between patients and their healthcare team members to get the right information to the patient at the right time, while also allowing patients to provide real-time feedback.

Social prescribing is defined as “a mechanism for linking patients with non - medical sources of support within the community”. This has been widely used as an intervention to reintegrate people who are feeling isolated and are in need of support to re-join society. The process also offers a structured pathway to supports in the community for patients from specialist interventions in hospitals. Tallaght hospital is a partner in the exploration of a social prescribing project with local community structures.



### Coombe Women and Infants University Hospital

The staff of the Coombe Women and Infants University Hospital (CWIUH) are committed to providing excellence in the care of women and infants. The National Maternity Strategy 2016-2026 Creating a Better Future Together has prioritised health and wellbeing during pregnancy, birth and the postnatal period as well as the health and wellbeing of babies to ensure they get the best start in life. The Master/CEO of the CWIUH, Dr Sharon Sheehan, a member of the Maternity Strategy Committee joins with all the staff of the CWIUH to continuously strive to improve the health and wellbeing of the women, infants and families who are cared for.



While exempt from the National Patient Experience Survey 2017, the CWIUH were eager to assess the satisfaction of the women who use the hospital's services. Gynaecology patients were surveyed, and the results have been overwhelmingly positive in keeping with their current feedback from their own 'Compliments, Complaints and Suggestions' service.

From a nutritional perspective, the CWIUH have been active in asking patients for feedback and making changes to the menu to suit their needs. This has resulted in long stay patients being reviewed by the Catering Liaison Officer to ensure they are getting enough variety in their diet. They have included a salad and hot option every evening for tea and reduced the number of mixed grill and fried food meals.

The staff dining room and coffee shop, accessible to service users and their families have commenced calorie posting and the promotion of healthy options. The two vending machines are stocked by catering staff with healthy meals and snacks.

Together, the Catering Department and the Clinical Nutrition and Dietetics Department undertook a full review including menu analysis, patient satisfaction surveys, and patient and staff evaluations. Inpatient meals now include appropriate healthy options and consider calorific intake requirements. A newly-appointed dietician will support the education and management of diabetes in pregnant women, women with obesity and other women with specific nutritional needs. The dietician manager continues to develop and improve patient resources and education and in addition, participates on a national level in clinical care programmes.

Women with the support of their partners are encouraged to use birthing aids such as birthing balls, bean bags and mats. All midwives and support staff educate and support women in the use of these birthing aids.

A number of midwives have successfully completed a module in High Dependency Care to care for women with more complex needs.

The Parent Education Department offers various antenatal class options for women and their partners to attend in close proximity to the hospital and in the community. Several midwives have trained in hypnobirthing and classes are provided in the antenatal period.

The Neonatal Unit strives to practice Family Centred Developmental Care. Its staff have participated in Foundations in Family Centred Care (FINE) Level 1 and Level 2, which provide a comprehensive evidence based introduction to family centred developmental care for the multidisciplinary team which positively impacts on the experience of parents and their hospitalised infant.

The CWIUH offers Perinatal Mental Health Services with a Consultant Perinatal Mental Health Psychiatrist and Perinatal Mental Health Clinical Midwife Specialist.

The Physiotherapy Department provides antenatal education which is evaluated very well. The importance of exercise is stressed both generally and during pregnancy and women are encouraged to take part in appropriate exercise regimes. Most women are aware of the benefits of regular exercise but are unsure about what kind of exercise and they should do during pregnancy. Physiotherapy postnatal classes provide advice on pelvic floor muscle exercises, abdominal exercises, back care, techniques for bending, carrying and lifting and good feeding positions.

Various studies are examining ways of improving care and services to patients. Water for comfort in labour has been provided since 2013 when a pool was installed in our birthing suite. To date, almost 350 women have used the pool for labour and of these over 100 have had a water birth. The pool is offered to healthy women with uncomplicated pregnancies in a study which aims to compare labour and birth outcomes of women choosing to use the birthing pool with women opting for conventional care.



A study looking at the effects of healthy living by pregnant women at high risk of developing gestational diabetes compared pregnancy outcomes in women who follow a medically-supervised exercise programme, with Facebook support, during their pregnancy and for six weeks afterwards, against standard antenatal care. Other studies are looking at breast milk and at smoking in pregnancy.

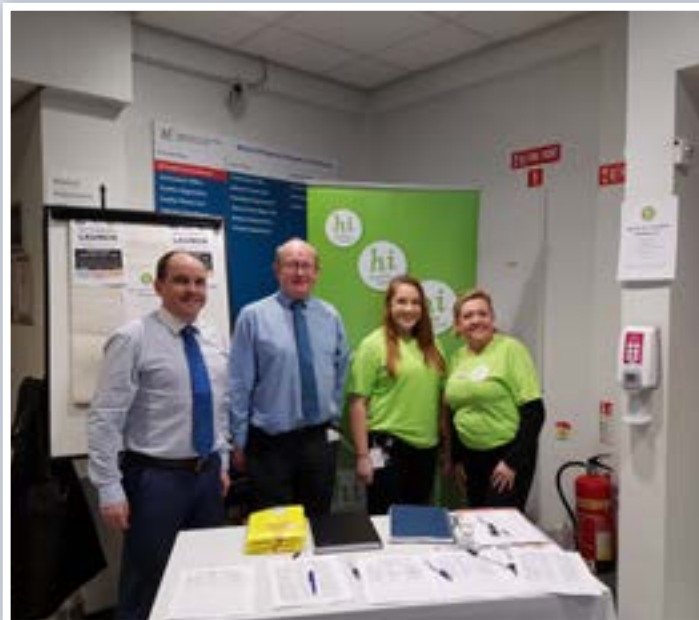
## Midlands Regional Hospital Portlaoise

The staff at Midland Regional Hospital Portlaoise (MRHP) are committed to providing help and support for patients and colleagues to lead a healthy active lifestyle. The Hospital offers a wide range of services to patients that promote a healthy lifestyle.

MRHP is a Tobacco-free campus with six members of staff trained in 'Brief intervention'. Smoking cessation support is available to all patients and this includes the prescribing and dispensing of nicotine patches.

The Hospital recently took part in the National Patient Experience Survey 2017. Results of the survey have been very positive and have aided in continuing to provide the best care to patients and their families.

The Catering Department in the hospital has achieved a Gold Healthy Heart Award from the Irish Heart Foundation. The canteen has implemented calorie posting for the last 12 months and provides a wide variety of balanced healthy meals to both patients and staff. MRHP works closely with the Department of Nutrition and Dietetics to provide specialised nutritional requirements for patients. The hospital also has on-site vending machines stocking 60% healthy eating options available for staff, patients and visitors, day or night.

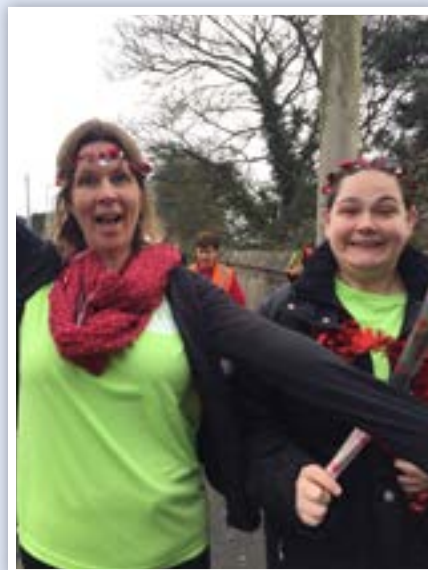


The National Programme for Older People (NCPop), in collaboration with the Quality Improvement Division (QID) and the Irish Hospice Foundation (IHF), are partnering with MRHP to pilot the roll out of 'What Matters to Me'. 'What Matters to Me' is a person-centred approach to care for older people. Several staff members are involved in the pilot, which is currently being carried out in the A&E department as well as the Medical Ward. Feedback thus far has proven very positive from both the patients and their families.

MRHP run mandatory training in Dementia awareness for staff, in order to improve their knowledge and help with caring for Dementia patients. The hospital also has a cardiac rehabilitation facility available on site which has a high attendance rate.

Within the maternity services, antenatal classes are offered to all mothers and their birth partners. Antenatal physiotherapy classes are also offered. A weekly breastfeeding workshop, facilitated by lactation consultants, is also available to all expectant mothers. Extra breastfeeding classes are also available for mothers with gestational diabetes. Each visit to the antenatal clinic provides midwives with the opportunity to “Make Every Contact Count”. During these visits they discuss smoking cessation, healthy eating in pregnancy, breastfeeding and remaining active in pregnancy.

Throughout the hospital, patients are supported and encouraged to engage with the healthcare team.



## St. Luke's Radiation Oncology Network (SLRON)

SLRON has examples of health and wellbeing initiatives available to patients in various areas:

Relaxation Sessions using Progressive Muscular Relaxation – weekly 30 minute sessions for patients and their family members to help with sleep, pain management, stressful emotions and an overall sense of well-being.

Bibliotherapy service – this is the use of books for therapeutic purposes. Quality self-help books have been known to reduce emotional and psychological distress. The service is managed by our in-house Librarian and provides a wide selection of books from our Wellness Library which are made available to our in-patients and out-patients. The books were all carefully selected by the Psych-Oncology team in the St. Luke's Radiation Centre at St. Luke's Hospital.

Cancer Thriving and Surviving – this is derived from the Stanford University Chronic Disease Self-Management Programme. It is a 6 week programme available to patients across the Network to assist them in developing greater self-efficacy. The programme is based on group discussion and personalised action plans.

CLIMB programme – this is a 6 week programme available at the St. Luke's Radiation Oncology Centre at Beaumont Hospital. CLIMB stands for 'Children's Lives Include Moments of Bravery'. The programme aims to assist children between the ages of 5-12, whose parents are undergoing Radiation Therapy treatment for cancer, to process their emotions and improve their coping skills. Each weekly session has a specific goal regarding a particular feeling and uses activities that are carefully focused around each goal. The programme is run in conjunction with the support of the Medical Social Work department in Beaumont Hospital.

Smoking cessation clinics are held monthly for patients. The clinics include Carbon Monoxide monitoring which provides an instant result and is very beneficial in helping patients to track their progress towards a healthier lifestyle.

Arts & crafts – a diverse range of art projects from acrylic and watercolour painting to felt making and pottery is offered. All sessions are held in the Activity Centre in the St. Luke's Radiation Oncology Centre at St. Luke's Hospital. The Activity Centre is registered with the HSE Arts Committee. Activities are structured to appeal to the total beginner as well as to patients with previous experience of arts and crafts.





Beauty therapy and complementary therapy – this is available across the Network and includes free-of-charge facials, pedicures, aromatherapy massage and reflexology. Chiropody services are also available.

Slí na Sláinte have been created to promote physical activity.

Development of an interactive herb garden at the St. Luke's Radiation Oncology Centre at St. Luke's

Hospital is planned for 2018. This will be developed in conjunction with our on-site gardeners. The aim is to encourage in-patients to spend some time outdoors with our on-site gardeners to produce a range of aromatic herbs.



## Midlands Regional Hospital Tullamore

A recent seminar held in Midlands Regional Hospital Tullamore explored how specific art projects contribute to patient care. The seminar examined how the practice of art in medical and healthcare environments can humanise and enhance experiences for patients, staff and visitors.



The arts are now a part of rehabilitation in care settings and the Anam Beo Arts, Health and Wellbeing programme is a developed, strong and viable method of practise in Offaly.

In an attempt to reduce the feelings of claustrophobia often experienced by patients undergoing an MRI, MRHT placed LED skylight pictures on the ceilings of the scanner room, the recovery room and some long corridors which have no natural light. Their new

toilets are all disability-friendly and they have used colours recommended for patients suffering from dementia.



A healing garden including a variety of plants with healing properties such as lavender and thyme was introduced to the facility. The theme of statuettes included within this environment is "Slow Release of Doves" to symbolise the care received by the healing hands in the hospital.

The 'Hello My Name Is' campaign is to remind healthcare staff about the importance of introductions in healthcare. It was launched in Midland Regional Hospital Tullamore in 2016 with more than 1,000 staff signing up to the initiative.

#EndPJparalysis is a social movement which encourages patients to get up, dressed and moving while in hospital to reduce the risk of increasing dependence and other harms. This new initiative is commencing in October 2017.

The hospital has set up a patient focus group to gather patient experiences regarding therapeutic diets within the hospital. This identifies trends in feedback and utilises this information to steer service provision. To date, the members of the focus group have identified areas where the hospital is doing well and areas for improvement. They have also been involved in the development and approval of patient education leaflets. One member now also sits as a patient representative on the hospital working group looking at modified consistency diets.

## DMHG Healthy Ireland Current Activity – Staff

### Our Staff Profile

There are over 10,000 people working in the DMHG (Tables 2 and 3). Findings from the *Health Sector National Staff Survey 2016*<sup>17</sup> show the high levels of motivation (70%) and enthusiasm (68%) for their work that exist amongst staff.

A large majority (86%) also felt that their role makes a difference to patients and service users. Twenty-nine percent agreed that the organisation is genuinely interested in the wellbeing of its staff, while 42% felt that the organisation encourages a healthy lifestyle. Future surveys will allow evaluation of aspects of the Staff Health and Wellbeing actions in this plan.

Table 2: DMHG Whole-time Equivalent Staff Numbers, by hospital

Hospital/Group	Direct WTE Aug 17
Coombe Women & Infants University Hospital	817
Midland Regional Hospital Portlaoise	676
Midland Regional Hospital Tullamore	1,046
Naas General Hospital	735
St. James's Hospital	3,842
St. Luke's Radiation Oncology Network	508
Tallaght Hospital	2,580
Other	12
<b>DMHG Hospitals</b>	<b>10,216</b>

Table 3: DMHG Whole-time Equivalent Staff Numbers, by staff category

Division/Staff Category	Direct WTE Aug 17
Coombe Women & Infants University Hospital	1,268
Midland Regional Hospital Portlaoise	3,753
Midland Regional Hospital Tullamore	1,584
Naas General Hospital	1,565
St. James's Hospital	1,153
St. Luke's Radiation Oncology Network	894
<b>DMHG Hospitals</b>	<b>10,216</b>

### Staff Health and Wellbeing

All the DMHG hospitals have developed staff health and wellbeing initiatives, covering the areas of mental health and wellbeing, nutrition and physical activity. This involves creating a physical and supportive environment where staff, patients and visitors can make healthier choices, as well as organising activities for staff. Between 2016 and 2017 a total of €70,000 was provided by the HSE's National Health and Wellbeing Division for staff initiatives to be delivered in DMHG hospitals.

*Activities* have included step challenges, choirs and art classes. Due to the stresses involved in emergency work, one hospital is trialling a mindfulness course for staff in its Emergency Department, with Trinity College Dublin, our academic partner. Other DMHG hospitals have also organised programmes relating to stress reduction and resilience. If successful, DMHG, will explore the possibility of extending successful programmes to other departments and hospitals.

Creating a *healthy environment* involves putting in place facilities such as bike parking, as well as implementing the policies mentioned previously in the area of healthy eating and smoking. Most of the DMHG hospitals have implemented the Irish Heart Foundation Active@work programme and the majority have become National Transport Authority Smarter Travel Partners, thus availing of the support these organisations provide in promoting physical activity. These initiatives benefit all users of DMHG hospitals.

DMHG will build on the expertise gained by the staff studying for the NUIG Post-Graduate Certificate in Workplace Wellness and use it to evaluate current activities and identify best practice for the future.



#### HEALTH & WELLBEING

Improvement required regarding health & wellbeing

**29%**

AGREE THAT THE ORGANISATION IS GENUINELY INTERESTED IN THE WELLBEING OF ITS STAFF

**42%**

AGREE THAT THE ORGANISATION ENCOURAGES A HEALTHY LIFESTYLE

#### MY ROLE

Just over 4 in 5 go beyond what is normally required in their job for the organisation to succeed

**86%**

FEEL THAT THEIR ROLE MAKES A DIFFERENCE TO PATIENTS/SERVICE USERS

**83%**

GO BEYOND WHAT IS NORMALLY REQUIRED IN THEIR JOB FOR THE ORGANISATION TO SUCCEED

#### TEAMWORK

Teams share objectives and work effectively together

**70%**

AGREE THEIR TEAM WORKS EFFECTIVELY TOGETHER

#### MOTIVATION IN CURRENT JOB

**70%**

FEEL MOTIVATED IN THEIR CURRENT JOB

#### ENTHUSIASM & CONTENTMENT

**66%**



ARE PROUD TO WORK FOR THEIR ORGANISATION

**68%**



ARE ENTHUSIASTIC ABOUT THEIR JOB

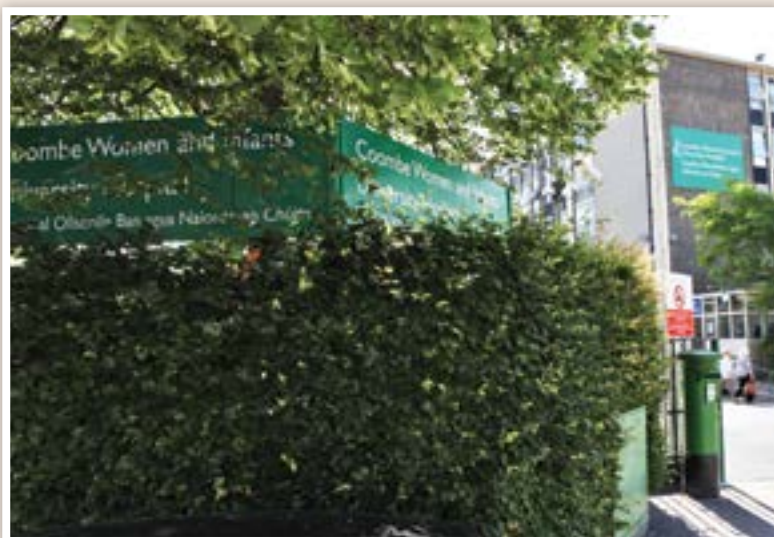
## The following pages outline some of the on-going staff achievements and initiatives in each of our hospitals



### The Coombe Women and Infants University Hospital

#### Introduction

The Coombe Women and Infants University Hospital (CWIUH) has embraced the vision of Healthy Ireland “where everyone can enjoy physical and mental health and wellbeing to their full potential; where wellbeing is valued and supported at every level of society and is everyone’s responsibility” (Health Service Executive 2015).



While our employee assistance programme has been in existence for some time, we were becoming more aware of the research regarding the benefits of health and wellbeing for staff. In recent times, we have supported the funding and facilitation of Mindfulness Workshops for staff and a very successful Operation Transformation Programme.

We have also facilitated a Wellbeing at Work Day and a Mental Health Awareness Week in line with national programmes. Our Baked by the Coombe brought together the best amateur chefs and bakers within the hospital with the ensuing recipe book raising funds for charity. Staff have also established the CWIUH Workplace Choir, singing at events for both staff and the women and babies we care for.

In the summer of 2016, to support Healthy Ireland and the Dublin Midlands Hospital Group’s strategic priority ‘Improving

Staff Health and Wellbeing’, the CWIUH Health and Wellbeing Group was formally established. This group comprises of champions from various departments within the hospital who are committed to enhancing the health and wellbeing of their colleagues. To date, the group has been instrumental in running some very successful wellbeing initiatives for staff, as well as providing on-going support for established programmes as noted above. Our motto is ‘Caring for health and wellbeing together’, as we recognise the importance of working together to make the CWIUH a healthy and happy place to work.

#### Caring Together

Working within a busy and often stressful environment, we are very aware of the impact that traumatic events can have on a person. Thanks to the funding we have received from Healthy Ireland, we are now

in the final stages of planning our Critical Incident Stress Management programme for staff.

### Stepping Out Together

In the autumn of 2016, 120 employees took part in the first CWIUH Step Challenge. 12 teams of 10 people walked 30,846,815 steps. This initiative got people moving and also enhanced colleague relationships.

### Transforming Together

Our second Operation Transformation had over 150 registrants in 2017. Weekly weigh-ins, Sunday morning walks and a special offer for gym membership at a local gym for the duration of the programme was facilitated. Our staff canteen offered delicious, healthy meals inspired by the Operation Transformation programme.

During this time, we also celebrated the 'Love Life, Love Walking' campaign on St Valentine's Day with a stairs challenge and walks in the local area.

### Calorie Counting Together

The Health and Wellbeing Group supported and promoted the successful introduction of calorie posting in the staff canteen. This has made employees more aware of the calories we eat and encouraged healthier options. These endeavours have recently been rewarded with an Irish Heart Foundation Happy Heart Silver Award.

### Working Together

We celebrated National Wellbeing at Work Day by promoting mental and physical health. On the day, events included a Climb the Stairs challenge, a nutrition talk, a Wii Hula Hoop Challenge and a chill out zone. We garnered the support of local businesses for the day: a neighbouring hairdresser gave styling tips, a local gym sponsored and facilitated a plank challenge, and a local bicycle shop helped us to promote the Cycle to Work Scheme.

The success of the health and wellbeing events in the CWIUH is attributed to the commitment of the Health and Wellbeing Group, the support of senior management, and the participation of all employees of the CWIUH. Our upcoming projects include the CISM programme and Mental Health Awareness Week. We also aim to promote how healthy living is not always just about doing, sometimes it is simply taking time "to be" and in quiet times we get to reflect and see how we can improve our situation. It is only by 'caring for health and wellbeing together' that we can work towards the vision of wellbeing being valued and supported at every level and reap the benefits of doing so both for ourselves and our organisation.



## Naas General Hospital

### Introduction

We have held four Healthy Ireland information sessions for Staff at Naas General Hospital to support the Healthy Ireland initiative and participated in positive campaigns to promote health and wellbeing as outlined below.

### Caring Together

The Little Things Campaign was promoted at the hospital alongside a volunteer music programme and participation in Poetry Ireland day.

We promoted the alcohol awareness week in partnership with South Western Regional Drug & Alcohol Task Force that was well received by our staff at the hospital. Naas General Hospital is a tobacco free campus. We support the continued roll out of the Tobacco Free Campus Policy in Naas General Hospital and we held two brief intervention training days held for Community Healthcare Organisation 7 and Hospital staff.

We have implemented smoking cessation clinics and developed a referral pathway for staff to stop smoking alongside promoting the new QUIT campaign. Naas General Hospital participated fully in the National Dementia Awareness Week.

Naas General Hospital promoted the new Food Pyramid and expanded the Slí Na Sláinte route at the hospital for all the staff to enjoy and keep fit at the workplace.



### Working Together

Workplace Health Initiatives aimed at improving an overall sense of positive health and wellbeing included a January staff research and education forum with a health and wellbeing theme. There was also the launch of calorie posting in the staff canteen.

The hospital participated in a 4-week Operation Transformation programme which included a pre-and post-body composition analyser review, blood pressure check and a step challenge for 10,000 steps per day with the distribution of pedometers to staff. Emphasis was put on providing dietary information to those who do shift work as this was highlighted as an issue previously. This was achieved by circulating information to staff via email with hard copies provided to those without access to email.

New bike parking was installed at Naas General Hospital to facilitate cycling, while the staff breastfeeding room was refurbished and painted.

### Stepping Out Together

For the 3rd year in a row "Take a Hike" hill walks were organised and staff participation was enthusiastic. In February 2017, our staff joined with their colleagues in Community Healthcare Organisation 7 to participate in "Love Life, Love Walking" day and participated in the 'Steps to Health' step challenge in May to June 2017. The hospital also provided reduced rate yoga classes and reflexology services.



## Midlands Regional Hospital Portlaoise

### Introduction

Midland Regional Hospital Portlaoise (MRHP) is a keen participant in Healthy Ireland and we have developed a number of activities for staff to take part in to promote health and wellbeing at the workplace. A number of these activities are listed below.



### Transforming Together

5-a-side soccer for staff commenced on Monday nights in the Leisure Centre, Portlaoise. This was widely promoted in the hospital and all interested staff are encouraged to join.

In February 2017 we developed a weight-loss programme over a 12-week period for staff. This programme provided staff with regular weight checks and specific detailed dietary information.

Each week we covered new topics and welcomed input from staff as well. The programme took place every Thursday morning at the Cardiac Rehab Gym from 7-8am.

### Stepping Out Together

MRHP established a step challenge amongst staff. Winners were the team with the most number of steps. We encourage teams to contact each other using WhatsApp groups and to help motivate their team. Team leaders are included in the weekly Healthy Ireland email issued every Sunday. A leader board is published outside the canteen so teams can see how they are doing.

The Walking Group goes for a walk every Tuesday and Thursday at 1pm from the main doors of the Hospital. Fifteen minutes/1,850 steps bring staff through the grounds of St Fintans and back.

We encourage staff to take the longer 45-minute walk via Colliers Lane and the Borris Road which is 5,700 steps. We hope to develop a family friendly hill walking group for Sunday afternoons in the future.

### Working Together

MRHP's choir meets every Tuesday in the Chapel of Rest. Choir members find it to be a great way to de-stress and also good for their posture and mental health. Earlier in the year the choir were preparing for a competition in May 2017.

We also encourage smoking cessation and remind staff that MRHP is a non-smoking campus.



## Midlands Regional Hospital Tullamore

### Introduction

Midland Regional Hospital Tullamore (MRHT) is an active participant in the Healthy Ireland Programme and we have a wide variety of initiatives to promote health and wellbeing at our work place. Our commitment is evident in the work of the MRHT Health and Wellbeing group along with the support from Hospital management.



### Stepping Out Together

Since January 2017 we have developed an indoor and outdoor Slí na Sláinte that is very popular with staff. We successfully launched our first five week MRHT Steps to Health Challenge in May 2017, with over 100 staff members registering to get involved. We have also successfully developed an annual “MRHT Fittest Department Challenge” which started in September 2016.

### Working Together

We work closely with other groups within the hospital e.g. dieticians, to organise MRHT Operation Transformation. This includes; weekly weigh-ins for staff, before and after body mass index (BMI) sessions, and weekly meal plans along with the canteen providing daily Operation Transformation meal options. In addition, staff now have access to weighing scales for weight monitoring which is located in the main foyer of the hospital.

The Health and Wellbeing group have organised lunchtime walking groups,

evening running groups, pilates and exercise classes for staff. We also support national initiatives such as the “Love Life Love Walking” campaign.

### Caring Together

In 2016, the hospital was successful in receiving funding from Healthy Ireland which was used to train willing staff as mindfulness instructors in order to roll out mindfulness to staff. We regularly organise lunchtime mindfulness sessions for staff and encourage participation. We are also involved in promoting the “Little Things Campaign” which focuses on positive mental health.

### Transforming Together

The hospital has and will continue to support annual Smoking Cessation Awareness Days, which is led by our Smoking Cessation Nurses, along with a self-referral pathway programme for patients and staff to quit smoking.

The hospital also supported the Health and Wellbeing group in organising a number of National Health Months including cervical cancer, led by our Oncology ANP, which provided lunchtime education talks for staff. We also successfully organised our first “MRHT Staff Health and Wellbeing Day” in June of 2016.

The hospital continues to support the Health and Wellbeing Group in organising and developing initiatives, which embrace the vision of Healthy Ireland where *“wellbeing is valued and supported at every level of management and is everyone’s responsibility”* (HIA Framework for improved health and wellbeing 2013-2025).



## St. Luke's Radiation Oncology Network (SLRON)

### Introduction

The SLRON Healthy Ireland Committee was formed in February 2017 and launched our Healthy Ireland programme in May 2017. Our initial aim is to focus on health & wellbeing in the workforce by promoting staff wellness and resilience across the Network. This will be achieved through a combination of Healthy Ireland initiatives, on-going improvements to staff facilities and improved access to support services.

We have an interactive section on our Intranet which is updated on a regular basis and provides a range of links to HSE health & wellbeing initiatives, support services and HSE health campaigns.

### Transforming Together

SLRON offers weekly on-site Yoga and Pilates classes to staff across the Network. The Catering Department in the St. Luke's Radiation Oncology Centre at St. Luke's Hospital (SLROC SLH) runs initiatives like 'guess the calories' competitions. Full Calorie Posting was introduced in August 2017. Calories were calculated (where applicable) from our chefs' in-house recipes.

During the Calorie Posting launch we ran daily 'menu calorie hunt' competitions to increase awareness among staff and visitors alike, in order to encourage more health conscious food choices. Feedback has been extremely positive and the Catering Department will continue to implement even healthier nutritional, seasonal recipes.



SLRON's Clinical Nutrition and Dietetics (CND) produces a Nutrition Tip of the Month which is emailed to all SLRON staff and published on the Intranet every month. They also run regular campaigns like 'Know your Numbers' where staff are informed of their BMI, body composition and waist circumference and educated about healthy portion sizes.

Our 'Wellness Library' was established in 2016, offering staff, patients and their relatives a wide range of quality self-help books. Resources were carefully selected by the SLRON Psycho-Oncology team and the librarian in SLROC SLH to cover a range of topics including depression, anxiety, grief, body image etc.

SLRON holds smoking cessation clinics once a month in SLROC SLH. Clinics are open to staff and patients and also provide carbon monoxide monitoring.

### Stepping Out Together

SLRON joined the HSE 'Steps to Health Challenge' in 2017, with 30 teams from across the Network participating. We walked 23 million steps during the 5 week challenge. SLRON won the best overall name in the competition with the very original "St. Luke's Skywalkers". This challenge was one of the initiatives

highlighted at our Healthy Ireland launch, with a 'boost your steps' treadmill in place for five minute boost slots on the day.

SLROC SLH developed indoor and outdoor 'Slí na Sláinte' pathways in 2008 incorporating our woodland walk. This is well used by staff, patients and visitors. The St. Luke's Radiation Oncology Centre at Beaumont Hospital (SLROC BH) is working with our host hospital to develop a 'Slí' on the Beaumont Hospital Campus. SLRON staff also participated in the HSE's "Love Life, Love Walking" campaign in February 2017, with staff members walking as groups or individuals during their breaks.

As part of a 15 member team, seven SLRON staff successfully completed the 'Hell and Back' 7km obstacle challenge held in Kilruddery Demesne, Co. Wicklow in September 2017. The event was a wonderful team building experience and no man (or woman) was left behind.



## Working Together

In January each year the hospital runs a multi-disciplinary programme in line with RTE's Operation Transformation. This includes a programme of weekly weigh-ins, nutritional advice, organised walks, physical activity events and information stands. Catering offer healthy and delicious meals inspired by the Operation Transformation programme.



The Physiotherapy Department also circulates a monthly "Physio Matters" bulletin providing physical activity and exercise tips for staff.

Additional bike racks are being provided due to the increase over the last year in the number of staff cycling to work. Staff in the St. Luke's Radiation Oncology Centre at St. James's Hospital (SLROC SJH) have access to the free fortnightly 'Cycle Clinic' which is located on the host hospital campus.

In conjunction with Occupational Health, Psycho-Oncology, Nursing, Physiotherapy, Catering and CND, we provided a range of information stands at our Healthy Ireland launch. Areas covered included nutrition, exercise, sleep, mindfulness, managing boundaries, blood pressure, smoking cessation and carbon monoxide monitoring.

Our Healthy Ireland Committee continue to plan and run events for staff to tie in with HSE and WHO campaigns, for example 'Healthy Heart Month', 'World Physiotherapy Day', 'World Mental Health Day', 'World Food Day' etc. A full range of art activities is available to patients in SLROC SLH. We aim to extend this to staff by introducing photography classes and a range of art related activities and events.



## St. James's Hospital



### Introduction

The hospital recognises that the wellbeing of employees is central in the delivery of the highest quality services and is committed to creating and maintaining a work environment that both attracts and retains employees, where employees feel valued and motivated to reach their full potential.

The Centre for Learning & Development (CLD) is a hub for staff wellbeing within the hospital. The Staff Wellness Committee was established in 2015, with the overall purpose to develop, implement and continuously evaluate a comprehensive Staff Wellness Programme, which entails sharing of best practice and a consistent approach to the promotion of wellbeing in the workplace. CLD offers a range of mindfulness courses, resilience training, and exercise programmes.

### Stepping Out Together

Hospital Staff are encouraged to take part in the Women's Mini Marathon and the St. James's Hospital Foundation and organise the annual Liberties Fun Run in the local area. Over 1,000 entrants participated in the Fun Run in 2016, many of them staff members.

The St. James's Fitness King and Queen Programme was run in co-ordination with Clinical Nutrition, Physiotherapy and

Clinical Psychology in 2015, to support staff who wished to participate in achieving weight loss in a healthy way – similar to the concept of the 'Operation Transformation' programme run by RTÉ. The fitness drive consisted of 8 weeks of education, weekly weigh-ins and opt-in supervised exercise classes. At the weekly weigh-in participants were encouraged to share tips, recipes and discuss how they found the process.

### Transforming Together

The Clinical Nutrition Department developed healthy heart recipes for the staff canteen in conjunction with the Catering Department. Dieticians manned an information stand at the canteen to educate staff about salt and heart health and the simple changes you can make to your diet.

In May 2016, the inaugural St. James's Hospital Cycle started and finished in the stunning grounds of Russborough House, Co. Wicklow. Cyclists had the choice of doing a 40km or 80km cycle.

We will once again be taking to the saddle for the 2017 Wicklow Mountains Cycle Challenge.

On 14th February 2017, the Physiotherapy department organised a workplace walk with staff to mark this Healthy Ireland initiative.

## Working Together

The Staff Wellness Committee organised a two-day staff wellness event on 17th and 18th of January 2017. Over 200 staff members dropped in throughout the day and visited information stands and sessions about sleep, nutrition, exercise, mindfulness, managing boundaries, burnout and self-care, blood pressure, staff assistance program, retirement and pensions and smart travel.

A new 'Central Change' facility for use by cyclists, walkers, runners, was opened. This facility includes approximately 800 lockers, shower and changing facilities and a drying room.

There has been a significant increase in bike parking and enhanced security at cycling facilities throughout the Hospital Campus, as well as improvements to the ease of Campus navigation for pedestrians and cyclists.

April 2016 saw the launch of *SJH Times*, a hospital magazine for staff. The magazine is produced quarterly and is available in both print and online. The magazine keeps

staff up to date with all activities taking place on the campus whilst keeping staff in touch with the work of their colleagues. It features a dedicated wellbeing section with articles from mindfulness to healthy eating recipes and other helpful tips from our expert staff on site.

At the stands were local gym representatives to provide staff and visitors with information on local physical activity amenities.

We have been running free exercise classes throughout the year on Wednesdays in the Physiotherapy Department. The classes are run over lunch time and vary from a mix of aerobic, strengthening, pilates and circuit training that are suitable for all levels.





## Tallaght Hospital

### Introduction

Tallaght Hospital has embraced the challenge of providing health and wellbeing initiatives for staff in an environment with limited resources. In 2016 the Hospital achieved a silver award in the Irish Health Foundation Active at Work Awards. This was achieved at a local level from the support received from hospital management to form a Health & Wellbeing Committee and the hard work of the committee which comprises of staff from all disciplines.

To support staff health and wellbeing the hospital provides a full time, occupational health service and an employee assistance programme supporting staff and providing help to balance work, family and personal life.

### Working Together

At Tallaght Hospital, we have introduced a large number of programmes to improve physical wellbeing. These include participation in the Operation Transformation programme and step and walking challenges for our staff.

Tallaght Hospital has also developed workplace, wellbeing day events, while also promoting calorie counts and encouraging staff to participate in the women's mini marathon. The Hospital has also introduced a bike rack to encourage staff to cycle to work.



### Caring Together

Monthly employee workplace wellbeing programmes are held which cover topics such as building resilience and developing emotional wellbeing, mindfulness, money skills for life, nutrition and health balance diet, cyber bullying, and addiction.

### Transforming Together

Tallaght hospital is acutely aware about the need for a healthy work environment and we have a smoke free campus and a crèche for our staff's children. We also provide breastfeeding facilities at the hospital for our staff. We have an active hospital choir and arts and crafts classes, as well as a hospital library. The hospital holds social events for staff throughout the year including Christmas lunch.



# Healthy Ireland in Dublin Midlands Hospital Group – Implementation Plan

## DMHG Healthy Ireland Priorities

This plan is a road map for each of our hospitals, aimed to embrace the Healthy Ireland framework and facilitate its implementation.

The goals of the DMHG'S Strategic plan coupled with the knowledge and understanding of the strategic priorities within the *Healthy Ireland in the Health Services Implementation Plan 2015-2017*<sup>5</sup> have guided the development of this DMHG Healthy Ireland Implementation Plan 2018-2020. *Supporting staff*, including developing their capacity to implement the Healthy Ireland actions for themselves, their patients, their families and communities, is particularly important for the DMHG. Priority areas include:

- Delivering **excellent standards of quality** in all the Healthy Ireland action areas
- Developing **integrated care** between DMHG hospitals and their communities to ensure Healthy Ireland actions are integrated in patient care pathways
- Strengthening Healthy Ireland **co-operation and communication** between DMHG hospitals

There are gaps in the resources available for interventions in chronic disease prevention, such as smoking and alcohol, as well as a need to develop clear referral pathways for these risk factors and for chronic disease management. Given these resource implications, the full implementation of this plan will take several years and the completion dates for each action will reflect this situation.

While the DMHG Healthy Ireland Implementation Plan will reflect national policy priorities, the Group is also conscious of the importance of local

ownership of the plan. The advantage of this combined approach is that the implementation of the plan will benefit from existing initiatives and allow for creativity in piloting initiatives with potential for use in other hospitals. Continued regular meetings of the DMHG Healthy Ireland Steering Group will ensure sharing of individual hospital's experiences in implementation.

## Governance and Monitoring of Implementation Plan

The DMHG has assigned a Healthy Ireland Executive Lead, with support from a Project Lead and a part-time Project Manager. A Steering Group has been established to provide oversight and direction for the development of this Healthy Ireland Implementation Plan for the Dublin Midlands Hospital Group. It is chaired by Sonia Shortt, Group HR Director, Dublin Midlands Hospital Group.

The Chair of the Steering Group will report on progress to the CEO, Dublin Midlands Hospital Group and will provide progress updates to the National Health and Wellbeing Division.

The purpose of the Steering Group is to oversee, guide and monitor the implementation of the actions set out in this plan.

Key priorities in this plan will be included in the hospital group estimates process. The DMHG Healthy Ireland Steering Group will monitor the implementation of the actions and the Executive Lead will report on these at the DMHG Executive Management Team monthly meetings. DMHG hospitals collect data on several Key Performance Indicators (KPIs) in the area of breast-feeding and tobacco control. Healthy Ireland has also been added as an agenda item to the

Hospital Group HR/Finance Management monthly meetings and to the individual hospital monthly performance meetings with the DMHG.

Each hospital is represented on the Steering Group. Several of the hospitals within our Group have already set up Healthy Ireland implementation committees and all have commenced work on Healthy Ireland activity. Already Healthy Ireland is bringing staff together across the Group and is resulting in integration and co-operation between hospitals.



## 2017 National Patient Experience Survey Comments regarding DMHG Hospitals



The staff were excellent. The hospital was clean and tidy. It was very relaxing and felt very safe after having an awful incident. I believe that the atmosphere helped my recovery.

### Physical Environment

The care, kindness and respect shown to me was wonderful. All staff were excellent.

I was so scared from the minute I landed in hospital. The staff doctors, cooks, cleaners made me so secure, so safe, so clean. Thank you all very much for everything.

I felt safe there. I was getting the treatment I needed.

I had privacy when needed and treated with respect at all times. I could not thank the staff enough for their help and respect.

### Patient Communication

The doctors and nurses were excellent and very caring. They spent a long time talking and explaining everything to me.



In my opinion I think I was treated excellently by both doctors and nurses. Their advice and the time they gave was always with dignity and respect. They made me feel safe and secure in the time I spent in hospital.

### Dignity, Respect and Privacy

I don't know how the staff managed it but they made everyone on the ward feel they were getting 100% of their attention. They treated everyone with such kindness and dignity. It was very impressive.



## Healthy Ireland Actions in Dublin Midlands Hospital Group

This section of the Plan sets out how the Dublin Midlands Hospital Group provides governance and leadership for the implementation of Healthy Ireland.

The DMHG has assigned a Healthy Ireland Executive Lead, with support from a Project Lead and a part-time Project Manager. A Steering Group has been established with Terms of Reference. The Steering Group was established to provide oversight and direction for the development of a Healthy Ireland Implementation Plan for the Dublin Midlands Hospital Group.

### 1. Governance, Monitoring, Leadership and Structures

No.	Actions and Targets	Commencement Date	DMHG Lead	Hospital Lead
1.1	Assign a HI Executive Lead and HI Project Lead to oversee the implementation of the plan.	Completed	CEO/COO	
1.2	Establish DMHG Steering Committee to oversee the DMHG HI Implementation Plan.	Completed	Executive Lead, Project Lead	
1.3	Undertake staff engagement sessions to communicate the HI vision at local level.	Completed	Project Lead, Health & Wellbeing Division	
1.5	Establish HI Implementation committees in each hospital.	2018	HI Steering Committee	CEO/General Manager
1.5.1	Each hospital to establish links with local CHOs to ensure integration in the development of local plans.	2018		CEO/General Manager, HI Hospital Committee
1.6	Support the development of HI Implementation plans for each hospital.	2018	HI Executive Lead, Project Lead	CEO/General Manager, HI Hospital Committee
1.7	Monitor progress and demonstrate delivery of actions for DMHG HI Implementation Plan.	2018 onwards	HI Steering Committee, Executive Lead, Project Lead	CEO/General Manager, HI Hospital Committee
1.8	DMHG will support the introduction of Brief Intervention training as part of mandatory training.	2018 onwards	HI Steering Committee, DMHG Executive Lead, Project Lead	CEO/General Manager, HI Hospital Committee

## 2. Tobacco Free Ireland

Tobacco use is responsible for almost 6,000 deaths each year in Ireland and is the leading cause of chronic disease burden and health inequalities. Tobacco Free Ireland (2013) is Ireland's national policy on tobacco control and has set a target for Ireland to be smoke free (i.e. a smoking prevalence of <5%) by 2025. The actions outlined below are focused on supporting Tobacco Free Ireland, including Tobacco Free Campus Policy, delivery of Smoking Cessation Services and relevant training for staff.



Staff who smoke, or who are affected by tobacco related chronic disease, will be supported within the actions through the provision of a smoke free environment and access to smoking cessation services and pharmacotherapy.

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
2.1	Each hospital to assign a nominated <b>tobacco lead</b> from senior management to support monitoring and implementation of the Tobacco Free Campus Policy locally.	2018	Executive Lead	CEO/General Manager
2.2	Each hospital will develop an <b>action plan</b> to progress the implementation and on-going monitoring of the <i>HSE Tobacco Free Campus Policy</i> .  <i>As part of this plan:</i>	2018-2020	Project Lead	CEO/General Manager & Tobacco Free Campus Committee, with National Tobacco Free Ireland Office
2.2.1	An <b>annual action plan</b> will be developed;	Yearly		
2.2.2	Each hospital will implement the <i>Global Network for Tobacco Free Healthcare Services Quality Standards</i> and complete a yearly online <b>self-audit</b> ;	On-going		

2.2.3	DMHG will oversee an <b>audit process</b> to validate their individual hospital tobacco free campus self-audits and support local initiatives to ensure implementation of the Tobacco Free Campus Policy;	On-going		
2.2.4	DMHG will co-ordinate the supply of <b>data</b> on implementation to the Tobacco Free Ireland Office.	On-going	Executive and Project Leads	
2.3	Each hospital will <b>display</b> local Smoking Cessation Service and QUIT <b>information</b> and communication materials.	2018 & on-going	Executive and Project Leads	CEO/General Manager, HI Hospital Committee, Smoking Cessation Service
2.4	Each hospital to include the following in their <b>service plans</b> :		Executive and Project Leads	CEO/General Manager, Clinical Directors, Director of Nursing & Midwifery, Smoking Cessation Service (where one exists)
2.4.1	Routine <b>recording of patient smoking status</b>	2018 & on-going		
2.4.2	Provision of access for patients of a dedicated <b>smoking cessation service</b> , and the development of a comprehensive <b>referral pathway</b> in conjunction with the local CHO.	2018 & on-going		
2.5	<b>Brief Intervention (BI):</b>	2018 onwards	Executive and Project Leads	CEO/General Manager, Human Resources, Occupational Health Clinical Leads, Director of Nursing & Midwifery, Heads of Departments
2.5.1	Each hospital to <b>train</b> the annually agreed target number of front line staff in Making Every Contact Count (MECC) [when MECC national programme is available].			
2.5.2	Each hospital's local operational plan to <b>record KPIs</b> for MECC training and treating tobacco dependence as a care issue.			

2.6	<b>Staff smoking supports:</b> Each hospital to:	2018 onwards	Executive Lead	CEO/General Manager, Human Resources, Occupational Health, HI Hospital Committee
2.6.1	Implement a process to <b>assess</b> staff smoking prevalence;	2019		
2.6.2	Offer <b>referral</b> to intensive cessation services.	2018-2020		
2.7	<b>Maternity services:</b>  Each hospital with maternity services to include the following in their <b>service plans</b> :	2018 onwards	Executive Lead, National Women & Infants Health Programme	CEO/General Manager, HI Hospital Committee
2.7.1	Routine <b>recording of patient smoking status</b> ;			
2.7.2	Routine <b>carbon monoxide monitoring</b> as part of antenatal visits;			
2.7.3	Provision of access for patients of a dedicated <b>smoking cessation service</b> , and the development of a comprehensive <b>referral pathway</b> in conjunction with the local CHO.			CEO/General Manager, Clinical Directors, Director of Nursing & Midwifery, Smoking Cessation Service (where it exists)
2.8	Engage with the <i>Tobacco Free Ireland Programme</i> (where required) to assist in working with the National Clinical Effectiveness Committee (NCEC) of the DoH to develop <b>clinical guidelines</b> for the treatment of nicotine dependence and implement the guidance once complete.	2018 – dependent on national release of guidelines		CEO/General Manager, Clinical Directors, Director of Nursing & Midwifery, Smoking Cessation Service (where it exists)
2.9	Each hospital will support the implementation of the Health Behaviour Patient Management System ( <b>e-referral</b> to quit services).	Dependent on national roll-out timeline		CEO/Hospital Managers, ICT Departments

### 3. Healthy Eating and Active Living



The HSE Healthy Eating and Active Living (HEAL) programme has been established to address diet and physical activity within the HI Framework and in the context of Ireland's high rates of overweight and obesity and sedentary lifestyles. Two national documents guide the HEAL programme: 'A Healthy Weight for Ireland: Obesity Policy and Action Plan 2016 – 2025' and 'Get Ireland Active – the National Physical Activity Plan'.

The actions outlined below are focused on supporting the HEAL programme and national policies to ensure risk factors are measured and documented and evidence-based interventions are provided.

Staff and patients will be supported within these actions through dedicated initiatives such as the implementation of the Healthier Vending and Calorie Posting Policies, Brief Intervention Training, and physical activity initiatives such as Smarter Travel (National Transport Authority), Slí na Sláinte (Irish Heart Foundation) and Operation Transformation (RTÉ).



#### Healthy Eating

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
3.1	HSE policies:	2018-2020		CEO/General Manager, HI Hospital Committee, Facilities, Catering, Dietetics, Procurement
3.1.1	Each hospital to complete the implementation of the <i>Calorie Posting Policy</i> .			
3.1.2	Each hospital to complete the implementation of the <i>Healthy Vending Policy</i>			
3.2	Support the implementation of the forthcoming HSE Healthy Food and Nutrition Policy including the national clinical guideline for identification and management of malnutrition.	2018 on-going	Project Lead	CEO/General Manager, Nutrition Steering Committee, Dietetics, Clinical Directors, Director of Nursing & Midwifery

3.2.1	Each hospital will implement a system to ensure that all patients are screened for the risk of malnutrition on admission to hospital in line with HIQA recommendations.	2018 onwards		CEO/General Manager, HI Hospital Committee, Nutrition Steering Committee, Dietetics, Clinical Directors, Director of Nursing & Midwifery
3.3	Support the implementation of 'A Healthy Weight for Ireland' as advised by the national <i>Healthy Eating Active Living</i> programme.	2018/ongoing	Executive Lead, Healthy Eating Active Living Programme	CEO/General Manager, HI Hospital Committee, Dietetics, Clinical Directors, Director of Nursing & Midwifery
3.3.1	Document and formalise existing referral pathways for overweight and obese patients from acute hospital care to community services.	2018 onwards	Project Lead, CHO Leads for Health & Wellbeing	CEO/General Manager, Dietetics, Clinical Directors, Director of Nursing & Midwifery
3.4	Promote the recording of BMI in medical records including electronic records. <b>Note:</b> Delivery on this action may be dependent on progress at national level re: IT systems.	2018 onwards	Project Lead, HI Steering Committee	CEO/General Manager, HI Hospital Committee, Dietetics, Clinical Directors, Director of Nursing & Midwifery
3.5	Facilitate the release of key frontline staff for training in brief intervention so that staff have the skills and confidence to discuss the importance of healthy eating and physical activity for good health and wellbeing with service users.	2018 onwards		CEO/General Manager, Director of Nursing & Midwifery, Clinical Directors, Heads of Departments
3.6	Display healthy eating materials and resources in all hospitals and undertake awareness campaigns for staff and patients.	2018/ongoing		CEO/General Manager, HI Hospital Committee, Dietetics, Catering

## Active Living

Physical fitness (particularly cardio-respiratory fitness) is a major independent determinant of overall health and mortality, and can readily be improved with exercise.



No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead (s)
3.7	Implement actions from the <i>National Physical Activity Plan</i> as advised by the national <i>Healthy Eating Active Living</i> programme.	2020	Executive Lead, Healthy Eating Active Living Programme	CEO/General Manager, HI Hospital Committee
3.8	Establish a baseline of all clinical exercise programmes currently provided in hospitals for patients and map referral pathways for same in conjunction with CHOs.	2019	Project Lead	CEO/General Manager, HI Hospital Committee Physiotherapy Department
3.8.1	Link with Self Management Support Co-ordinators to align clinical exercise programmes to the health service operation model for National Exercise Referral Framework.	2018	Project Lead, CHO Leads for Health and Wellbeing	CEO/General Manager, HI Hospital Committee, Physiotherapy Department
3.9	All hospitals to promote and support active travel, including provision of adequate facilities for staff.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, General Services/ Facilities Departments
3.10	Display physical activity materials and resources in all hospitals and undertake awareness campaigns for staff and patients.	2018 onwards		CEO/General Manager, HI Hospital Committee, Physiotherapy

#### 4. Alcohol

The HSE National Alcohol Programme has responsibility for developing, planning and overseeing an Action Plan in line with the Report of the Steering Group and to support implementation of the forthcoming legislation. Building capacity with services to address excessive alcohol consumption and raise awareness of the harm caused by alcohol is essential. The actions below



reflect the key national priorities as identified by the HSE National Alcohol Programme. Through communication and awareness campaigns, staff and patients will be supported to increase their knowledge of alcohol risk as well as access to Brief Intervention Training and other local initiatives.

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
4.1	Participate in the HSE Alcohol communications campaign to increase knowledge of alcohol risk and all aspects of alcohol harm.	2018	Project Lead	CEO/General Manager, HI Hospital Committee
4.1.1	Display relevant campaign and educational materials in all hospitals and undertake awareness campaigns for staff and patients.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee
4.2	Review and document local clinical referral pathways and continue the development of linkages with community drugs and alcohol services.	2019	CHOs, Community Drug and Alcohol Services	CEO/General Manager, HI Hospital Committee, Psychiatry, Clinical Directors, Director of Nursing & Midwifery
4.3	Facilitate the release of key frontline staff for training in brief intervention so that staff have the skills and confidence to recognise and address alcohol misuse.	2018 and on-going		CEO/General Manager, Clinical Directors, Director of Nursing & Midwifery, Heads of Departments

4.4	Support role of alcohol liaison nurse in each hospital. <b>Note:</b> resource dependent.	2018	Executive Lead	CEO/General Manager
4.5	Participate in national surveys to assess alcohol-related attendances and admissions in all hospitals.	2018	Project Lead	CEO/General Manager
4.6	Promote awareness of alcohol use and recommended limits among in-patients across the group.	2018 onwards		CEO/General Manager, Clinical Leads, Director of Nursing & Midwifery, Heads of Departments

#### WEEKLY ALCOHOL INTAKE GUIDELINES FOR ADULTS:

- Up to 11 standard drinks in a week for women
- Up to 17 standard drinks in a week for men, and
- A minimum of two alcohol free days per week

## 5. Wellbeing and Positive Mental Health

The vision for Mental Health Services is to support the population to achieve their optimum mental health. Promoting positive mental health and wellbeing forms an important strand of this plan. The statistics of our patient populations are stark, with 1 in 5 of us likely to experience a mental health problem in our lifetime.



The Dublin Midlands Hospital Group will strive to provide support to patients to encourage optimal mental health and to implement Ireland's National Strategy to Reduce Suicide – Connecting for Life.

Staff will be supported through the provision of local resilience training, mindfulness programmes as well as awareness campaigns and access to support programmes as necessary.

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
5.1	Participate in the on-going review of mental health services, crisis and suicide prevention services.	2018 onwards		CEO/General Manager/Mental Health Staff/ Occupational Health
5.2	Continue roll out of Suicide Crisis Assessment Nurse (SCAN).	2018 onwards		CEO/General Manager/Mental Health Staff/ Clinical Lead with responsibility for ED
5.2.1	Strengthen integrated care pathways between ED staff and mental health staff in the management of patients who attempt suicide and present to ED	2018 onwards		CEO/General Manager/Mental Health Staff/ Clinical Lead with responsibility for ED
5.2.2	Facilitate ED staff to attend suicide awareness and intervention training, deliberate self-harm training and other suicide prevention and intervention training programmes	2018 onwards		CEO/General Manager/Mental Health Staff/ Clinical Lead with responsibility for ED

5.3	Support the implementation of <i>Connecting for Life Ireland's National Strategy to Reduce Suicide (2015-2020)</i> as advised by the Mental Health Division.	2019		CEO/General Manager/Mental Health Staff
5.4	Support staff in the promotion of mental wellbeing, including providing practical information to foster wellbeing of staff and patients.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee
5.4.1	Implement the <i>Little Things</i> Campaign focused on promoting positive mental health targeting staff and patients	2018 onwards		CEO/General Manager/HI Committee/ Human Resources/ Occupational Health
5.5	Provide patients with information on effective community based supports to promote positive mental health	2018 onwards		CEO/General Manager, Mental Health Staff
5.6	Support the implementation of the forthcoming National DOH/HSE Mental Health Promotion Plan	2019 – <b>Dependant on National Publication</b>		CEO/General Manager, Mental Health Staff

## 6. Healthy Childhood

This section outlines the actions for the Dublin Midlands Hospital Group to address the behaviours affecting child health and wellbeing in pregnancy and during the first 1,000 days of a child's life. These actions are guided by the HSE Healthy Childhood Programme and the Nurture Infant Health and Wellbeing Programme. As breast-feeding has significant health benefits for both baby and mother, particular focus will be placed on improving rates in our two maternity sites. Staff will also be supported through access to breast feeding facilities.



No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
6.1	Maternity hospitals to provide mothers with comprehensive information on maintaining a healthy pregnancy. This should be extended to women participating in shared care antenatal schemes	2018 & onwards	Project Lead	CEO/General Manager, HI Hospital Committee
6.2	Support pregnant women, mothers and their partners to quit smoking through local and national smoking cessation services.	2018 & onwards	Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Smoking Cessation Services (where in existence)
6.2.1	Display and provide appropriate smoking educational materials in maternity hospitals.	2018 & onwards	Project Lead	CEO/General Manager, HI Hospital Committee
6.2.2	Each maternity service will initiate carbon monoxide monitoring at booking visit to identify pregnant smokers and implement an opt-out referral system to onsite specialist smoking cessation services.	2020	Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Smoking Cessation Services (where in existence)

6.3	Promote alcohol-free pregnancy: display and provide appropriate alcohol educational materials in maternity hospitals.	2018 & onwards	Project Lead	CEO/General Manager, HI Hospital Committee
6.4	Each hospital with a maternity service to promote and support breast feeding and meet the national targets on breast feeding.	2018 & onwards	Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Dietetic Dept
6.5	Promote good maternal nutrition: <ul style="list-style-type: none"> <li>• Each hospital to support relevant staff to attend training to promote healthy eating in mothers and infants.</li> <li>• Each hospital to support the dissemination of infant and child nutrition information.</li> </ul>	2018 & onwards	Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Dietetic Dept
6.6	Promote and support physical activity: Each hospital to display and make accessible for parents and children, guidelines on paediatric physical activity and accompanying educational materials/online resources.	2018 & onwards	Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Physiotherapy Dept
6.6.1	Establish an agreed referral pathway to appropriate services for children in CHO areas.	2018 & onwards	CHOs, Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, , Heads of Depts
6.6.2	Each hospital to review existing food provision for children.	2018 & onwards	Project Lead	CEO/General Manager, Dietetic Dept, Catering Dept

6.7	DMHG hospitals will work with partner CHOs to develop and implement governance structure to support delivery of the <i>National Healthy Childhood Programme</i> e.g. screening programme such as New Born Blood Spot Programme, Universal Hearing Screening, Developmental Dysplasia Hip.	2018 & onwards	Project Lead	CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead
6.8	Facilitate staff to undertake relevant child health training for example brief intervention (smoking, alcohol, healthy weight), breastfeeding and infant mental health.	2018 & onwards		CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Heads of Depts
6.9	Work with the <i>Nurture Infant Health &amp; Wellbeing</i> Programme to develop and implement standards for antenatal education	2018 & onwards		CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Heads of relevant Depts
6.10	Facilitate the implementation of the standardised new-born physical examination, currently under development.	2018 & onwards, dependent on development		CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Heads of relevant Depts
6.11	Reduce health inequalities by improving access to services for children of all ages with known disability (ie availability of sight loss advisor to provide timely practical and emotional support to children with visual impairment) to understand their diagnosis and improve access to integrated care <sup>18</sup> .	2018	Chief Director of Nursing	CEO/General Manager, Director of Nursing & Midwifery, Clinical Lead, Heads of relevant Depts

## 7. Positive Ageing

This section outlines the actions required by the Dublin Midlands Hospital Group to promote positive ageing for the patients in our care. As the life expectancy in Ireland continues to increase, there is an onus on health care providers to ensure that older citizens can live these extra years with a high quality of life which is as independent and fulfilled as possible.

The DMHG has prioritised actions which aim to ensure that the dignity and independence of older persons are protected through the implementation of national strategies such as the National Positive Ageing Strategy, the National Carers' Strategy and the National Dementia Strategy.



No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
7.1	Review and map existing policies/protocols on falls prevention and relevant falls data.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety
7.1.1	Continue monitoring of falls prevention safety cross and formulate quality improvement plans in response to trends observed.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety
7.1.2	Audit compliance with 'falling stars' programme across all hospitals.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety
7.2	Review and map existing protocols and policies which relate to elder abuse across the hospital group and promote awareness of national policy.	2018	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety
7.2.1	Ensure that key frontline staff are released to attend training for the safeguarding of vulnerable adults.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety

7.3	Implement the <i>Dementia Awareness Education Programme</i> (Nursing Midwifery Planning & Development Unit).	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Director of Nursing & Midwifery, Quality and Patient Safety
7.3.1	Ensure that 'Dementia Understand Together' campaign resources and information are widely available and on display in each hospital.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety
7.3.2	Develop a DMHG Dementia Care Pathway in collaboration with the Community Healthcare Teams in local CHO areas.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager, National Social Care Division	CEO/General Manager, HI Hospital Committee, Quality and Patient Safety
7.3.3	Incorporate Dementia Friendly Design in any new build or modification to existing buildings.	2018/ongoing	National Social Care Division, HSE Estates	CEO/General Manager, HI Hospital Committee, hospital Estates
7.3.4	Hospitals to encourage local supports between the hospital and the community, for example, Alzheimer's Cafes.	2018 onwards	Executive Lead, HSE National Social Care Division	CEO/General Manager, HI Hospital Committee & CHO Areas
7.4	Continue implementation of nutrition screening tools across all hospitals.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Dietetics/ Nutrition & Hydration Committee
7.5	Introduce Frailty Assessment for all older persons.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Director of Nursing & Midwifery, Quality and Patient Safety

7.6	Implement the Irish Hospice Foundation Standards for End of Life Care.	2018 onwards	Chief Director of Nursing & Midwifery, Group Quality & Safety Manager	CEO/General Manager, HI Hospital Committee, Director of Nursing & Midwifery, Quality and Patient Safety
7.7	Display materials in all hospitals and undertake awareness campaigns on healthy ageing for staff and patients.	2018 onwards		CEO/General Manager, HI Hospital Committee & Social Care
7.8	Support staff as they age to maintain, improve or manage their physical and mental health and wellbeing at home and in the community.	2018 onwards	HI Executive Lead	CEO/General Manager
7.9	Reduce health inequalities by improving access to services for the older adult with known disability (ie availability of sight loss advisor to provide timely practical and emotional support to adults with visual impairment) to understand their diagnosis and improve access to integrated care <sup>18</sup> .	2018 onwards	Chief Director of Nursing and Midwifery	CEO/General Manager, Director of Nursing and Midwifery, Clinical Lead



## 8. Staff Health & Wellbeing

There are approximately 10,000 staff working across the Dublin Midlands Hospital Group and they are our greatest asset. This section outlines how the DMHG will demonstrate its commitment to staff through supporting them to improve and enhance their own health and wellbeing. This will ensure they have the ability and resilience to continue to provide a high-quality patient-centred service in challenging times.



The DMHG and its hospitals have undertaken a review of staff health and wellbeing initiatives. The findings have identified the priorities and resources required to positively impact on staff health and wellbeing at work. The implementation will also benefit from the knowledge gained from the NUIG Post-Graduate Certificate in Workplace Wellness by the sponsored DMHG staff members. Further Health Sector National Staff Surveys will assist in evaluating these actions.

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
8.1	Support current and future staff focused health and wellbeing initiatives underway in all seven hospital sites.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, Human Resources
8.2	DMHG will convene an annual forum to identify, support and recognise HI work underway in all DMHG hospitals to enable sharing and learning across the group.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, Human Resources
8.2.1	Support DMHG staff to avail of HSE health and wellbeing initiatives in any hospital within the group.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, Human Resources
8.2.2	Each hospital to support the development of health and wellbeing champions across all staff.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, Human Resources

8.3	Promote intermittent strategy, walking and active travel as a strategy to reduce sedentary behaviour.	2018 onwards		CEO/General Manager, HI Hospital Committee
8.4	In conjunction with local CHOs, formalise links with local sports partnerships, professional bodies and regional and national organisations for the promotion of national and local programmes and health and wellbeing opportunities and initiatives for staff.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee
8.5	Each hospital to promote increased uptake of the flu vaccine in line with targets in annual operational plans (national target 40% frontline staff).	2018 onwards	Project Lead and Chief Director of Nursing & Midwifery	CEO/General Manager, HI Hospital Committee, Occupational Health/Public Health
8.6	Support the implementation of the forthcoming National Healthy Workplace Framework.	2018 onwards	Health and Wellbeing Division/Project Lead	CEO/General Manager, HI Hospital Committee, HR Departments and Heads of Departments, Human Resources
8.6.1	Support the development and implementation of a HSE Staff Health and Wellbeing Policy.  Implement the forthcoming HSE policy for Prevention and Management of Stress in the Workplace.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, HR Departments and Heads of Departments
8.7	Each hospital to provide continuous training and education and development opportunities to all staff.	2018 onwards	Project Lead	CEO/General Manager, HI Hospital Committee, Hospital HR Departments and Heads of Departments

## 9. Making Every Contact Count



*Making Every Contact Count* is about health professionals using their routine consultations to empower and support people to make healthier choices to achieve positive long-term behaviour change. To do this, the health service needs to build a culture and operating environment that supports continuous health improvement through the contacts that it has with individuals. This approach will allow health

professionals to move to a position where discussion of lifestyle behaviour is routine, non-judgemental and central to everyone's role.

To implement *Making Every Contact Count* within all sectors of the health service, actions need to happen in four key areas:

- At organisational level – systems are required to embed *Making Every Contact Count* in all services;
- Through staff engagement and skills development;
- Through patient empowerment to allow engagement with health professionals;
- Through partnership with external affiliates such as higher educational institutes, professional associations and health professionals not employed within the HSE.

The DMHG will support staff to avail of the training modules which will become available in 2018.

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
9.1	Support the roll-out of the National Health Behaviour Change Framework Making Every Contact Count in DMHG Hospitals.	2018 onwards	Executive Lead	CEO/General Manager, HI Hospital Committee
9.2	Implement the <i>Making Every Contact Count</i> Communication Plan throughout the DMHG.	2018/on-going	Executive Lead, HI Steering Committee DMHG Communications & Project Lead	CEO/General Manager, HI Hospital Committee & Hospital Communications Departments

9.3	Raise awareness amongst all staff about the Making Every Contact Count Framework and Implementation Plan, through a series of briefings for Managers and Frontline Staff via internal communication processes. Support resources to raise awareness will be developed nationally but the activity will happen locally.	2018/on-going	HI Steering Committee, Communications Manager, Project Lead	CEO/General Manager, HI Hospital Committee & Hospital Communications Departments
9.4	Identify key champions/ advocates for <i>Making Every Contact Count</i> in each hospital within DMHG.	2018	Executive Lead, HI Steering Committee	CEO/General Manager, HI Hospital Committee
9.5	Ensure local implementation of five year <i>Making Every Contact Count</i> Training Plan (yet to be developed).	2018 onwards	Executive Lead/ HI Hospital Group Steering Committee/ Project Lead	CEO/General Manager, HI Hospital Committee
9.6	<i>Making Every Contact Count</i> Training:	2018	All hospitals	CEO/General Manager, HI Hospital Committee
9.6.1	Provide health professionals with access to training and release/ support them to complete this training.			
9.6.2	Deliver on National KPI targets for training within the hospital group.			
9.7	Implement the <i>Make Every Contact Count</i> recording tool into patients' records, either electronically or as a paper record.	2018	Executive Lead/ HIPE office/ HI Hospital Group Steering Committee/ Project Lead	CEO/General Manager, Director of Nursing & Midwifery
9.8	Ensure <i>Making Every Contact Count</i> is included as part of all job descriptions for Health Professionals and key support staff such as Healthcare Assistants.	2018	National HR Department	CEO/General Manager & Hospital HR Departments
9.9	Ensure that <i>Making Every Contact Count</i> is implemented in DMHG hospital group as part of the <i>Integrated Care Programme for the Prevention and Management of Chronic Disease</i> .	2018	Executive Lead	CEO/General Manager, HI Hospital Committee, All Hospital Clinicians

## 10. Self-Management Supports

A National Self-Management Support Framework for chronic conditions COPD, Asthma, Diabetes and Cardiac Vascular Disease is being developed.

The increasing number of people living with chronic conditions in Ireland has promoted the need to develop a framework which supports our patients to self-manage their conditions to the extent that they are able to live with the best possible quality of life. This approach is crucial to both patient centred care and sustainability of health services.



All hospitals within the DMHG will support the implementation of the forthcoming National Self-Management Support Framework in collaboration with other areas of the HSE.

No.	Actions and Targets	Commencement Date	DMHG & External Lead(s)	Hospital Lead(s)
10.1	<p><b>Ischaemic Heart Disease:</b> Standardise Cardiac Rehabilitation and increase its availability across DMHG. This will require the appointment of additional cardiac rehabilitation nurse coordinators and physiotherapists.</p> <p><b>Note:</b> resource dependent.</p>	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead

10.2	<b>Asthma:</b> Make available to all patients, asthma education supported by a written asthma action plan and skills training including the use of inhalers and peak flow meters.  <b>Note:</b> resource dependent.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.3	<b>COPD:</b> Increase provision of and access to pulmonary rehabilitation in line with the national model of care.	Ongoing	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.3.1	Expand the <i>COPD Outreach Programme</i> .  <b>Note:</b> resource dependent.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.4	<b>Diabetes:</b> Increase provision of and access to patient structured education programmes for type II diabetes across DMHG.	2018 onwards	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.4.1	Increase provision of and access to type 1 diabetes structured education programmes in keeping with national and international guidelines.	2018 onwards	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.4.2	Support the diabetes integrated care programmes promoting patient self-management.	2018 onwards	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.4.3	Support provision of and access to lifestyle education for women who develop gestational diabetes in pregnancy.  <b>Note:</b> resource dependent.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead

10.5	<b>Stroke:</b> Improvement of provision of general rehabilitation therapy early in stroke recovery will be explored.	2018 onwards	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.5.1	Ensure that information provision for people who have suffered stroke and their carers is optimised. Include information on risk factors for stroke.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.5.2	Stroke specific self-management support programmes will be supported as the evidence base develops.  <b>Note:</b> resource dependent.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.6	<b>Hypertension:</b> Continue to support and develop self-management in particular self-monitoring of blood pressure for patients with hypertension.  <b>Note:</b> resource dependent.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.7	<b>Heart Failure:</b> Increase provision of and access to heart failure rehabilitation in accordance with population need.	2018 - 2020	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.7.1	Support for integrated care programmes for heart failure which support self-management.  <b>Note:</b> resource dependent.	2018 onwards	HSE National Clinical Programme	CEO/General Manager, Clinical Lead
10.8	<b>Peer Support:</b> Work with national programmes to explore the provision of peer and social support groups.	2018	HSE National Clinical Programme	CEO/General Manager, Clinical Lead

## Healthy Ireland Web Resources

### Healthy Ireland (HSE):

[www.hse.ie/healthyireland](http://www.hse.ie/healthyireland)  
[www.hse.ie/eng/health/hl/hi/toolkit/](http://www.hse.ie/eng/health/hl/hi/toolkit/)

### Making Every Contact Count:

[www.hse.ie/eng/about/Who/healthwellbeing/Making-Every-Contact-Count/](http://www.hse.ie/eng/about/Who/healthwellbeing/Making-Every-Contact-Count/)

### Mental Health:

*Community Supports and training for staff:*

[www.hse.ie/eng/services/list/4/Mental\\_Health\\_Services/](http://www.hse.ie/eng/services/list/4/Mental_Health_Services/)

### Tobacco:

*Overview:*

[www.hse.ie/eng/about/Who/TobaccoControl/](http://www.hse.ie/eng/about/Who/TobaccoControl/)

*Tobacco-free campus toolkit:*

[www.hse.ie/eng/about/Who/TobaccoControl/campus/](http://www.hse.ie/eng/about/Who/TobaccoControl/campus/)

*Community Supports:*

[www.hse.ie/eng/about/Who/TobaccoControl/cessation](http://www.hse.ie/eng/about/Who/TobaccoControl/cessation)

*Training for staff:*

[www.hse.ie/eng/about/Who/TobaccoControl/intervention/bisc.quit.ie/zcourses.php](http://www.hse.ie/eng/about/Who/TobaccoControl/intervention/bisc.quit.ie/zcourses.php) (list of Brief Intervention courses run in various locations)  
[elearning.ncsct.co.uk/ireland](http://elearning.ncsct.co.uk/ireland) - online training in:

- Very Brief Advice on Smoking and in Stop Smoking Medications – short training modules open to *all* health professionals
- Competencies required by those who want to work as a stop smoking practitioner in Ireland – training programme required to pass the stop smoking practitioner assessment and to achieve full certification (password: IRL2014)

### Obesity:

[health.gov.ie/wp-content/uploads/2016/09/A-Healthy-Weight-for-Ireland-Obesity-Policy-and-Action-Plan-2016-2025.pdf](http://health.gov.ie/wp-content/uploads/2016/09/A-Healthy-Weight-for-Ireland-Obesity-Policy-and-Action-Plan-2016-2025.pdf)

### Healthy Eating:

*HSE Calorie posting and Healthier Vending policies:*

[www.hse.ie/eng/services/publications/topics/healthyvending.pdf](http://www.hse.ie/eng/services/publications/topics/healthyvending.pdf)  
[www.hse.ie/eng/health/hl/calorieposting/](http://www.hse.ie/eng/health/hl/calorieposting/)

### Alcohol:

*Community Supports:*

[www.askaboutalcohol.ie](http://www.askaboutalcohol.ie)  
[www.drugs.ie/alcohol\\_info/](http://www.drugs.ie/alcohol_info/)

*Training for staff:*

[www.hse.ie/eng/about/Who/primarycare/socialinclusion/homelessness-and-addiction/alcohol-and-substance-use-saor/](http://www.hse.ie/eng/about/Who/primarycare/socialinclusion/homelessness-and-addiction/alcohol-and-substance-use-saor/)  
[www.services.drugs.ie/](http://www.services.drugs.ie/)  
[www.drugsandalcohol.ie/php/uploads/courses.pdf](http://www.drugsandalcohol.ie/php/uploads/courses.pdf)

### Active Living:

*Community supports:*

[www.Getirelandactive.ie](http://www.Getirelandactive.ie)

### Workplace supports:

*Smarter Travel (National Transport Authority):*  
[www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie)

*Irish Heart Foundation:*

[irishheart.ie/your-health/ways-to-live-better/physical-activity-workplace-activework/](http://irishheart.ie/your-health/ways-to-live-better/physical-activity-workplace-activework/)

## Appendices

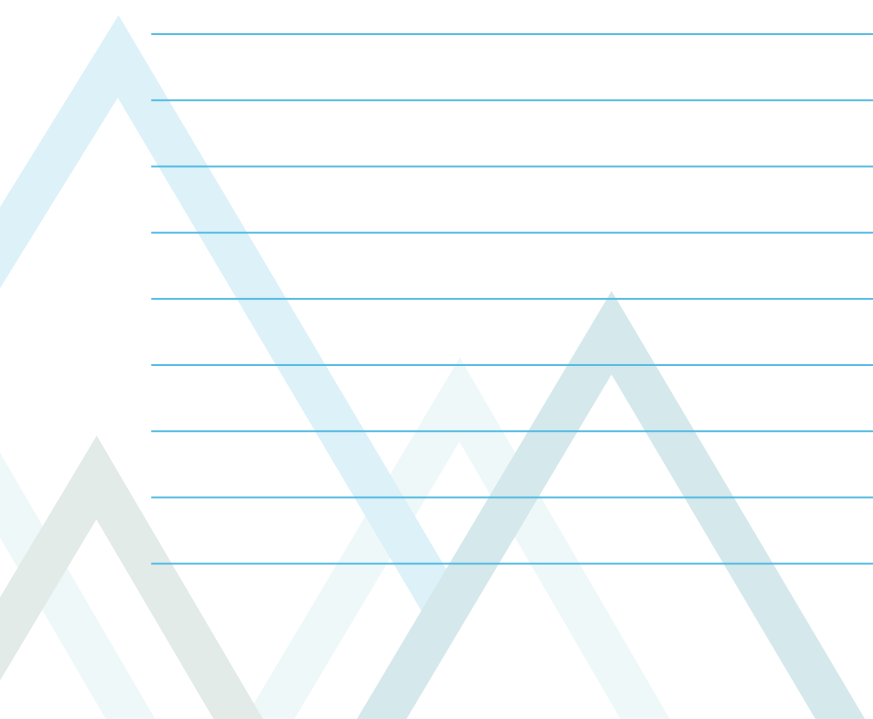
### Steering Group Members

- Ms. Sonia Shortt, Executive Lead & Group HR Director Dublin Midlands Hospital Group (Chair)
- Ms. Helen Stokes, Project Lead & Group General Manager, Dublin Midlands Hospital Group
- Dr. Kirsten Doherty, Project Manager, Dublin Midlands Hospital Group
- Ms. Sarah McCormack, Healthy Ireland National Programme Lead, Health and Wellbeing Division, HSE
- Mr. Barry McGinn, Head of Planning, Performance and Programme Management, Health and Wellbeing Division (to June 2017)
- Dr. Siobhan Jennings, Consultant Public Health Medicine, Dept of Population Health, HSE
- Professor Michael Gill, Trinity College Dublin
- Ms. Mary Connolly, Naas General Hospital
- Ms. Angela Clayton Lea, St. Luke's Radiation Oncology Network
- Ms. Angela Dunne, Midlands Regional Hospital Portlaoise
- Ms. Susan O'Callaghan, Midlands Regional Hospital Portlaoise
- Ms. Ann Bowers, Coombe Women and Infants University Hospital
- Ms. Gwen Baker, Coombe Women and Infants University Hospital
- Ms. Sandra McCarthy, Tallaght Hospital
- Ms. Mairead Holland-Flynn, Tallaght Hospital
- Ms. Sinead Geraghty, Midlands Regional Hospital Tullamore
- Ms. Maria Kane, St. James's Hospital

## References

1. Health Information and Quality Authority (HIQA). National Standards for Safer Better Healthcare. Dublin: HIQA, 2012.
2. Health Service Executive (HSE). National Clinical Effectiveness Committee. [Internet]. Dublin: HSE, 2017 [cited 11 October 2017]. Available from <http://health.gov.ie/national-patient-safety-office/ncec/>
3. Health Service Executive (HSE). Clinical Practice Guidelines. [Internet]. Dublin: HSE, 2017 [cited 11 October 2017]. Available from <http://www.hse.ie/eng/services/list/5/cancer/profinfo/guidelines/>
4. Department of Health. Healthy Ireland (HI) A Framework for Improved Health and Wellbeing 2013 – 2025. Dublin: 2013. Available from: <http://health.gov.ie/wp-content/uploads/2014/03/HealthyIrelandBrochureWA2.pdf>
5. Health Service Executive (HSE). Healthy Ireland in the Health Services - National Implementation Plan 2015 – 2017. Dublin: HSE, 2015. Available from: <https://www.hse.ie/eng/health/hl/hi/HIDocs/HIimplementationplanWeb.pdf>
6. Jennings S. Preventing chronic disease: defining the problem. Dublin: HSE, 2014. Available from: [http://www.lenus.ie/hse/bitstream/10147/338212/3/PreventingChronicDisease\\_DefiningtheProblem.pdf](http://www.lenus.ie/hse/bitstream/10147/338212/3/PreventingChronicDisease_DefiningtheProblem.pdf)
7. Byrne S. Costs to Society of Problem Alcohol Use in Ireland. Dublin: HSE, 2011. Available from: <http://www.hse.ie/eng/services/Publications/topics/alcohol/Costs%20to%20Society%20of%20Problem%20Alcohol%20Use%20in%20Ireland.pdf>
8. Howell F. Smoking-Related Discharges, Bed Days and Costs in the Acute Hospital Sector. Irish Journal of Medical Science. 2011; 180: 225-225.
9. SafeFood. The Cost of Overweight and Obesity on the Island of Ireland. Cork: SafeFood, 2012. Available from: <http://www.safefood.eu/SafeFood/media/SafeFoodLibrary/Documents/Publications/Research%20Reports/Final-Exec-Summary-The-Economic-Cost-of-Obesity.pdf>
10. Department of Health & Department of Transport, Tourism and Sport. Get Ireland Active! National Physical Activity Plan for Ireland. Dublin: Department of Health, 2016.
11. HSE. Self Management Support [Internet]. Dublin: HSE, 2017 [cited 07 October 2017]. Available from <http://www.hse.ie/eng/health/hl/selfmanagement/> Accessed 7/7/2017
12. HSE. National Policy Priority Programmes [Internet]. Dublin: HSE, 2017 [cited 11 October 2017]. <http://www.hse.ie/eng/about/Who/healthwellbeing/Our-Priority-Programmes/>
13. Department of Community, Rural and Gaeltacht Affairs. National Drugs Strategy (interim) 2009 – 2016. Dublin: 2009. Available from: [http://health.gov.ie/wp-content/uploads/2014/03/nds\\_2009-16.pdf](http://health.gov.ie/wp-content/uploads/2014/03/nds_2009-16.pdf)

14. Department of Health. National Cancer Strategy 2017 – 2026. Dublin: Department of Health, 2017. Available from: <http://health.gov.ie/wp-content/uploads/2017/07/National-Cancer-Strategy-2017-2026.pdf>
15. HSE. Making Every Contact Count [Internet]. Dublin: HSE, 2017 [cited 07 October 2017]. Available from: <http://www.hse.ie/eng/about/Who/healthwellbeing/Making-Every-Contact-Count/About/>
16. World Health Organisation (WHO). Workplace health promotion [Internet]. Unknown: WHO, 2017 [cited 07 October 2017]. Available from: [www.who.int/occupational\\_health/topics/workplace/en/index1.html](http://www.who.int/occupational_health/topics/workplace/en/index1.html) Accessed 7/7/2017
17. HSE. Health Sector National Staff Survey 2016 [Internet]. Dublin: HSE, 2017 [cited 11 October 2017]. Available from: <http://www.hse.ie/eng/staff/staffsurvey/>
18. National Council for the Blind (NCBI). NCBI Group Strategy 2017-2020 'Seeing it your way'. Dublin: NCBI, 2017.

[illegible]

## Notes

# SUMMARY OF DUBLIN MIDLANDS HOSPITAL GROUP FINDINGS 2016

1,774 RESPONSES (16%)

DATA COLLECTED  
28TH SEPT-28TH OCT 2016



## NEXT STEPS

DUBLIN MIDLAND HOSPITAL GROUP RESULTS ARE BEING REVIEWED TO FURTHER EXPLORE THE FINDINGS. LISTEN TO YOUR VIEWS ON HOW WE CAN IMPROVE AND DEVELOP ACTION PLANS TO GO ABOUT THIS. CONTACT YOUR LOCAL HUMAN RESOURCES DEPARTMENT FOR MORE INFORMATION.



**Contact:**

Dublin Midlands Hospital Group  
Bridgewater House  
Bridgewater Business Centre  
Conyngham Road  
Islandbridge  
Dublin DO8 T9NH

**Phone:**

076 695 9280