



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

**Implementation of the Hayes Review of Radiology Reporting  
and the management of GP referral letters at Adelaide and  
Meath Hospital, incorporating the National Children's  
Hospital, (AMNCH) [Tallaght Hospital]**

**Supplementary Update August 2012**

**2 August 2012**

## **1. Introduction**

This supplementary update covers progress since the HSE published a progress report in March 2012 on the implementation of the recommendations of the Hayes *Review of Radiology Reporting and the management of GP referral letters at Adelaide and Meath Hospital, incorporating the National Children's Hospital, (AMNCH) [Tallaght Hospital]* (November 2010).

The HSE and Tallaght Hospital have worked together in a joint group to oversee the implementation of the forty-six recommendations in the fields of radiology, GP referrals management and governance, both at Tallaght Hospital and nationally.

Once again, the HSE would like to publicly recognise the improvements for patients achieved to date by Tallaght Hospital. This work continues and the recent HIQA *Report of the investigation into the quality, safety and governance of the care provided by the Adelaide and Meath Hospital, Dublin incorporating the National Children's Hospital (AMNCH) for patients who require acute admission (8 May 2012)* points the way for further improvements across all acute hospitals, including Tallaght.

## **2. Second Progress Report – August 2012**

### **(a) Radiology**

At Tallaght Hospital, the recruitment process that commenced earlier this year, for a further two consultant radiologist posts, has progressed: the Hospital conducted interviews with short-listed candidates in June and the successful candidates are due to take up their posts in September.

Equipment replacement continues, prioritised to reflect risk and capital availability. The HSE recently gave its approval for Tallaght Hospital to commence a procurement process to the value of €2.5 million. The call to tender is in progress to acquire prioritised equipment including CATH laboratory battery-powered tools and cardiac ultra-sound.

The HSE continues to assist Tallaght Hospital to address current delays in access to investigation in MRI, CT and ultra-sound scanning for routine cases.

Voice recognition is being implemented in Radiology at present and its integration with the existing RIS system is currently being evaluated. A new disk based storage system was put in place in 2011 to replace the problematic tape storage system. 86% of data has been migrated onto the new disk storage system but, due to poor quality of the older hardware and the difficulty of purchasing spare parts, the remaining 14% will continue to be stored on tape.

The Tallaght radiology information technology (IT) systems (known as PACS) will be independently reviewed in December 2012 against the criteria recommended in the Hayes Review, once the hospital-wide IT up-grading has reached the point where this is feasible. Tallaght Hospital recognises that the best IT solution for Radiology

services is the implementation of NIMIS. A full submission for the installation of NIMIS at Tallaght is being developed for approval by the HSE. In the meantime, a submission for an urgent upgrade to the current system was approved and funded by the HSE.

At national level, the National Radiology Programme continues. In 2012, it will conduct a survey to establish current capacity of radiology departments and evaluate the outcomes of this survey. The workload of radiologists is determined by the demand for radiology and the capacity of the radiology department to produce images to report. The Programme will also advise on optimal capacity and how to resource departments to address changes in demand.

In addition, the Radiology Programme will work with radiology departments to support and facilitate practice improvement, starting in 2012 with support for a small number of pilot hospital sites in using practice improvement tools and methods.

### **(b) GP Referral Letters**

At Tallaght Hospital, a quality action plan has been reviewed by the HSE and put in place to improve all aspects of healthcare records management. Turnaround times for OPD referrals are monitored and a specific OPD improvement project has commenced.

A new Code of Conduct for staff at Tallaght Hospital has been developed and was approved by the Hospital Board in May 2012.

At national level, the HSE has developed and reviewed HSE Standards and Recommended Practices for Healthcare Records Management (HCRM). A more integrated Quality Management System (QMS) to facilitate self-assessment/reporting against all relevant standards was piloted in four hospitals during April and May 2012. An evaluation report is currently being finalised which will help to inform future plans.

### **(c) Common Themes and Governance**

The HSE and the Interim Board of Tallaght Hospital have welcomed the publication of HIQA's *Report of the investigation into the quality, safety and governance of the care provided by the Adelaide and Meath Hospital, Dublin incorporating the National Children's Hospital (AMNCH) for patients who require acute admission*. The HSE notes that legislative amendments will be necessary to strengthen the accountability of service providers in receipt of State funding.

Tallaght Hospital's User Engagement Strategy commenced in March 2012.

The HSE continues to work closely with Tallaght Hospital to develop the capacity for leadership and quality improvement, e.g. through a development programme for leaders and managers within the hospital, and indeed on the overall implementation of the HIQA recommendations.

The HSE appointed a national lead for clinical directorates in May 2012 who will take up office in September 2012.

The March 2012 update is available [here](#) and a full report on each recommendation from the Hayes Review is available [here](#) (for web update purposes).