A workforce that is respected and valued will in turn be more likely to show respect and understanding in the provision of services to the public.
Introduction

In Cork University Hospital we pride ourselves in the commitment of our staff to deliver safe, high quality care to the many patients we treat every year. We do this using the exceptional skills and talents of our professional staff whose daily commitment is exemplary.

The Hospital also has a mission in relation to teaching of many professional staff among them doctors who are in training numbering 400 at any time.

We care about our staff and recognise that we have obligations to ensure that, while training in our Hospital, we must afford them every opportunity to get the very best training possible in an environment that treats each patient or staff member as a valued individual.

This booklet outlines a set of commitments that executive and clinical leadership at Cork University Hospital is prepared to make in support of doctors in training and also sets out the expectations that we have of doctors who come to work with us and to be trained by our highly qualified specialist staff.

We recognise that the implementation of these commitments at all times will be a challenge but we are prepared to be judged on our adherence to them over time.

We believe that the implementation of these commitments on the part of the Hospital and of the doctors in training will result in better training and commensurate improvements in the quality of patient care.

J. A. McNamara
Chief Executive Officer
Cork University Hospital Group
Overview

Cork University Hospital (CUH) (the Hospital) is the largest university teaching hospital in Ireland and the only Level 1 Trauma centre in the country due to the presence of over 40 different medical and surgical specialties on the campus.

The Hospital is a regional centre for secondary and tertiary care for a catchment population of 550,000 for most services and a supra-regional centre for a total a population of 1.1 million for tertiary services.

In 2015 there were 66,000 ED presentations, 300,000 out-patient attendances 46,000 inpatient discharges, 88,000 day cases and 8,000 births in the Maternity service making it one of the busiest in the country.

The Hospital has 800 beds and this will increase further to 1,000 beds on completion of the transfer of additional services to the campus. There are currently 4,000 multi professional staff employed and it is the primary teaching hospital for the Faculty of Health and Science in University College Cork.
Charter for Doctors in Training

In developing this Charter, the Executive Management Board are committed to fostering a culture in which doctors in training are valued as part of the team delivering safe patient care and where there is a commitment to support their development in terms of continuous education and management support, in an environment of equality and dignity at work.

Equally there is within the Charter, a requirement for doctors in training to commit to the ethos and culture of Cork University Hospital, to work as part of the team delivering patient care, to champion innovation and change and to above all, show dignity and respect to patients and colleagues.

Crucial to the successful implementation of the Charter is that we have a shared belief in these values and that we work together to create a reputation that makes Cork University Hospital the leading teaching hospital within the Irish healthcare system. In the process of working together for a better health service we will actively create a new relationship with doctors in training to manage change through their participation in the governance of the Hospital, the creation of a culture of shared commitment to patient care and respect for colleagues of many other professions.

ORGANISATION CULTURE

Organisational culture is a system of shared assumptions, values, and beliefs, which governs and puts boundaries on how people behave and is unique to that organisation. These shared values have a strong influence on the people in the organisation and dictate how they dress, act and perform their jobs. It represents “the way things are done around here”.

The Board at Cork University Hospital is proud of having created a culture of openness, respect for patients and staff, innovation, change and decency in which everybody is treated as an individual.

This culture underpins the commitments that are incorporated in this Charter requiring assurance from doctors in training (individually and collectively) and from hospital leadership.
Executive and clinical leadership in CUH are committed to delivering training and patient care in a way that reflects the values and culture of the Hospital. We will invest time and resources to ensure that the relationship between doctors in training and CUH is the best possible environment to support the development of doctors in a way that reflects the values and culture of the Hospital. The following are specific commitments that will support this endeavor.
EDUCATION AND TRAINING

University College Cork is the academic partner with Cork University Hospital and has very strong relationships developed over many years. This relationship provides an environment in which undergraduate and postgraduate training is fostered and supported. The University and the Hospital are committed to improving the environment in which training is provided. The College of Medicine and Health has been the most successful of any University in Ireland in securing research grants over the past five years and this investment provides an environment in which research is promoted and supported. Doctors in training are actively encouraged to engage in these research opportunities by academic leadership in the Hospital as this ultimately further enhances patient care.

The leadership in the Hospital and the University recognise the obligations that must be met to optimise the potential that this relationship offers in order to enhance doctor training. Hospital leadership will advocate for continued investment in terms of academic infrastructure and intellectual capital. We recognise the need to foster an environment of continuous education and training and we commit to doing this in the interest of enhancing training opportunities for doctors by for example:

- Actively encouraging and promoting doctors in training to actively engage in cutting edge research with academic leaders;
- Supporting the intern teaching programme with the University to train doctors to the highest level;
- Supporting postgraduate education and training with links to the postgraduate training bodies and their representatives locally;
- Delivering Hospital Grand Rounds to be provided by presenters of the highest caliber;
- Encouraging participation in the governance process of the Hospital to provide important opportunities for learning about leadership and management;
- Collaborating with the University and postgraduate training bodies in developing innovative ways of enhancing the training experience.

CUH has published a number of policies on the Q-Pulse system and these policies support and inform both clinical and non-clinical best practice in areas such as policies on the Smoke Free Campus, the Dress Code and the appropriate use of scrubs.

Doctors will be paid in accordance with nationally approved rates of pay and approved salary rates will be published on the CUH website in the interest of transparency (www.cuh.hse.ie).

DOCTORS IN TRAINING INDUCTION PROGRAMME

It is essential that the induction programme welcoming new doctors in training to the Hospital, is of a standard that promotes CUH as a workplace of choice. Executive and clinical leadership in the Hospital commit to providing the time necessary to inform new doctors of the following at a minimum;

- An overview of the evolution of the Hospital and its development plans;
- A presentation on the governance structures and how the Hospital functions;
• An outline of the opportunities that doctors in training in CUH will have to participate in the governance of the Hospital;
• An outline of the presentations that executive leadership will provide to enable doctors in training to develop their leadership and management competencies;
• Affirmation of the commitment of hospital leadership to encourage and support innovation while working in CUH;
• Restatement of the provisions of the Charter for doctors in training.

This information will be collated into an induction pack available to all new entrants on the CUH website.

DIGNITY AT WORK

Central to the delivery of the highest possible quality health service is a working environment where employees feel valued, recognised and safe. Hospital leadership is committed to the promotion and maintenance of behaviours that respect the dignity of all employees in the context of the HSE policy document “Dignity at Work 2009 Policy”.

We are committed to promoting and maintaining good employee relations and fostering the commitment and loyalty of staff. As an employer, the Hospital has a responsibility to help maintain a working environment in which the dignity of all individuals is respected. All employees including doctors in training are entitled to be treated with dignity, courtesy and respect and have in turn a duty of care to treat others similarly. We will actively promote these values and will not tolerate bullying in the workplace.
RELIGIOUS BELIEFS

“Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his/her religion or belief and freedom, either alone or in community with others and in public or private, to manifest his/her religion or belief.” (Religion or Believe – NHS 2009)

The leadership of CUH acknowledges the right of all staff to be treated with respect for their religious and philosophical beliefs and expect all staff to reciprocate this respect to patients and work colleagues.

A diverse workforce with staff from a range of religions or beliefs is highly valued by hospital leadership for the personal knowledge, expertise and sensitivity they can bring to the delivery of services to our multi-cultural and multi-faith society.

We will actively promote the provisions of the Anti-Discrimination legislation and will not tolerate harassment in the Hospital.

LIBRARY FACILITIES

The Hospital Library was set up in 1979 by University College Cork in partnership with the Health Service Executive (HSE) to provide a hospital based library service.

CUH is the primary teaching hospital associated with UCC, and there is a strong emphasis on research, education and training. Many of the clinical staff at CUH have formal commitments within UCC and there are teaching and education facilities on site at CUH, including a modern Lecture Theatre with state of the art audio-visual facilities and seating for 250 people.

The library provides a range of services to staff which include operational support, front line research advice and research support. The Library is developing learning and teaching support networks with Brookfield Health Sciences Library and the Mercy Hospital Library in the first instance and with other Hospital Libraries in the South/South-West/South-East Hospital Groups and throughout Ireland generally.

ACCESS TO LEADERSHIP

We recognise the need for mentorship to provide career advice, professional support and direction for doctors in training and commit to making executive, clinical and academic leadership available to address these needs.

Furthermore we will actively support doctors in training, who are interested in themselves becoming leaders of their peers, to take on leadership roles in the Hospital.
NETWORKING OPPORTUNITIES

Executive and Academic leadership in CUH recognise the journey that doctors in training are engaged in and acknowledge that for many, this will result in seeking places on training programmes in Ireland and in the very best hospitals internationally.

While we will do everything possible to retain the best doctors on training programmes in CUH, we commit to developing networking opportunities for doctors who wish to travel by promoting collegiate contacts internationally.

The Hospital is already engaged in multiple collaborative international research programmes in many clinical specialties and commits to making these networking opportunities available to doctors in training.

QUALITY/SAFETY/RISK

We recognise that the practice of medicine is always challenging in what is a highly litigious environment and it follows that the Hospital must do everything possible within available resources to create an environment in which the delivery of quality services that are safe, are promoted.

The Hospital has a comprehensive, Consultant led, Quality, Safety and Risk Department that will proactively support the implementation of safe practice and the delivery of high quality patient care by all professionals including doctors in training. This includes the implementation of programmes to promote clinical effectiveness and our clinical audit function is available as a support to clinicians who wish to engage in audit.
MANAGEMENT ROLE
We recognise that in order to become a high performing doctor, there is a need to gain experience in leadership and management and we must create an environment in which there is an understanding of these concepts and an opportunity to practice them in the daily business of the Hospital. In this regard we commit to the following;

- The provision of a programme of talks, on the topics of leadership and management will be provided by the hospital CEO to Specialist Registrars;
- The appointment of Lead NCHDs to be advocates for doctors in training;
- The provision of opportunities for doctors in training to become actively involved in the committee and governance structures of CUH;
- Provision of access to the CUH website (www.cuh.hse.ie) for the dissemination of information that is pertinent to doctors in training.
- A Forum where doctors in training and members of CUH executive and clinical leadership meet on a monthly basis to address matters of mutual interest;

EDUCATION INFRASTRUCTURE
Leadership in the Hospital recognises the need for appropriate infrastructure for the delivery of education and training for staff and will work with our academic partner to support the provision of enhanced facilities and the employment of additional educationalists.

Presently CUH in partnership with UCC is developing a plan for a Teaching and Education centre to be located on the CUH campus.

RECOGNITION OF PERFORMANCE
There has historically been a practice of acknowledging high performing doctors in training in the Hospital and we are committed to putting in place a comprehensive award system to acknowledge superior performance.
WHAT CORK UNIVERSITY HOSPITAL EXPECTS OF DOCTORS IN TRAINING

It follows that creating the best environment to meet the dual purposes of delivering high quality training and patient care demands reciprocal commitment between Hospital leadership and doctors in training. We believe that the following represents a range of commitments that doctors must embrace to as part of this relationship.
CULTURE AND VALUES

The values that reflect the culture of the Hospital have already been described as openness, respect for patients and colleagues, innovation, commitment to change, decency and empathising with patients and staff as individuals.

We expect doctors in training to commit to these values and to work to promote CUH as a hospital in which staff will be proud to work. Central to this is the requirement to above all show dignity and respect to patients and colleagues. Doctors will be expected to commit to continuous improvement and excellence in the delivery of patient care in whatever role they fulfil in the Hospital.

At all times they will be expected to work professionally, to be loyal to the Hospital and be proud of the opportunity to care for people who are oftentimes at the most vulnerable time of their lives.

SAFE PRACTICE

Hospitals are a potentially dangerous environment in which failure to adhere to safe practice in relation to the provision of care, can result in harm to patients. Such circumstances are clearly to be avoided by careful adherence to established good practice and the exercising of sound judgement. Doctors in training will be encouraged and supported by senior peers in relation to the provision of training in the delivery of safe care but have an individual obligation to practice safely and to minimise risk to patients or to their team colleagues.

TEAM WORK

The role of the doctor in the team is of critical importance as is the role of every other team member and we expect that there will be demonstrable mutual respect between everybody providing patient care. The creation of a culture that embraces teamwork significantly and positively improves the quality of care and patient satisfaction. We expect that doctors in association with other team members will ensure that care is provided in a manner that prioritises the safety and well-being of patients and central to this is the embracement of an ethos of respect amongst all members of the team at all times.

EDUCATION AND TRAINING

In developing CUH as a centre for education and training, doctors in training must commit to participating in all education activities appropriate to their training. CUH provides a range of educational opportunities for doctors in training. Each clinical department run their own weekly educational meeting, radiology conference and particularly in the area of cancer, weekly multidisciplinary meetings. In addition there is a hospital-wide Morbidity and Mortality meeting, weekly Grand Rounds and a Trauma Educational meeting. Post graduate education is coordinated through the Director of Post Graduate Education and educational opportunities, teaching cases and images are posted three or four times weekly on our Facebook page “Post Graduate Education at Cork University Hospital”. The hospital supports external providers of education such as the Royal Colleges and the provision of ACLS and ATLS courses and certification.
In a busy Level 4 hospital there is a strong emphasis on competency based learning with structured assessment. HSE online training is available to all HSE staff on www.hseland.ie and doctors in training will be advised of the required modules for completion on commencement of rotation in CUH.

**MANAGEMENT ROLE**

We expect doctors to commit to participating in the Hospital’s governance structure by participating on hospital committees and to actively contribute to the implementation of the Hospital’s change programme. This will include participation on project teams, working groups, sub-committees and doctors in training will be expected to reflect on the learning in relation to leadership and management that these opportunities offer. It is not expected that doctors will be passive members of these governance groups but rather that they will proactively contribute to the governance of the Hospital.

**COMMUNICATION**

Doctors in training must recognise their responsibility to communicate effectively and regularly with patients and staff in a way that is respectful, sensitive and empathetic. Such behaviour is consistent with the culture that the leadership of the Hospital seeks to promote and which we believe patients and team colleagues deserve.

**SOCIAL MEDIA**

We all need to be aware of the power of social media and it behoves us all to behave in a way that uses various types of social media positively, mindful of the potential damage that can result when used to cause hurt or damage to others.

We are all expected to behave in a way that reflects the values set out in the HSE “Code of Behaviour for Employees” publication. In relation to social media this policy states that employees must use email for the purpose of promoting effective communication throughout the organisation. Emails should be primarily used for work related purposes and personal emails should be kept to a minimum. In relation to the use of the Internet this should be used for business related reasons. The HSE/ CUH forbids access to inappropriate websites.

Staff should be aware that all use of social media, either in a personal capacity or when communicating on behalf of the HSE must be in accordance with the HSE Social Media Policy & Guidelines - which are available on the HSE website.
HAND HYGIENE AND INFECTION CONTROL

It is a requirement that all staff adhere to the CUH Infection Prevention & Control Guidelines available through the hospital Policy and Procedure 871. A copy of the Guideline is also available on each ward.

Hand hygiene is the single most effective way of preventing healthcare associated infections (HCAIs). All staff are expected to know exactly when and where to perform hand hygiene and to do so at all times according to the 5 Moments for Hand Hygiene.

USE OF RESOURCES

All hospitals are provided with a finite funding resource which is almost always inadequate in view of the demands made for patient services. CUH expends €1m per day and we must always ensure that this money is spent in a way that provides value for money. In the course of their work, the decisions made by doctors will influence expenditure and it is imperative that cognisance is taken of this at all times.

It is essential that doctors in training familiarise themselves in the way in which finite financial resources can be used most efficiently in the Hospital and reflect this in their decision making.

CUH was the first hospital in the world to be awarded the international Foundation of Environmental Education Green Flag award in recognition of the commitment of the hospital to creating a sustainable environment. We are committed to the rigorous implementation of best practice in relation to issues such as energy management, waste management and programmes that reflect our community/social responsibilities and we expect all staff to share that commitment.
During the course of employment in CUH, doctors will be given access to information system resources commensurate with their role in the organisation. It is important that these information resources are used appropriately and in accordance with the key principle of confidentiality and the legislative framework of Data Protection. The two key issues in this regard are;

- Respecting the confidentiality of patient information (electronic and manual), ensuring that it is used appropriately and not disclosed to any third parties or copied on to any non-HSE devices.
- Ensuring that usernames and passwords are not shared and are maintained confidential - remember, each person is responsible for and accountable for any activity that takes place under their credentials. If others need access there are defined processes for getting that access - do not share usernames/passwords.

**ACTIVITY BASED FUNDING - HIPE CODING**

In 2017, all acute hospitals in Ireland will be funded on the basis of activity in a model described as Activity Based Funding (ABF) which will require the complete HIPE coding of all patient activity in a way that reflects the complexity of that activity.

Doctors in training must engage fully in this endeavour in view of the seriousness of the need for comprehensive coding for funding the Hospital. Arrangements will be made to provide training for doctors in optimising coding to reflect complexity and there will be a programme of audit to validate the quality of coding as part of the ABF process.

Non engagement on the completion of HIPE coding will have a serious impact on the hospital obtaining a full budget allocation and will impact on the delivery of care in areas such as high cost drugs and new technologies.
EUROPEAN WORKING TIME DIRECTIVE

Cork University hospital is committed to implementing the terms of the European Working Time Directive. The principal measures are to ensure that doctors in training are not required to work longer than 24 hours on a single shift and do not work more than an average of 48 hours per week. CUH is a pilot site for the implementation of e-rostering and we will be progressing the implementation of this initiative this year to provide greater visibility and transparency in relation to work schedules.

BED MANAGEMENT PROCESS

The Bed Management function has become ever more central and critical to the efficient management of the Hospital and it is vital that it is staffed with specialists skilled in logistics and lean management. The implementation of the Visual Hospital coupled with the department having responsibility now for both Unscheduled Care and Scheduled Care has emphasised further the need for expertise in bed management.

Critical to the management of patient flow is the correct use of the bed complement for both inpatient and day case admissions and this influenced by the multidisciplinary team of which the doctor is a crucial member. The proactive engagement of all staff in the management of the patient pathway is a fundamental requirement for the provision of safe, equitable patient care.

In March 2015 the EMB developed a ten point plan to further improve the patient pathway which is being fully implemented with the support of the Acute Hospitals Division through the
allocation of funding within the hospital budget. All doctors should familiarise themselves with the bed management policies and processes in the Hospital and understand the critical role they play in this endeavour.

**SMOKE FREE CAMPUS**

Cork University Hospital is a Smoke – Free Campus (since 31st May 2010) and smoking, or the use of electronic cigarettes, is not permitted anywhere on the hospital grounds.

As a health promoting hospital, and as a major provider of healthcare in the community, we strive to create a healthy environment for our patients, employees, volunteers, students, visitors and everyone who comes to the Hospital.

Smoking is the leading preventable cause of disease and death in the world and it is important that hospitals are at the forefront of providing an environment that is committed to wellness and illness prevention which supports patients and staff to stop smoking. All doctors in training are provided with training on induction regarding the importance of prescribing nicotine replacement therapy on admission for patients who smoke.

**Conclusion**

This Charter outlines the commitment that Cork University Hospital is prepared to make in support of doctors in training. By fostering a culture of teamwork and engagement there is an opportunity to ensure that doctors who come to work in the Hospital are highly trained by our specialist staff with commensurate improvements in the quality of patient care.