NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH

National Orthopaedic Hospital Cappagh
Annual Report 2019



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TRANSFORMING ORTHOPAEDIC HEALTHCARE, ENHANCING LIVES



A national service

We serve the people of Ireland, providing a full range of orthopaedic treatments including sports and exercise medicine and rehabilitation services.

The Hospital is also home to

- The National Patient Referral Centre for Primary Bone & Soft Tissue Tumours;
- A Dedicated Centre for Elective Paediatric Orthopaedic Medicine working in collaboration with Children's Health Ireland to expedite the treatment of young patients;
- The Dedicated Orthopaedic Oncology Surgical Centre for the National Sarcoma Service; and
- The National Bone Bank.

The National Orthopaedic Hospital Cappagh brings together the skills, knowledge and diverse subspecialty expertise of our consultant body, specialist nursing staff and therapy teams to deliver cutting-edge treatments.



Delivering exceptional patient-centred care

Our Hospital is a centre of excellence where interdisciplinary teams offer **sector-leading specialist services underpinned by extraordinary care.**

Patient well-being is central to our Hospital's strategy and our Quality Improvement Plans. Where possible we involve patients and their families in decisions relating to their care and encourage feedback so that we continuously improve the quality of care and our patient's experience.

A member of the Ireland East Hospital Group

Ireland East Hospital Group

Research and Academic Partners

RCSI

NUI Galway OÉ Gaillimh

University of Strathclyde Glasgow



Innovating to enhance outcomes

New technologies, exciting innovations and improved anatomical and physiological understanding are **changing the way we diagnose, treat and care for patients.**

We endeavour to learn more about disease aetiology through active research programmes and explore new possibilities for enhanced treatments and outcomes.



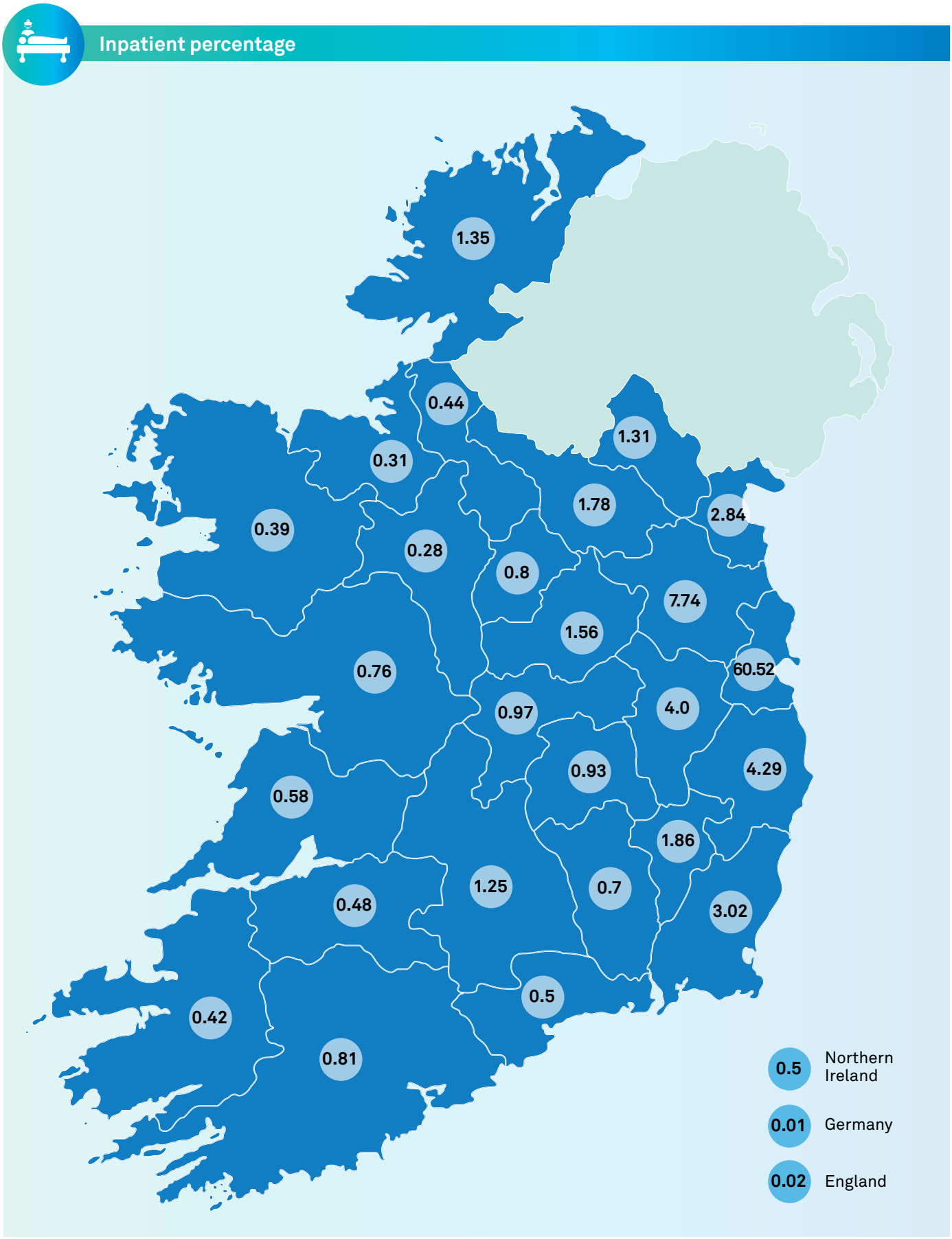
Setting quality standards in education

Our global reputation for educational excellence in medical, surgical and nursing education attracts talented students from around the world to train at the Hospital.

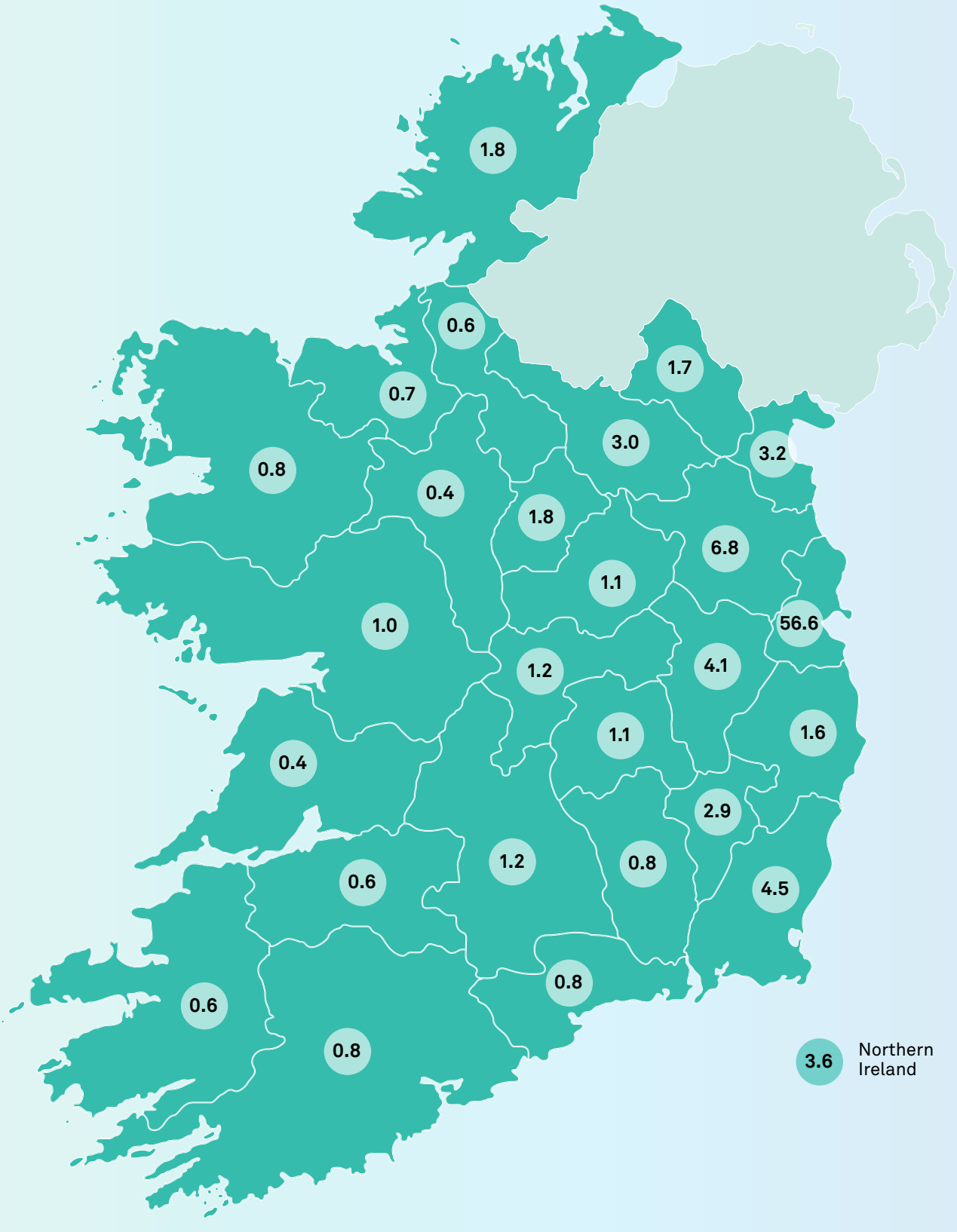
Our students are the future of medicine, and we want to ensure they receive a solid foundation for a highly successful career. We hope their time at the Hospital inspires them to greatness and equips them with the skills and knowledge to transform lives for the better.

PATIENT DEMOGRAPHIC

Inpatient percentage



Outpatient percentage



FACTS AND FIGURES

Outpatient clinic

Overall Attendees	Preoperative Assessment Clinic Attendees	Joint Register Clinic Attendees	Department of Paediatric Medicine Outpatient Clinic Attendees
15,782	2,911	4,370	384
+12%	+18%	+20%	+8%

Inpatient discharges

Overall Discharges	Orthopaedic Patients Discharges	Rehabilitation Patients Discharges	Paediatric Patient Discharges
3,137	2,886	251	80
*	*	*	-20%

Length of stay

Orthopaedic Patients	Specialist Rehabilitation Unit Patients Under 65 years	Specialist Rehabilitation Unit Patients Over 65 years
3.2 DAYS	55.3 DAYS	61.1 DAYS
+0.2 DAYS	-10.4 DAYS	-5.7 DAYS

Day surgery

Day Cases	Paediatric Day Cases	Plasterbay Attendees	Increase in Laboratory Activity
7,954	108	2,707	
+5%	+11%	*	3%

Radiology

Radiological Exams	Interventional Radiological Procedures	MRI Scans	Dexa Scans
25,262	2,588	5,440	563
+5%	*	+11%	+17%

Theatre

Surgical Procedures	Total Hip Replacement & Revision Surgeries	Total Knee Replacement & Revision Surgeries	Same Day Total Hip Replacement Surgery and Discharge
3,364	903	877	18
+4%	+8%	+9%	+14

Paediatric patients

Surgical Procedures	Scoliosis Surgeries	Hip Surgeries	Lower Limb Surgeries
214	39	18	54

Numbers on patient waiting lists at year end December 2019

Awaiting Inpatient and Day Cases	Awaiting Outpatient Appointments	Patients awaiting Scoliosis Surgery
2,680	2,548	3
*	+31%	-77%

Patient waiting times at year end December 2019

Waiting Period for Primary Hip Replacement Surgery	Waiting Period for Primary Knee Replacement Surgery
6 MONTHS	6 MONTHS

*Activity levels recorded are similar to those of 2018.

CHAIRMAN'S FOREWORD

As I write the Chairman's Foreword for the calendar year 2019, I am acutely aware that the proliferation of the COVID-19 Coronavirus is impacting lives and placing unprecedented demand on global and local healthcare services. In recent months, the National Orthopaedic Hospital Cappagh has been called upon to play its part.



We have become a trauma centre, accepting patients that would, in normal circumstances, receive treatment in an acute hospital setting. The seamless transition to trauma centre is a testament to the strong leadership and solution-based focus of the Hospital's Executive Management Team, the Medical Board and the co-operation of our dedicated staff across the Hospital.

I take solace in the fact that the Hospital's Strategic Plan 2018-2020 is significantly progressed and initiatives implemented under the strategy will equip and empower our staff to adapt to new and unforeseen challenges.

Transforming healthcare, enhancing lives

The 2018-2020 strategy pledges that the National Orthopaedic Hospital Cappagh will lead the way in musculoskeletal education, drive research and innovation and deliver best-in-class care.

Throughout 2019, greater efficiencies and new practice innovations contributed to improved patient flow. Furthermore sustained investment in staff training and development, IT and infrastructure consolidated operational efficiencies.

We are ambitious that the strategic plan will be complete by the year-end 2020; however, this is contingent on the successful and timely eradication of the Covid-19 Coronavirus. Meanwhile, our core focus is to support the Health Service Executive (HSE) by alleviating pressure on the acute hospital system whilst also developing a pathway for a safe phased return to elective orthopaedic activity.

Adapting to meet ever-changing needs

The efficacy of our strategic plan is evidenced in the 2019 data. As anticipated, demand for services heightened and patient waiting lists continued to grow. An increasing population and lifestyle trends are contributing to activity; however, our ageing demographic is the primary driver.

We successfully improved access to care for patients, increasing throughput and reducing waiting times for out-patient appointments and surgical procedures. Activity increased across all stages of care, with notable growth in inpatient, outpatient and paediatric patient attendances, day case procedures and theatre activity.

Welcoming a new era in leadership

In August 2019, Mr Gordon Dunne, CEO, tendered his resignation and was succeeded by Ms Angela Lee, who was Deputy CEO at that time. Angela's tenure of 15 years affords her extensive knowledge of Hospital operations and finances. On behalf of the Board, I wish her every success as she continues to lead the Hospital forward.

Taking pride in our service

Once again, the Health Information and Quality Authority (HIQA) National Patient Experience Survey reported high-levels of patient satisfaction.

Survey response rates were above the national average and 95% of patients attested to having a very good or good experience at the Hospital. Hospital ratings improved and significantly exceeded the national average across all stages of care. Additionally, comments from respondents to the survey were predominantly positive. I wish to congratulate our people once again for their significant contribution to the positive patient experience.

Acknowledging the people who shape our service

On behalf of the Board of Directors, I would like to take this opportunity to thank the Executive Management Team, the Medical Board and all staff in the Hospital for their valiant efforts in 2019.

I would like to extend my sincere gratitude to Mr Gordon Dunne, former CEO, for his significant contribution to the Hospital and I wish him every success in his new role. Mr Dunne has also resigned from the Board of Directors with effect from August 2019.

I would like to convey to the Chief Executive, Ms. Angela Lee, and to all the staff at the Hospital at all levels, in all disciplines and services, the appreciation of the Board of Directors for their ongoing dedication to patient care and commitment to excellence during the year.

In 2019, Mr James Wyse, Non-Executive Director retired from the Board of Directors. I would like to thank James for his contribution to the Hospital and to the Board during his four year tenure. In September 2019, Ms Maribé Fallon joined the Board of Directors. She brings a wealth of knowledge and experience to the Board and we look forward to working with her in the future development of the Hospital.

In closing, I would like to thank Prof. Mary Day and the Ireland East Hospital Group (IEHG), the Health Service Executive (HSE) and the National Treatment Purchase Fund (NTPF) for their ongoing support.

The Hospital's commission has been temporarily altered in response to the Covid-19 Coronavirus Pandemic, however the patient remains our primary focus. We continue to respect new practices established under the strategy and draw from the knowledge and expertise attained to ensure the safe and effective treatment of patients for optimal outcomes.

John Wilkinson
Chairman

CEO STATEMENT

The National Orthopaedic Hospital Cappagh treats patients from all over Ireland for a broad range of orthopaedic conditions. Setting out the Hospital's activity for 2019, the annual report highlights many of the accomplishments achieved during the year, in addition to the challenges being faced as we move forward.



Our Vision and strategy align with our patient's needs. The Hospital's Vision for 2021, to be recognised as a national, premium orthopaedic healthcare provider, innovator and educator, is close to realisation.

We want the people of Ireland to know that the Hospital operates a national remit and offers expert specialist services to treat a broad spectrum of orthopaedic conditions. We are fully committed to ensuring our patients receive timely, expert care for improved quality of life. Working to deliver better patient outcomes, we embrace research and innovation and set high standards in education.

2019 marked the second year of a three-year strategy, and we made significant progress in the delivery of our priorities. Staff at all levels, and from all disciplines, meaningfully engaged in enabling strategies, and I am delighted to report that goal implementation was ahead of schedule by the year-end.

Helping patients access the care they need

As the demand for services increased, we furthered efforts to improve access to care and facilitate the treatment of more significant patient numbers. Additional and extended Outpatient clinics expedited initial consultations and defined patient pathways. These measures contributed to improved theatre efficiency and optimised patient throughput.

Improved access to care

During 2019, the efficacy of our strategy became ever more evident, as average waiting times for total hip and knee replacement surgery reduced from 18 months in 2017, and 12 months in 2018, to just 6 months in 2019. On a human level, this marked improvement meant that patients debilitated by physical limitation and chronic pain received much-needed surgery earlier than was previously possible.

In 2019, the Bone Tumour Centre and the Department of Paediatric Orthopaedic Medicine leveraged technology to extend the Hospital's reach. Offering remote virtual clinics for Orthopaedic Consultants nationwide, the Bone Tumour Centre provided guidance on the biopsy and excision of complex bone and soft tissue tumour masses, and Rapid Access Scoliosis Clinics enabled remote consultations for young patients across the country.

We remain committed to exploring new ways of working and leveraging new technologies to reduce the time from referral to consultation and improve the patient journey, cognisant of the fact that many of our services require an in-person consultation.

Reduced treatment times

Day case procedures increased by 5% in 2019, as we continued to recommend same-day surgery and discharge where appropriate.

The Same-Day Total Hip Replacement (THR) Surgery and Discharge programme gained momentum in 2019. A further 18 patients elected for same-day discharge following THR surgery, bringing to 22, the total number of patients who have availed of this programme by year-end. We will continue to build on the progress and encourage greater participation for the mutual benefit of the Hospital and its patients.

Caring for greater patient numbers

Once again, increased patient numbers availed of hospital services, with a notable 12% increase in Outpatient attendance and an 4% increase in surgical procedures necessitating the commissioning of a fifth theatre in Q4. Radiology also experienced a 5% increase in activity with a high demand for MRI and Dexa scanning.

Improving quality of care

In 2019, strong clinical and medical engagement from the Chair and Honorary Secretary of the Medical Board and the Clinical Director benefitted operational performance and strategic progress.

We continued to invest in the development of our people, educating, upskilling and cross-skilling staff members, to assist the delivery of competent patient-centred care. We undertook extensive stakeholder engagement to develop a roadmap for effective management of patients in the Specialist Rehabilitation Unit (SRU). Additionally, ongoing Quality Improvement and Rapid Improvement Events improved patient safety and enhanced quality of service hospital-wide. Staff successfully piloted a proof-of-concept visual management tool for the HSE, to discern the efficacy of digital patient record management system for use in Hospital settings.

Increasing the scope of services

The Department of Paediatric Orthopaedic Medicine continued to increase activity. Scoliosis and limb reconstruction services were particularly well subscribed, and we anticipate the opening of the Cappagh Kids Outpatient Clinic will draw greater paediatric patient numbers.

To increase our links and affiliation with sporting bodies in June 2019, Dr James O'Donovan, Consultant in Sports and Exercise Medicine, was appointed to the staff. Dr O'Donovan is a keen sports enthusiast, accomplished rugby and Gaelic football player, and the Sports Physician for the Irish Institute of Sport.

The Irish National Orthopaedic Register was successfully implemented during the year. We look forward to gleaning insights from the national data captured by the INOR register and driving innovation in joint replacement surgery.

Delivering a better patient experience

National Patient Experience Survey 2019

Once again, the Annual Health Information and Quality Authority (HIQA) National Patient Experience Survey attested to the Hospitals high calibre of service. 95% of patients reported a very good or good experience at the Hospital, and scores attained outperformed the national average in all categories of care. It was most encouraging to see Quality Improvement Plans initiated following the 2017 and 2018 surveys positively impacting score values.

Improving the Hospital Environment

Ongoing infrastructural projects during 2019 include work to create a new Admissions Building and Cappagh Kids Paediatric Orthopaedic Outpatient Clinic. We hope these projects will be complete in Q3 and Q4 of 2020, and we know that they will undoubtedly enhance the Hospital experience for our patients and their families. During the year we developed a state-of-the-art e-learning training centre for staff to undertake online education and development. We also centralised the Medical Social Work team into a newly refurbished office suite, and undertook a major reorganisation of the Chart Room/Medical Records.

Gaining recognition for our work

During the year the Hospital was nominated for 4 Irish Healthcare Awards, and Ms Anna Wade, Paediatric Clinical Nurse Specialist, was named "Nurse of the Year" by the Irish Nurses and Midwives Organisation (INMO). Anna is a well deserving winner of this accolade.

Driving innovation for improved outcomes

We encourage our people to think beyond the treatments today, to the cures of tomorrow. In 2019, the Research and Ethics Committee approved 20 research applications.

Also, the Hospital is one of 12 global centres participating in exciting research into the treatment of Perthes. Work on Perthes continued during 2019, and it is hoped that ongoing research will contribute to improved diagnostics, interventions and treatments, and ultimately lead to a cure for the disease. In February 2019, the hospital was proud to host the Intercollegiate exams for the FRCS (Tr. & Orth.).

Managing budgets and meeting the needs of our patients

Our greatest challenge is to balance the needs of the Hospital within allocated funding resources. During the year we utilised finances prudently, funding additional activity and investing in strategic initiatives including education. We delivered on National Treatment Purchase Fund (NTPF) targets for the year and also managed to progress some infrastructural works. The Hospital retained a small surplus at year-end.

CEO STATEMENT CONTINUED

Looking to the future

Our strategic journey is transforming healthcare and enhancing lives. We are improving access to care, creating a positive patient experience, and driving better clinical outcomes. The COVID-19 coronavirus pandemic forced us to temporarily suspend our strategic plan, however, I believe we are on course to achieve our strategic initiatives and realise our Vision for 2021.

Short-term Outlook

We will continue to engage with the HSE and NTPF to explore new services and ways of working to improve patient access.

As a stand-alone elective hospital, we represent the ideal environment for concept testing, and we would be delighted to trial future innovations on behalf of the HSE. Going forward, we will continue to explore new technologies to improve our service and enhance our geographical reach, where appropriate. We will continue to work with third-level institutions to optimise educational curriculums and facilitate staff participation and collaboration in research and innovation.

Long-Term Aspirations

The Hospital, established in 1908, requires significant upgrade to conform to current operating standards. This has been amplified in recent months due to physical distancing requirements prompted by the Coronavirus pandemic. This will inevitably result in a reduction in capacity, which is unfortunate given that the hospital had successfully increased throughput and reduced waiting times in the past two years. Ultimately, the hospital requires significant capital investment to upgrade facilities in order to cater for growing numbers of patients requiring orthopaedic services.

The power of our people

This hospital has a unique culture of caring and camaraderie, and our staff demonstrate an exceptional loyalty to the Hospital and commitment to our patients. I am proud to say that everyone has embraced the Hospitals vision and proactively participated in the strategy. The progress to date reflects the energy and enthusiasm of our people.

Although the recent Coronavirus pandemic falls outside of the 2019 annual report remit, I am writing this statement in 2020 and cannot ignore it's impact. This crisis has served to highlight the strength and resilience of the staff who work here and the efficacy of our processes, as we made the temporary transition to trauma services. I would like to acknowledge the dedicated members of staff who overcame significant logistical challenges to work each day. I know that many of our team and their families succumbed to the virus and I wish them a fast return to full health.

I would like to commend everyone at the Hospital who has embraced change so readily. I do not doubt that the learnings from COVID-19, and our experience in trauma, will benefit future operations and efficiencies at the Hospital.

Conclusion

In August 2019, I was appointed CEO of the Hospital, having previously worked as Deputy CEO and as Head of Finance. I am looking forward to delivering our Vision for 2021 and setting ambitious goals for the future that align to our patient's needs. I am very grateful to Mr Gordon Dunne, former CEO, for his support over the years, and I wish him every success in his new role.

I am fortunate to be surrounded by great people who share my enthusiasm for the Hospital.

I wish to express my sincere gratitude to the Board of Directors, the Clinical Director, the Medical Board, Executive Management Team and staff, for their help, guidance and unwavering support.

During the year, Mr James Wyse, Non-Executive Director retired from the Board, and Ms Maribé Fallon joined the Board.

In 2019, we welcomed Mr Pat O'Neill, who joined the Hospital as Facilities Manager, and as a member of the Executive Management Team.

I wish to thank Prof Mary Day and her team in Ireland East Hospital Group (IEHG), the HSE and NTPF for their invaluable support and assistance throughout the year.

This report catalogues many of the initiatives and achievements that are currently being undertaken in the Hospital, to ensure that patients can receive timely access to our services.

Angela Lee
Chief Executive Officer

MANAGEMENT STRUCTURE

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CORPORATE GOVERNANCE

The National Orthopaedic Hospital Cappagh is a Voluntary Hospital under the governance of the Sisters of Mercy. The Hospital is one of eleven members of the Ireland East Hospital Group (IEHG) and a wholly-owned subsidiary of the Mater Misericordiae Children's University Hospital (MMCHU). The Hospital's Board of Directors comprises of ten members, seven of whom are Non-Executive Directors. The Board delegates responsibility for the management of the Hospital to the Chief Executive and the Executive Management Team.

The Hospital is a Designated Activity Company (DAC), Company Registration No. 396993. The company is also a Registered Charity, Charities Regulator No. CHY16342.

The Hospital is patient-focused and committed to premium healthcare delivery and quality outcomes. Interdisciplinary teams ensure clinical excellence and personalised care for our patients. The Hospital is committed to building the capability of its workforce through education, and driving research and innovation.



BOARD OF DIRECTORS

Mr James Wyse tendered his resignation to the Board in May 2019, and in September 2019 Ms Maribé Fallon joined the board. Also, Mr Gordon Dunne, CEO, tendered his resignation to the Hospital and the Board of Directors in August 2019.

At the 31st December the Board comprised ten members, three of whom are ex-officio and seven non-executive directors from the medical, legal, technology and business sectors.

There is gender parity, and members bring objective thinking and extensive industry experience to benefit strategy and decision making.

During 2019, the Board met on 7 occasions to ensure high levels of corporate governance, review strategic progress and input into important decisions in the Hospital. There were no fees or expenses paid to non-executive board members in 2019.

Gender diversity



Members of the Board of Directors

Mr John Wilkinson
Chairperson
Chairperson Research & Ethics Committee
Appointed to the Board 20.10.2009
Member of the Finance Committee and Research & Ethics Committee

Ms Angela Lee
CEO
Appointed to the Board 21.6.2011
Chairs numerous Hospital Committees

Mr Colin Byrne
Vice Chairperson
Non-Executive Director
Appointed to the Board 21.02.2017
Member of the Finance Committee and Audit Committee

Ms Kathy O'Sullivan
Director of Nursing
Appointed to the Board 11.09.2007
Sits on and chairs numerous Hospital Committees

Sr Sheila Cronin
Non-Executive Director
Appointed to the Board 21.02.2006
Chairperson of the Clinical Governance & Clinical Risk Committee

Ms Eve Linders
Non-Executive Director
Appointed to the Board 21.02.2006
Chairperson of the Patient Care and Mission Committee

Mr Paul Curtin
Consultant Orthopaedic Surgeon
Appointed to the Board 01.08.2018
Chairperson of the Medical Board

Mr Shane Deasy
Non-Executive Director
Appointed to the Board 21.02.2017
Member of the Finance Committee

Dr Declan Herbert
Non-Executive Director
Appointed to the Board 11.12.2018
Member of the Research & Ethics Committee

Ms Maribé Fallon
Non-Executive Director
Appointed to the Board 12.09.2019
Member of the Finance Committee

BOARD OF DIRECTORS CONTINUED

Board Meetings

Board Member	Board Meeting 19th February 2019	Board Meeting 9th April 2019	Board Meeting 28th May 2019	Board Meeting 9th July 2019	Board Meeting 24th September 2019	Board Meeting 5th November 2019	Board Meeting 19th December 2019	Total Number of Meetings Attended in 2019
Mr John Wilkinson, Chairperson	*	*	*	*	*	*	*	7
Mr Gordon Dunne	*	*	*	*	-Stepped down August 2019			4
Ms Angela Lee	*	*	*	*	*	*	*	7
Ms Kathy O'Sullivan	*	*	*	*	*	*	*	7
Ms Eve Linders	*	*	*	*	*	*	-	6
Sr Sheila Cronin	*	*	-	*	*	*	*	6
Mr Colin Byrne	*	*	*	*	*	*	*	7
Mr Shane Deasy	*	*	*	*	*	*	*	7
Mr Declan Herbert	*	*	*	*	*	-	*	6
Mr Paul Curtin	*	*	*	*	*	*	-	6
Ms Maribé Fallon					*Appointed to the Board in September 2019	-	*	2
Mr James Wyse	-	*	*Stepped down May 2019					2

EXECUTIVE MANAGEMENT TEAM

The Executive Management Team is comprised of senior representatives from across the hospital who are responsible for strategic management, leadership and day-to-day operations. At least one member of the Executive Management Team is represented on each of the Hospital's numerous committees.

The Members of the Executive Management Team are:

Ms Angela Lee
Chief Executive Officer (CEO)

Mr Peter Keogh
Clinical Director

Mr Paul Curtin
Consultant Orthopaedic Surgeon
Chairperson of the Medical Board

Dr Geraldine O'Leary
Consultant Anaesthetist
Honorary Secretary of the Medical Board

Ms Aoife Gallagher
Chief Operations Officer

Ms Kathy O'Sullivan
Director of Nursing

Ms Regina Byrne
Financial Controller

Ms Ruth Kiely
Therapy Services Manager

Mr Pat O'Neill
Facilities Manager

HOSPITAL COMMITTEES

Hospital Committees assume responsibility for operational efficiency, process optimisation and continuous improvement across all services. Executive Management Team presence on all committees ensures consistent information exchange between management and staff, and enables decision-making as appropriate.

Sub-committees of the Board

- Finance
- Audit (at MMCUH level)
- Remuneration
- Patient Care & Mission Effectiveness
- Research & Ethics Committee
- Clinical Governance & Clinical Risk

Committees Reporting to Clinical Governance and Clinical Risk

- Drug & Therapeutics
- Radiation Safety
- Diagnostic Imaging IV Protocol Review
- Transfusion
- Infection Prevention & Control
- Hydration & Nutrition
- Wound Management
- Pressure Ulcer Prevention & Management
- Sepsis Management
- Falls Prevention
- Paediatric Review
- High Dependency Unit
- Laboratory Quality Review
- Safe Guarding Information Governance & Healthcare Records
- Health and Wellbeing
- Outpatient Service Performance Improvement
- Theatre Users

Committees Reporting to the Drug & Therapeutics

- Medication Management
- Pain Management
- Pain Project Group

Committees Reporting to the Senior Management Executive

- Infrastructure Development
- IT Development
- Health, Safety & Risk Management
- Bed Management
- Nursing Management
- Theatre Scheduling
- Hygiene Services
- Training
- Technical Services
- Department Heads

Clinical Audit

- Orthopaedic Clinical Audit Review
- Rehabilitation Medicine Clinical Audit Review

MEDICAL BOARD

Overseen by Chairperson Mr Paul Curtin and Honorary Secretary Dr Geraldine O'Leary, the Medical Board comprises of the Consultant body. Convening at regular intervals, the Medical Board provides a valuable advisory service to the Hospital, to ensure high standards of surgical practice, patient safety and care.

Medical Board Members as at 31.12.2019

Chairperson
Mr Paul Curtin

Honorary Secretary
Dr Geraldine O'Leary

Clinical Director
Mr Peter Keogh

Dr Brendan McGarvey
Dr Nicholas Eustace
Dr Kim Hunter
Ms Noelle Cassidy
Prof. Damian McCormack
Dr Conor Hearty
Dr Avine Lydon
Dr Abdul Hameed Khan
Dr Brid McGrath
Dr Geraldine O'Leary
Dr Cormac Redahan
Dr Enda Shanahan
Dr Frances Conway
Dr Patrick Higgins
Dr Viera Husarova
Dr Graham Lee
Dr Marie O'Connor
Prof. Peter O'Gorman
Dr Deirdre Brady
Mr Neil Burke
Mr Keith Synnott
Mr Conor Hurson
Mr Michael Donnelly
Mr Denis Collins

Mr Gavin McHugh
Mr James Cashman
Mr Patrick Kenny
Mr Niall Hogan
Mr Alan Molloy
Mr James Walsh
Mr Paul Moroney
Prof. Robert Flavin
Mr Gary O'Toole
Prof. John O'Byrne
Mr Hannan Mullet
Mr Kieran O'Shea
Ms Olivia Flannery
Mr Patrick Groarke
Mr Parnell Keeling
Mr Marcus Timlin
Mr Seamus Morris
Prof. Conor O'Keane
Prof Stephen Eustace
Prof. Eoin Kavanagh
Dr Raymond Carson
Mr Donough Howard
Prof. Geraldine McCarthy
Dr Grainne Kearns



QUALITY & COMPLIANCE

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MISSION, VISION AND STRATEGY

Mission

We commit to caring for all patients with excellence, respecting the uniqueness of each person and treating everyone with compassion and integrity.

Vision

To be recognised as the National Orthopaedic Hospital and as Academic Leaders in the field of musculoskeletal disorders; driving research and delivering best-in-class patient centred care and specialist rehabilitation.

Strategy

The Hospital's strategic journey is transforming healthcare and enhancing lives.

We hope to complete our strategic plan by the year end 2020. Our progress to date has held us in good stead as we adapt to unforeseen challenges. As normality returns, we turn our attention once more to the completion of this strategy and apply learnings to deliver improvements and inform future strategy.



STRATEGIC PLAN 2018-2020

Strategic goals	Progress to date
Improve patient access through increased activity & service development	• 15% increase in activity in 2 years • Theatre 5 operational at certain intervals • Spinal fusion programme expanded to 86 surgeries in 2 years • First Irish public hospital to adopt a 2-surgeon approach to scoliosis surgery • First Irish public hospital to perform Same Day Discharge for THR patients - 22 programme participants by Y/E 2019 • Specialist multi-disciplinary team appointed to Limb Reconstruction service • Expanded the Sports & Exercise Medicine Programme and established links with Sports Ireland Institute • Created a roadmap for the Specialist Rehabilitation service • Engaged with HSE/NTPF to improve access to care • Hospital collaboration with Johnson & Johnson in the roll out of a 'care advantage' programme. Visual tool management including dash boards were developed to aid departmental decision making • Rapid Improvement Events (RIEs) were undertaken in Admissions and Preoperative Assessment to drive improvement in patient flow
Enhance clinical engagement and clinical governance across all services	• Clinical Director appointed • Increased engagement with the Chair and Honorary Secretary of the Medical Board • Greater medical representation at governance meetings • Irish National Orthopaedic Register (INOR) introduced 2019 • Referral process for the Specialist Rehabilitation Unit redefined
Strong promotion, marketing and positioning of hospital	• New name and brand finalised for launch Q1 2020 • Website content and layout developed for launch Q1 2020 • Script and participants finalised for Hospital video to film Q1 2020 • PR Company engaged • Social Medial Channels developed for activation in Q1 2020 • Preliminary evaluation of external signage for stage 1 implementation • Stock-checks for brand update completed • Commenced works on Cappagh Kids Paediatric Orthopaedic Outpatient Department
Investment in infrastructure and it to reflect best practice models of care	• Works on the relocation of Admissions Department commenced • Scoping works for introduction of CT scanner undertaken • Plans for new HDU, ward blocks and expansion of diagnostics developed • Successful pilot of HSE visual management tool • Full external IT review and improvement plan commenced • Ongoing Paricipation in Centre of Excellence Project with Johnson & Johnson

Strengthen our academic, research & innovation profile and capability	• Hosted the Intercollegiate FRCS (Tr. & Orth) examination on 3rd February 2019
	• Brand launch event/GP engagement finalised
	• National Casting Programme level 7/8 – National Certificate in Musculoskeletal Casting and Splinting (Adult and Children) introduced
	• Gained recognition for our people and our work
	  - Young Hospital Professional of the Year 2018
	  - Irish Nurse of the Year 2019
	  - Shortlisted for 4 Irish Healthcare Awards 2019
	• The Research and Ethics Committee received 28 research proposals in 2018/2019, of which, 24 were approved
	• Supported undergraduate and postgraduate education
	• Hosted Cappagh Foundation Day featuring world renowned experts in orthopaedics
	• Hosted Annual National Nurses Orthopaedic Conferences

Focus for 2020

- Promote Same Day Surgery and Discharge for suitable procedures and patients
- Leverage technology to extend our geographical reach through virtual clinics

- Encourage greater clinical and medical engagement
- Continuously review practices Hospitalwide to ensure efficacy and quality improvement

- Launch brand, website, video Q1
- Activate social channels and create content calendar
- Continue PR engagement to amplify the brand and organisation
- Undertake a communications workshop to improve internal and external communication efficacy

- Open New Admissions Department Q3
- Installation of CT Scanner
- Open new Paediatric Department Outpatient Clinic for Cappagh Kids programme in Convent Building
- Introduce Shop/Coffee Dock to the Campus
- Further explore and develop HDU, Ward Block, and further expansion of the Hospital's diagnostic capability
- Continue Centre of Excellence Programme
- Upgrade and integrate IT systems and capability for optimal efficiency particularly communication facilities

- Develop thought-leadership and GP engagement programmes
- Encourage greater research activity
- Create NOHC central resource for research publications
- Encourage Clinical Staff to contribute to PR activities and thought-leadership to consolidate the Hospitals clinical profile and assert National remit

PATIENT SAFETY GOALS

The Hospital uses the International Patient Safety Goals (IPSGs) to identify and address potential risks for improved patient safety. We work closely with patients providing support and advice, educating them and their families on best practice, and creating information resources for enhanced patient safety. The Hospital enjoys a strong reporting culture. We operate openly and transparently and apply learnings to inform future practice.

Identify patient correctly

The Patient Identification Committee meets quarterly to examine processes, review incidences and proactively recommend changes to benefit patient safety. Multi-factorial identification is undertaken before all interventions. Also, durable patient wrist bands assist identification and colour-coded wristbands highlight patients with allergies and those considered high-risk for slips and falls.

Incident reporting

24 Patient Identification issues came to light in 2019. This number is consistent with incidents reported for the previous year. Of the events reported, seven related to the absence of signed Consent forms for Theatre patients, and a further seven pertained to variances in specimen labelling and request forms in Pathology.

Improve effectiveness of communication

Communication plays a crucial role in patient safety, and we ensure all communications, verbal and written, are timely, accurate, complete, unambiguous and understood. To this end, we have created processes governing person-to-person and telephone conversations, the reporting and receipt of diagnostic results and the handover of communications during transitions of care. In 2019, policy updates were implemented following reviews, and staff participated in the National Healthcare Communications Programme "Making Connections", designed to enhance communication skills and patient engagement.

Improve the safety of high-alert medications

Policies Approved	**19**
New	4
Adapted	1
Updated	11
Periodic	3
Policies in Draft	**11**
Reviews	6
New	5
Audits	**89**
Periodic 5	12
Monthly 6	70
Quarterly	4
Ongoing	2
To Commence 1	1



11 High-alert Medication Incidents Reported

During 2019, we continued our work to improve patient safety and prevent adverse outcomes in the use of high alert medications. The Medication Safety Officer worked with the Medication Management, Pain Management and Pain Project Group to identify and reduce the number of high-alert medication-related incidents that have the potential to cause harm and death. General initiatives during the year include the:

- Introduction of a new patient prioritisation system to ensure that a pharmacist sees high-risk patients.
- Hosting discharge documentation for patients of the Specialist Rehabilitation Unit on digital platforms allowing staff easy access to documentation.
- Introduction of new Clinical Pharmacy Communication notes to improve the documentation of pharmacist interventions.
- Ongoing promotion of end-of-bed ring binders (introduced 2018) for efficient patient documentation management.
- Extension of discharge prescription checking practice to orthopaedic wards.
- Introduction of "checked by pharmacist" stickers to indicate a prescription has been checked for accuracy by a second pharmacist. Stickers also detail the pharmacist's contact details to assist community pharmacists with prescription queries.

HIQA Medication Management Inspection

In February 2019, HIQA conducted a medication management inspection. Feedback received was predominantly positive, and a Quality Improvement Plan (QIP) was compiled to address issues highlighted following the publication of the Medication Management Inspection Report.

Venous Thromboembolism (VTE)

The multidisciplinary VTE committee, established in 2018, continued to participate in the Health Service Executive (HSE) Safermeds VTE and Ireland East Hospital Group VTE collaboratives. Risk assessment tools and protocols are in development for medical and surgical patients, and alert cards are given to at-risk patients. Also, VTE was added to the Hospital's risk register, and future incidents will report via the hospitals incident management system, and an additional prompt was introduced to the Medication Record Form (MRF).

Audits

A series of audits were conducted during 2019 to ensure compliance with recommended safety standards; these included:

High Alert Medication Audits conducted in February, May, August, November 2019 to assess accordance with HAM policy on the wards and in Theatre reported high compliance rates of +90% in Ham Stock and Storage, Pod Label & Storage and Double Signing. Lower scores were noted for HAM Pharmacy Endorsement (IPSG) in August and November, and a review of performance will be undertaken to address the decline.

Allergy Status Recording Audits undertaken in March and October to assess compliance with allergy status recording policy reported positive compliance for Allergy Status Complete and a reduction in NKDA.

Antimicrobial PPS Audits in March and October reported an impressive 100% compliance rate in 3 of 9 (March) and 4 of 9 categories (October). Areas for improvement highlighted include the percentage of therapies in Kardex.

An **ARU Transfer Documentation Audit** is ongoing to monitor compliance with 2pm cut-off time for receipt of admission prescriptions. This practice reduces the risk associated with delayed receipt of documentation. Findings thus far suggest an overall increase in compliance to 64%.

Monthly audits to gauge **Pharmacy KPI's Nursing Metrics** indicated substantial compliance in the majority of categories. Reduced staffing levels in November and December negatively impacted Medication Planning compliance rates in the latter part of 2019.

When compared with 2018, **ARU Night Sedation Audits** in May and November 2019, recorded an increase in the prevalence of night sedation, and a decrease in the number of initiations and rationalisations.

PATIENT SAFETY GOALS CONTINUED

Education

Staff Education

During the year, educational material was circulated to staff following a co-administration and a dosage error incident. Warfarin policy updates circulated, and IMSN Safety Alerts issued, to highlight the potential for Significant Drug Interactions.

A high rate of UTI diagnosis in older patients prompted an audit in the Specialist Rehabilitation Unit, and subsequent educational programme was developed to raise awareness, and assist diagnosis and treatment. This initiative will continue in 2020 with Staff training days.

Non-Hospital Consultant Doctors (NHCDs) Education

In response to feedback from the Health Information and Quality Authority, educational courses on Antimicrobial Stewardship commenced in January 2019. In addition, NHCDs received education in clinical pharmacy services, High Alert Medications, good prescribing practices, medicines information reference sources, medicines reconciliation, allergy status recording, and medication incident reporting. Educational programmes are iterative, reflecting incident reporting and issues raised in the audit.

Patient Education

In 2019, Pharmacy participated in educational programmes for total hip replacement patients availing of same-day surgery and discharge. Patients from the Specialist Rehabilitation Unit received counselling and advice for medication planning on release, however, this service was temporarily suspended in November due to staff shortages.

In response to the feedback from the 2017 National Patient Experience Survey, we continued to counsel patients and provide information leaflets, detailing medications and outlining potential side-effects, for medicines that include oral anticoagulants and medicines that increase falls risk. We also advised patients on bone health and participated in the Specialist Rehabilitation Unit (SRU) Bone Health video and development of the “Prolia Passport” for patients with osteoporosis.

In July 2019, we promoted the HSE **“Know, Ask, Check”** campaign, encouraging patients to **know** what medications they take and to keep a list of these, to **check** that they are using them in the right way and to **ask** a healthcare professional, if they are unsure.

A new letter was created for Orthopaedic patients explaining the Patients own Drugs (POD) System, to reduce the incidence of patients presenting for Same Day admissions with PODs that are not appropriate for use.

Incident reporting

In 2019, 73 medication-related incidents were reported, of which 11 pertained to High-Alert Medications. Administration and prescription are primary areas of concern and errors appear to arise from incomplete and inadequate paperwork (admission, administration, records etc.) and incorrect dosage and strength. Although the number of incidents reported is similar to 2018, it is worth noting that there has been a slight reduction in the number of dangerous incidents reported.

Ensure correct site, correct procedure, correct patient surgery

Surgical patients navigate a complex journey to surgery, and when they present in Theatre, thorough and consistent pre-operative processes minimise the incidence of avoidable harm. At the National Orthopaedic Hospital Cappagh, we continuously review and update procedures to protect our patients against preventable occurrences.

Incident Reporting

Of the 150 Safe Surgery incidents reported during 2019, 15% related to incomplete documentation and consent form omission and four incidents related to incorrect site marking.

Reduce risk of healthcare associated infections

Healthcare-Associated Infections pose a series risk to patients, staff and visitors. Infection prevention is a key priority for the Hospital, and in 2019 we continued to educate stakeholders and promote best practice to prevent the spread of infection.

High rates of compliance were noted in Environmental (88.8%), Equipment (95.6%), and Sharps (97.9%), however, compliance in linen (77.8%) and hand hygiene (79.9%) have scope for improvement. In 2019, the Hospital reported 4 cases of C-Diff and there were no incidents of MRSA reported during the calendar year.

Incident Reporting

2019 saw a 30% reduction in IPC incidents at the Hospital. Of 25 incidents reported, 40% occurred in Theatre, with the balance of incidents related to status on admission in the Specialist Rehabilitation Unit, and sample management in the Laboratory and Bone Bank.





Reduce risk of patient harm from falls

It would appear that long-stay patients, especially those in the Specialist Rehabilitation Unit, are at increased risk of injury from slip and fall incidents. During 2019, the Falls prevention committee endeavoured to identify and address preventable falls to minimise the risk of harm to patients.

In October 2019, the Falls Prevention Committee conducted a falls/manual handling information day for staff across the Hospital, providing statistics and information, and a brief refresher on manual and patient handling to protect staff and patient wellbeing. Staff feedback was encouraged to inform future policy improvements. Adaptations to incident reporting forms were made in response to feedback received. Going forward we hope to ensure comprehensive and accurate data collection on falls and that information gleaned will offer greater insights into repeat fall incidents and highlight trends in contributing factors.

Incident Reporting

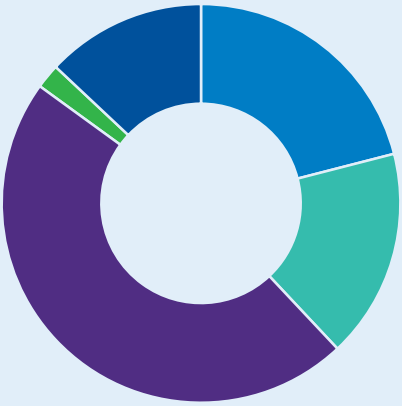
There was a 13% reduction in slips, trips and falls at the Hospital in 2019. Moreover, 81% of falls did not cause harm, 16% required first aid, and the remaining 3% required medical treatment. The majority of incidents occurred in the Specialist Rehabilitation Unit, and patient length of stay appears to be an increased risk factor.

INCIDENT REPORTING

Incident reporting highlights human factors, process deficits and equipment inadequacies that can compromise patient safety. The practice enables us to analyse underlying challenges to patient safety and introduce new practices, to prevent recurrence.

At the National Orthopaedic Hospital Cappagh we foster a culture of reporting and in 2019, we lowered the reporting threshold to include non-conformances relating to equipment and instrumentation. As a result, the number of incidents reported during the year increased by 36% to 761, and a high proportion of these incidents can be attributed to in-theatre equipment and instrumentation incident reporting.

2019 Clinical Incidents by Area

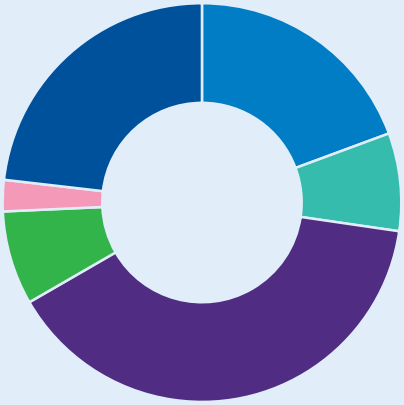


Specialist Rehabilitation Unit	21%
Orthopaedic Wards	17%
Theatre	47%
HSCP	2%
Other Areas	13%

Clinical Incidents by Severity

In 2019, there were no extreme or major incidents reported.	
Extreme	0%
Major	0%
Moderate	5% (down 50% on 2018)
Minor	14% (similar to 2018)
Negligible	81% (similar to 2018)

Number of clinical incidents by hazard category



Wounds	61
Infection Prevention and Control	25
Slips, Trips & Falls	124
Patient ID	24
Hospital Acquired Pressure Ulcer	8
Medication Incidents	73

Wounds
- 36% increase in incidents reported in 2019
- Increase in other wounds from 48 in 2018 to 61 incidents in 2019

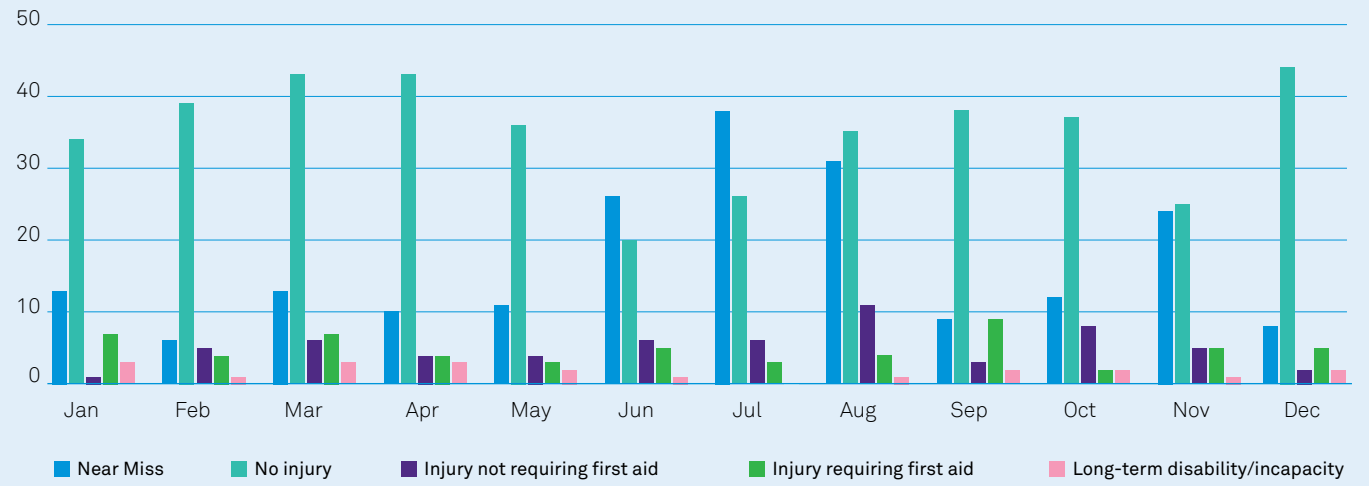
Infection Prevention and Control
- 33% decrease in cases reported
- 40% of incidents recorded in-theatre

Slips, Trips & Falls
- 12% decrease on 2108 numbers
- 81% caused no harm
- 16% required first aid
- 3% required medical treatment
- 2 fractures recorded
- Patients of the Specialist Rehabilitation Unit account for the majority of incidents

Patient ID
- No change in the number of cases reported during 2018 and 2019
- Increased incident reporting for August and December 2019

Hospital Acquired Pressure Ulcer
- 82% decrease in the number of cases reported in 2019 when compared with 2018
- A total of 9 reports were filed, eight of which related to grade incidents. One grade 3 Pressure Ulcer was also reported, and information relating to this case was shared with the HSE

2019 Clinical Incident Outcomes

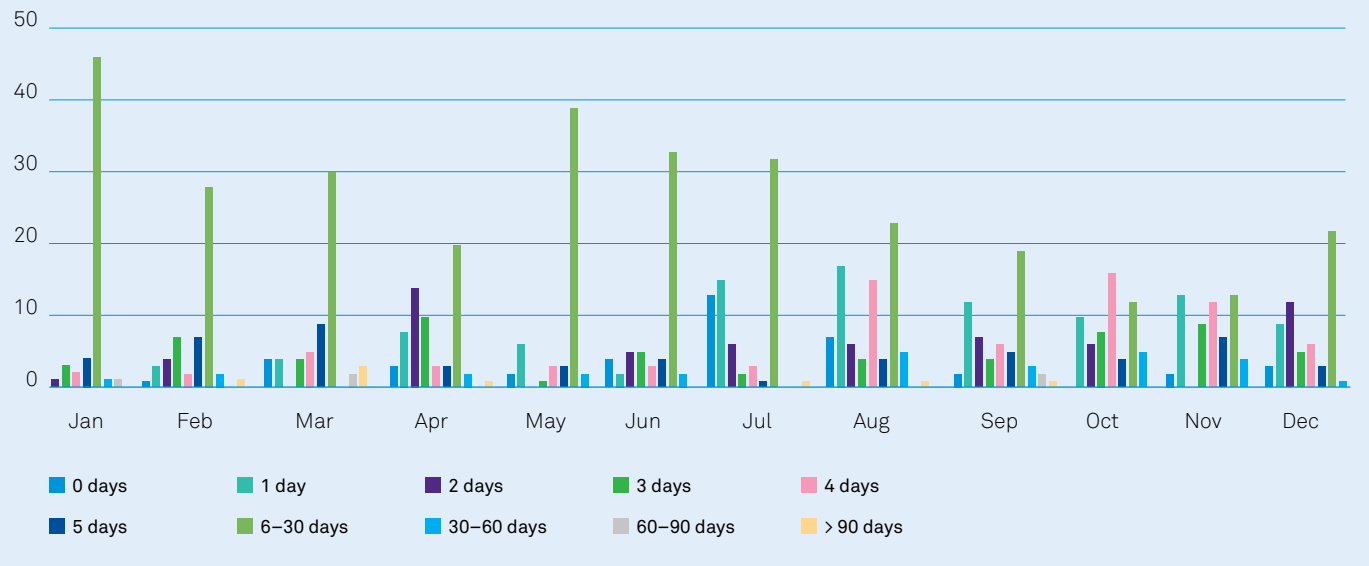


Reporting Compliance

The State Claims Agency requires Hospitals to report all incidents, regardless of severity, within 48 hours. In 2019, we made significant improvements to reporting practices hosting reporting forms on digital platforms, establishing a centralised email address for incident reporting and providing daily support and monitoring, and entry of all incidents on NIMS, the State Claims Agency database.

As the year progressed there was a marked improvement in compliance, from 1% in January 2019, to an impressive 40% by the year end.

2019 Days to report an incident



We will continue to encourage an open reporting culture, and aim to improve reporting compliance rates by a further 35% to 75% by the year end 2020.

NATIONAL PATIENT EXPERIENCE

The 2019 Annual National Patient Experience Survey by the Health Information & Quality Authority (HIQA) positively endorsed Hospital services at critical touchpoints along the patient journey. Of the 195 patients who responded to the survey, 95% reported having a "good" or "very good" experience at the Hospital. Score values increased at every stage of care, surpassing the national average, and reflecting the efficacy of Quality Improvement Plans initiated following the 2017 and 2018 NPES surveys.

Overall experience

5% Fair

13% Good

82% Very Good

Care on the ward

9.1 out of ten

National Average
8.3 out of ten

+0.2 **increase** on 2018 score



Number of questions	14
Range 7.0-7.9	2
Range 8.0-8.9	3
Range 9.0-9.9	9

"Do you think the hospital staff did everything they could to help control your pain?"

9.8 out of ten

Examination, diagnosis & treatment

9.1 out of ten

National Average
8.2 out of ten

+0.5 **increase** on 2018 score



Number of questions	13
Range 7.0-7.9	0
Range 8.0-8.9	5
Range 9.0-9.9	8

"Were you given enough privacy when being examined or treated?"

9.9 out of ten

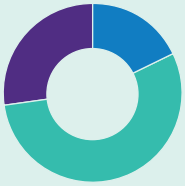


Discharge or transfer

8.5 out of ten

National Average
7.0 out of ten

+0.1 **increase** on 2018 score



Number of questions	1
Range 7.0-7.9	2
Range 8.0-8.9	6
Range 9.0-9.9	3

"Before you left Hospital, were you given any written or printed information about what you should or should not do after leaving Hospital?"

9.5 out of ten

Other aspects of care

9.1 out of ten

+0.2 **increase** on 2018 score



Number of questions	4
Range 7.0-7.9	0
Range 8.0-8.9	1
Range 9.0-9.9	3

"Overall, did you feel you were treated with respect and dignity while you were in the Hospital"

9.7 out of ten

NATIONAL PATIENT EXPERIENCE CONTINUED

Encouraging words

It is both rewarding and encouraging to read our patients kind comments through the NPES Annual Survey. Our staff go above and beyond the call of duty daily to ensure patients receive the care they need. Our patients feedback validates their efforts and encourages them to be their best.



What our patients say

"Use Cappagh Hospital as **an example of what should be done in a hospital**. They were like a formula one team when they change tyres in a race, they knew exactly what to do and when to do it, and each member knew exactly what everyone else was doing at all times."

"Everybody at Cappagh Hospital made my 14-week stay the most comfortable and relaxed stay possible. I've been hospitalised in the USA, Spain due to accidents and I have to say Cappagh Hospital is **the best in the world.**"

"The whole atmosphere of Cappagh Hospital was **warm and friendly**. Staff were good and down to earth dealing with patients. Your needs were always important to them."

"The atmosphere was very **homely**."

"I cannot speak highly enough of the care I received in Cappagh Hospital. The staff from nursing, physio, occupational therapist and catering/ cleaning were **absolutely wonderful**."

"I felt very welcome and cared for from the time I walked in the door until the time I left. I think the staff from top to bottom are the best in Ireland. Everyone I came across **could not have been nicer**."

"The staff were **absolutely brilliant**. They made my stay and aftercare so comfortable. I can't recommend the Hospital and staff enough."

"Everything about my care was **5 star** from the first visit at Hospital for pre-assessment to operation and aftercare. Staff were **excellent** also."

"The care and attention was **second to none**. In my 4 days of recovery, I never wanted for anything. My friends and family are tired of listening to me praising all staff."

"Thank God for Cappagh Hospital. NB I would say Cappagh is **the BEST Hospital in Ireland**."

"I would love to see this **fine hospital** Cappagh brought up to state-of-the-art as I think it is a bit outdated and **deserves to be the best**."

"All hospitals should have the same care I received in Cappagh Hospital, but that doesn't happen. The food was **freshly cooked**, and it was **nice to eat**.

NATIONAL PATIENT EXPERIENCE CONTINUED

Improving the patient experience

We encourage our staff to think about how services might be delivered more effectively, based on the belief that they are in the best position to know what problems exist and how they might best overcome them.

Each year, following the publication of NPES results, the Hospital examines patient responses, and a Quality Improvement Plan (QIP) is developed to address areas for improvement and enrich the patient experience. The Hospital also benchmarks performance against previous years to identify trends in activity and evaluable the efficacy of QIP initiatives. We are delighted to report that the 2019 survey results showed marked improvements in response to QIP activity.

Care on the ward

9.1 out of ten

National Average
8.3 out of ten

Privacy

9.7 out of ten

Privacy on the ward received 9.7 out of 10 score. Given the Hospital's aged and limited infrastructure, this is an excellent rating.

Food & nutrition

7.5 out of ten

Protected mealtimes, improved food choices and nutrition, replacement meals and red trays initiatives, reflected well in the 2019 scores attained. In particular, scores relating to replacement meals (Q18) improved from 5.7 in 2018 to 7.5 in 2019; however, there is more work to be done to improve patient satisfaction in this area. Efforts to improve food and nutrition at the Hospital are ongoing, and we will continue to build on the progress to date.

"I liked the fact that it was a very relaxed place and I thought the foods was **very good,** and also that we had a **choice** of either three meals."

2019 QIP plans include the assessment of Hospitals compliance with Nutrition and Hydration guidelines, and dietary improvements for patients with dysphagia (difficulty swallowing). The Hospital also plans to introduce nutritional screening assessments to identify 'at-risk' orthopaedic patients who would benefit from additional dietary support.

Communication

Excellent communication improves the patient experience and contributes to better outcomes. Although communications-related questions received high patient satisfaction scores in 2018, we undertook several initiatives to further enhance communication efficacy during 2019. We are proud to report that NPES scores attested to the success of these efforts.

In 2019 staff hospital-wide continued to introduce themselves to patients at the beginning of each interaction, further embedding the "Hello my name is..." practice into our Hospital culture. This initiative proved to be a great success with 9 out of 10 survey respondents confirming that staff introduced themselves before treatment or examination (Survey Q 14). We will continue to promote this practice as it sets the tone for patient engagement and contributes to the positive patient experience.

Future Quality Improvement Plans include participation in the 'Making Connections' and 'Safetalk' Suicide Prevention Programmes and Open Disclosure Training promoting optimal patient and staff engagement.

Staff accessibility

In 2019, questions relating to staff accessibility for advice, pain medication and assisted dining attained high scores above 9, with exception to question 28 "Did you find someone on the hospital staff to talk to about your worries and fears?" A low score of 8.2 indicated that this is an area for improvement, and work is ongoing to ease patient anxiety and fear.

Infection prevention

The Hospital adheres to the highest standards of hygiene practices. Robust Infection Prevention Control measures ensure patient safety is prioritised across all stages of care.

"Special mention I feel should go to the conditions of the toilet facilities. They really were excellent and in my opinion, were **on a par with a hotel** so well done to the cleaning staff at the Hospital."

2019 Quality Improvement Plans include the implementation of automated Hand gels sprayers at central locations across the Hospital. Also, Infection Prevention Control plans to introduce Venous Thromboembolism (VTE) assessment protocols to identify 'at-risk' patients that may benefit from VTE prophylaxis.

Examinations, Diagnosis and Treatment

9.1 out of ten

National Average

8.2 out of ten

Patient Engagement

We take great care to prepare patients for surgery, taking time to explain diagnoses and treatments, answer questions, set expectations and assuage fears. Significant score improvements were reported in this area.

Over the year, we created and ran a series of Pre-Admission educational courses for patients undergoing surgery at the Hospital. Courses prepare patients for surgery, inform them on procedure and outcomes, and assist their discharge planning and convalescence. Patient feedback indicates that courses are well received and improve patient understanding.

Explanation of Test Results

We recognise that there is more work to be done to improve the explanation of test results, and initiatives are underway to improve this particular juncture in the patient experience.

Patient Privacy

Although space is at a premium, 'privacy while being treated' received an almost perfect score, recording 9.9 out of 10. This positive rating is a testament to the discretion and sensitivity shown by staff when interacting for patients.

Discharge or transfer

8.5 out of ten

National Average

7.0 out of ten

Of all the stages of care, Discharge or Transfer is the lowest-performing remit on the customer journey. Of 11 questions answered in this section of the survey, eight scored between 7.3 and 8.5. In particular, the NPES survey highlighted that explanations of the potential side effects of medication and danger signals following discharge were weak.

Following the 2018 NPES survey, significant energy was invested in improving discharge planning and patient information on discharge. We spent considerable time reviewing brochureware, posters, information leaflets, patient communications and website content. Also, Wound Management Discharge leaflets and process innovations contributed to an enhanced discharge experience for patients during the year. Work is ongoing to simplify medical terminology, improve layouts and introduce icons to aid communication, and we remain committed to improving the latter part of the patient journey and experience.

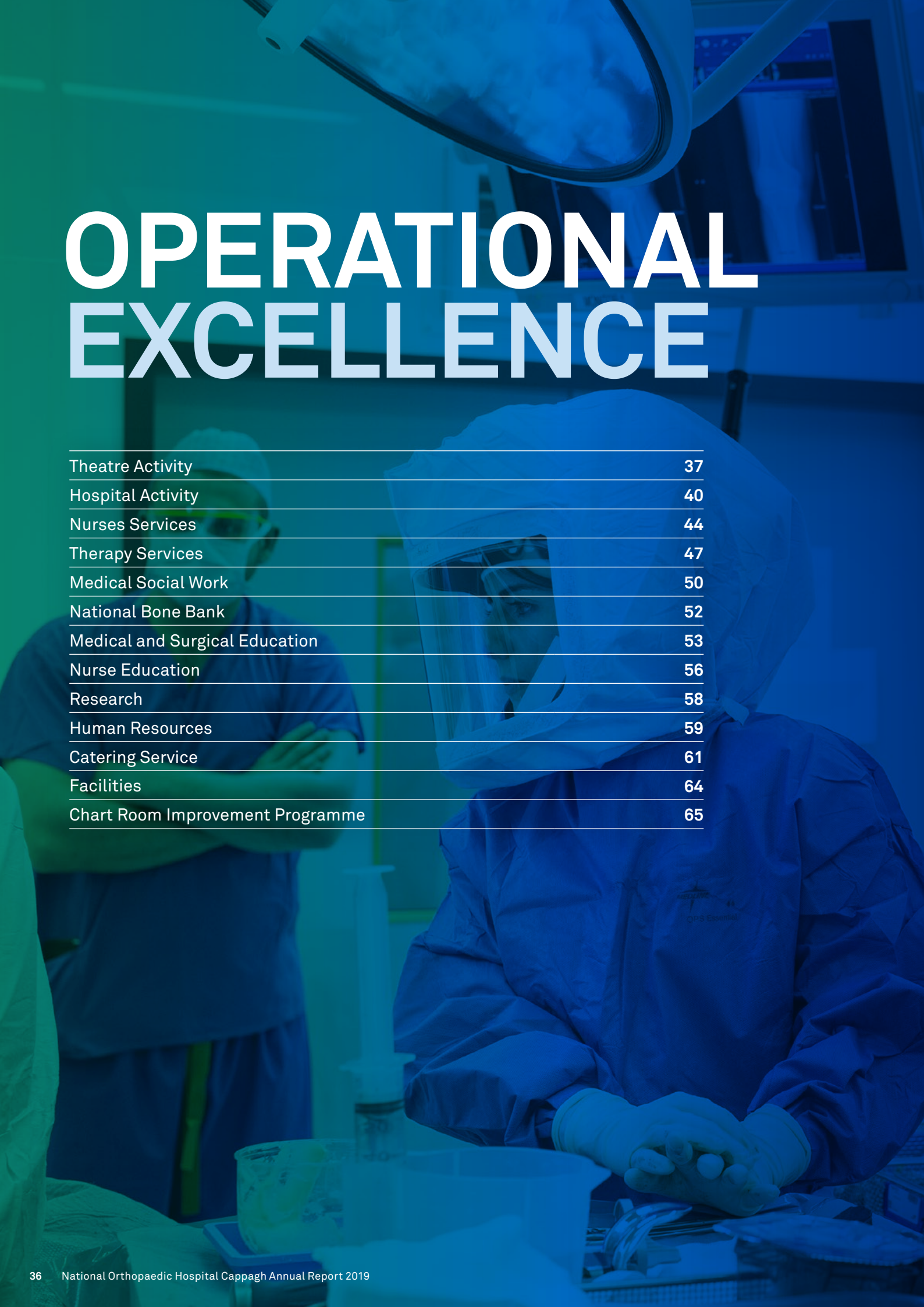
Other aspects of care

Patients have confidence and trust in staff and the majority of survey respondents attested to being treated with dignity and respect (**9.9 out of 10**). Some patients, however, indicated that there were insufficient opportunities for their families to talk to a doctor.

Overall experience

Several infrastructural projects are underway to improve the physical journey and Hospital operations, which will positively impact the patient journey. These include the redevelopment of some ward areas, the creation of a family room and the introduction of an onsite shop.

We will continue our efforts to enhance communications in 2020, placing particular emphasis to areas highlighted by the NPES survey. We will explore new ways to improve interactions across all touchpoints and consolidate patient safety. We also intend to fortify internal, inter-departmental and cross-departmental communications delivering seamless and safe patient care.



OPERATIONAL EXCELLENCE

Theatre Activity	37
Hospital Activity	40
Nurses Services	44
Therapy Services	47
Medical Social Work	50
National Bone Bank	52
Medical and Surgical Education	53
Nurse Education	56
Research	58
Human Resources	59
Catering Service	61
Facilities	64
Chart Room Improvement Programme	65

THEATRE ACTIVITY

Theatre Procedures

2019	3,364	+4%
2018	3,229	+8%
2017	2,994	

Surgical Patients Patient Gender Profile

Male	1,511
Female	1,853

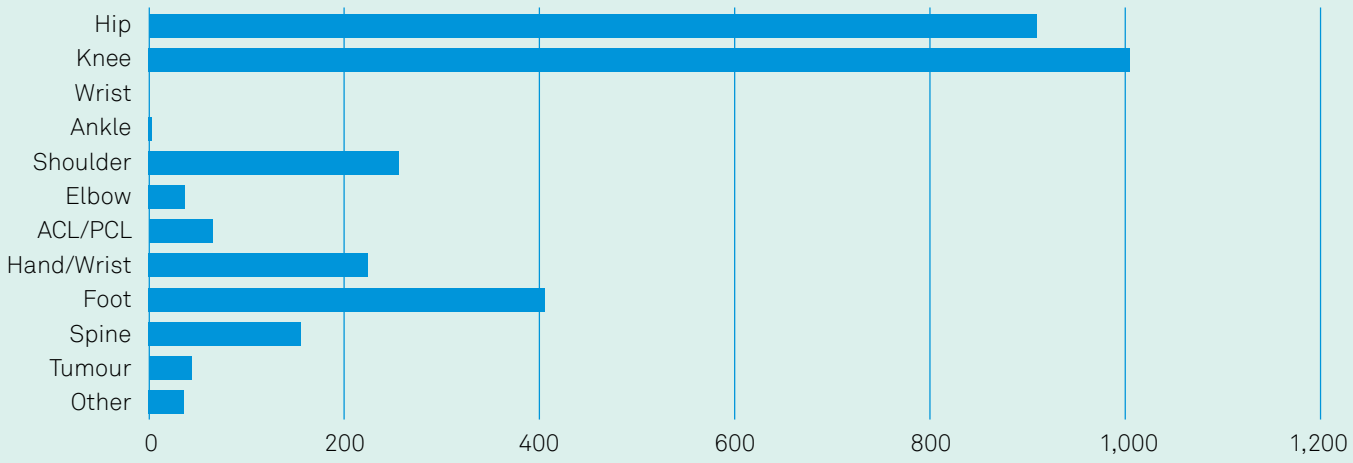
Surgical Patients Age Profile

0-18	214	61-65	407
19-30	174	66-80	1,127
31-45	400	80+	158
46-60	884		

Top 5 Surgical Procedures

Total Hip Replacement and Revision	903
Total Knee Replacement and Revision	877
Foot Surgery	389
Shoulder Surgery	201
Arthroscopy Knee	133

Surgical Specialities



THEATRE ACTIVITY CONTINUED

Surgical procedures

There has been a 12% increase in theatre activity over the 2 year period from January 2017 to December 2019.In 2019, a total of 3,364 procedures were completed at the Hospital. We continued to perform many day case procedures to improve theatre efficiencies and patient throughput.

Same day total hip replacement surgery and discharge

In 2019, the same day total hip replacement surgery and discharge programme gained momentum. Established by Mr James Cashman, Consultant Orthopaedic Surgeon and Dr Brid McGrath, Consultant Anaesthetist in 2018, the programme had 18 participants in 2019, an increase of 14 patients on the previous year.

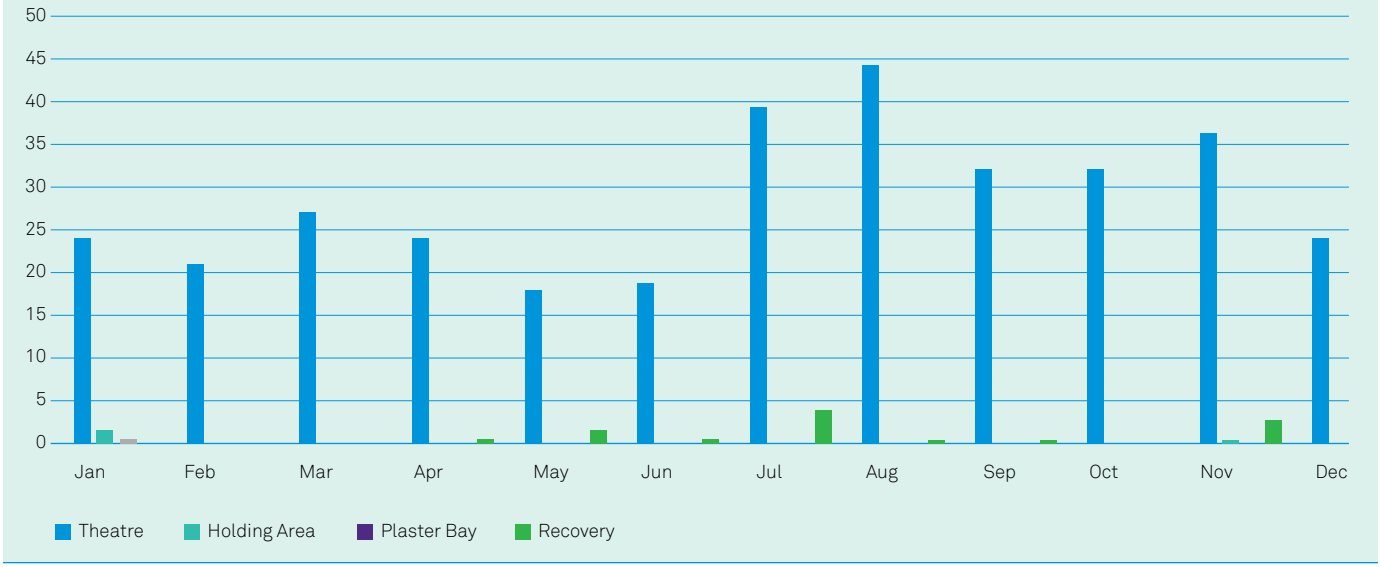
Paediatric surgical procedures

The year saw 227 paediatric surgical procedures, including 39 scoliosis surgeries and 7 Femoral Head Reduction Osteotomy procedures. The National Orthopaedic Hospital Cappagh is the first Hospital in Ireland to adopt a 2-surgeon approach to scoliosis surgery, and we are one of a few global centres performing femoral head reduction osteotomies, to avert hip replacement surgery for young patients with Perthes.

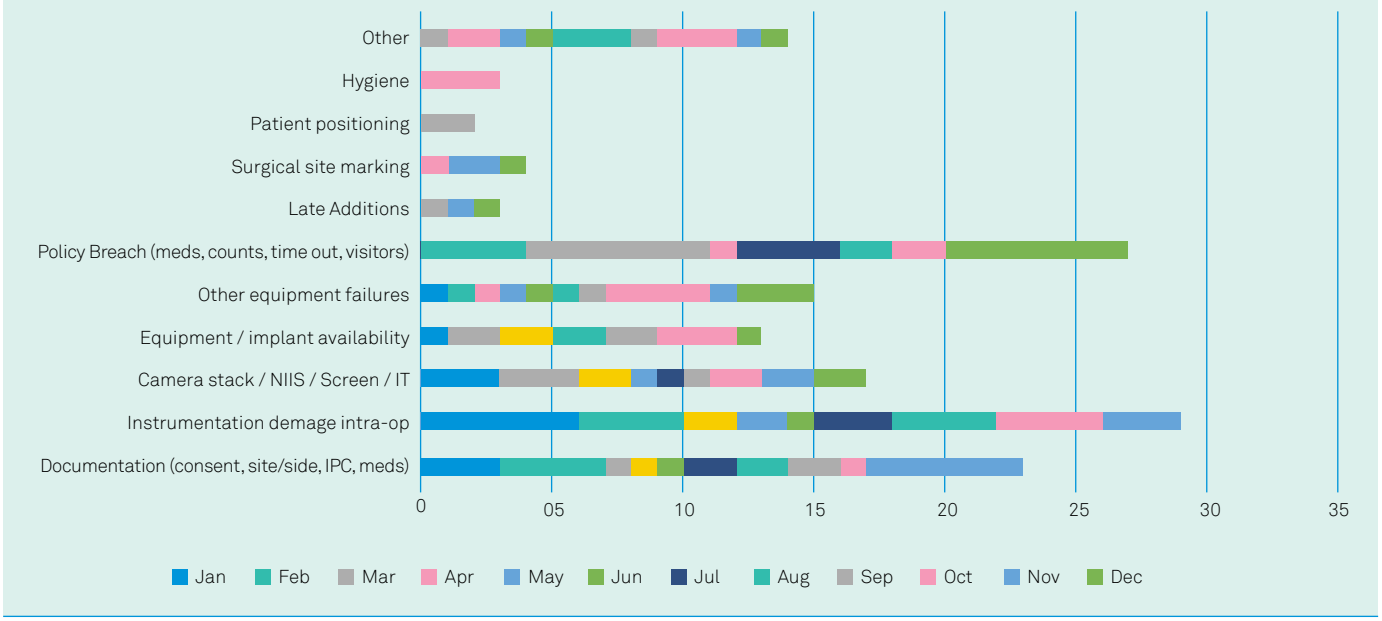
Incident reporting

47% of all Clinical Incidents reported in 2019 related to theatre activity. The marked increase in Theatre incident reporting is likely to be the result of an improved reporting culture at the hospital and the additional reporting of all non-conformances relating to equipment and instrumentation. No extreme or major incidences were reported during the year, and the majority of incidences classified negligible.

Theatre - Clinical Incidents 2019



Safe Surgery Incidents 2019



Surgical Waiting Lists

Year end figures indicate an increase in the number of patients waiting for Day Case and Inpatient procedures, from 2,585 in 2018, to 2,678 in 2019. **At the year end, there was a significant reduction in the number of patients waiting for primary hip and knee replacement surgery, with patient numbers reducing by 28.5% and 40% respectively over a 2 year period.** In addition, we successfully reduced waiting times for Primary Hip, Foot and Arthroscopy Knee inpatient surgeries.



HOSPITAL ACTIVITY

2019 Highlights

812
Outpatient Clinics Held

15,782
Outpatient Attendees

+
Increased Patients Numbers across all Clinics

Outpatient Clinic Activity

	New attendees	Review appointments	Clinics held
Orthopaedic New	1,632	4,035	400
Rheumatology New	154	120	54
Oncology New	143	719	119
Musculoskeletal New	1391	223	227
Rehabilitation New	0	84	12
Joint Register Clinic	4,370		
Preoperative Assessment Clinic	2,911		

Consultant Orthopaedic Clinics

We operated 400 Consultant Orthopaedic Clinics during 2019, welcoming 1,632 new patients and a further 4,035 patients for review appointments. Activity increased across all specialities and a majority of new patients referred to Consultant Clinics were recommended for surgery. Despite increased patient numbers undergoing hip and knee replacement surgery, improved surgical and post-operative practices in 2019 reduced the average length of stay for patients by 0.43 days and 0.5 days respectively.

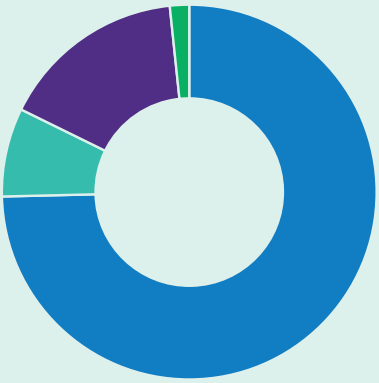
Diagnostics – Pathology

The Pathology Department at the National Orthopaedic Hospital Cappagh provides biochemistry, haematology, microbiology, blood grouping, and transfusion services. In 2019, the Department processed 151,837 laboratory tests in-house, sending 4,399 additional specimens to external laboratories for testing.



Diagnostics – Radiology

Scans



Exams	25,262
Interventional Radiological Procedures	2,588
MRI	5,440
Dexa	563

2019 saw a 5% increase in radiological exams, with a significant rise in MRI and Dexa scanning. Also, 2,588 minimally invasive Interventional Radiological Procedures were performed during the year, for the precision targetting of problem areas for fracture management, bone stabilisation and pain management.

The Orthopaedic and Sports Imaging at Cappagh continued to provide services for elite athletes at the IRFU, FAI, GAA and the Sports Ireland Institute throughout the year.

Floors in the general x-ray room, considered to be a health and safety risk, were replaced and fundraising efforts continued for the purchase of a new CT machine at the Hospital which is hoped will be installed in 2020.

A master plan prepared during the year outlining the Hospitals future growth and expansion plans incorporated a proposal for the significant extension of the Radiology Department's capability and services.

The Bone Tumour Centre

The Bone Tumour Centre continued to hold in-person consultations for patients, and operate virtual clinics advising Orthopaedic Consultants nationwide on the best practice biopsy of complex bone and soft tissue tumours. Consultant Orthopaedic Consultants specialising in oncology Prof. Gary O'Toole and Mr Alan Molloy saw 143 new patients and a further 719 for review appointments. Patients and their families received exceptional emotional and practical support from Ms Margaret Cavanagh, Clinical Nurse Specialist, who helped them to come to terms with a diagnosis, prepare for treatment, optimise recovery and look forward to the future.

Paediatric Orthopaedic Medicine

Work continued to develop the new Cappagh Kids Outpatient Department, as paediatric outpatient services saw increased patient numbers. 384 patients attended the clinic in 2019, and a further 108 paediatric patients attended for Day Case procedures. A specialist Limb Reconstruction Team was established to meet the needs of patients undergoing limb reconstruction surgery, who require ongoing treatment. The Hospital is one of 12 global centres participating in a study into Perthes, and we hope that our work will contribute to greater understanding of the disease, and assist improved treatments that will lead to a cure. 39 scoliosis surgeries were completed in 2019 and waiting lists for spinal fusion surgery at the year end was significantly reduced.

Sports & Exercise Medicine

During the year the Department of Sports & Exercise Medicine welcomed Dr James O'Donovan to the team. This brings to 3, the number of consultants providing services for elite and recreational athletes at the Hospital. 539 new patients consulted the service in 2019, and a further 292 patients attended for review appointments and the management of ongoing medical conditions. The Hospital also entered into a partnership with the Sports Ireland Institute, providing specialist services for members of their elite teams.

Rheumatology Department

The Rheumatology Department saw 154 new referrals to the Hospital in 2019 and held consultations for the review and management of 120 patients with existing rheumatological conditions.

Specialist Rehabilitation Unit (SRU)

During 2019, the Specialist Rehabilitation Unit continued to develop its expertise in line with the published Models of Care from the National Clinical Care Programmes for Rehabilitation Medicine, Older People & Trauma.

The Specialist Rehabilitation Unit has two areas of expertise: Care of the Older Person and Neurological Rehabilitation. These services admit patients across the age spectrum from 18 years upwards. During 2019, the Hospital accepted patients to this service from the Mater Misercordiae University Hospital and Connolly Hospital. The demand for Specialist Rehabilitation Services in Ireland continues to increase, driven by an ageing population, as well as significant advances in the acute management of stroke, trauma and other serious illnesses, leading to improved survival of patients with these conditions. The patients we treat experience a range of physical, cognitive, functional, social and emotional restrictions, requiring a period of specialist interdisciplinary rehabilitation. We help people to achieve the best possible level of functional independence to return to home and community life, where possible.

HOSPITAL ACTIVITY CONTINUED

SRU Activity

In 2019, the Specialist Rehabilitation Unit admitted 247 patients and discharged 251 patients over the course of the year. Of the 247 patients who were admitted, 45 were under 65 years old. 203 patients representing 81%, were discharged home either to family support or with a Home Care Package. 16 patients required long term care. Sadly, 6 of our patients died, and we express our sincere condolences to their families and friends.

	Connolly Hospital	Mater Misercordiae University Hospital
Number of Admissions	135	112

For patients aged 65 years and older, the average length of stay during 2019 was 62 days (range 49–82 days). For younger patients, the average length of stay was 59 days (range 4–156 days).

Slips and Falls

Management of falls remains a key priority for all staff working in the Specialist Rehabilitation Unit. In 2019, there were 19 fewer falls reported than in previous years (2019 – 72; 2018 - 91). Repeat falling would appear to be the single most significant cause for falls and risk potential increases with length of stay and patient activity.

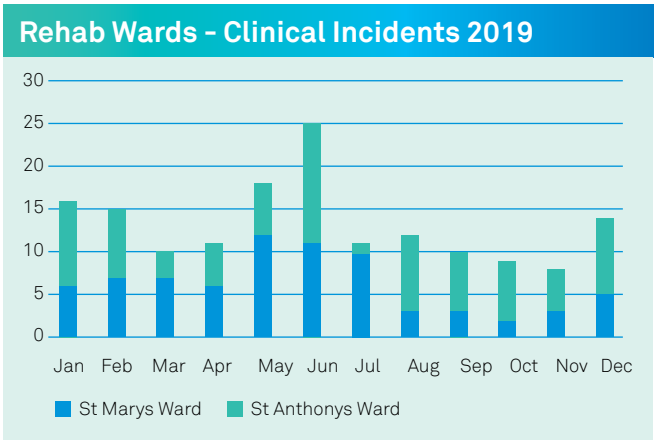
Outpatient Reviews

Dr Raymond Carson continued to develop his Outpatient review clinics at the Hospital during 2019, with 84 patients returning to these clinics for follow up and ongoing management following discharge, compared to 56 patients in 2018.

The Rehabilitation Complexity Scale

During 2019, the complexity of the patients admitted to the Specialist Rehabilitation Unit increased. In particular, we gained several patients with behavioural difficulties resulting from their injury/medical condition. A validated tool – "The Rehabilitation Complexity Scale Extended - RCS-E" was introduced and implemented by Dr Carson and his team in May 2019. This tool provides a simple overall measure of care, nursing, therapy, medical and equipment needs and is a good indication of caseload demands for rehabilitation units. Although it has some limitations, it enables the team to manage their caseload and new admissions in line with other rehabilitation facilities such as the National Rehabilitation Hospital, Dun Laoghaire.

Changes in the patient profile reflect in the number of Clinical Incidents reported during 2019, with 21% of all clinical incidents occurring in the Specialist Rehabilitation Unit.



In October 2019, a working group was established to develop robust systems for the safe management of patients moving forwards. It was recognised that after-action review meetings were an essential component of this and the first meeting convened on December 10th 2019.



Jane O'Hora Clinical Facilitator SRU

Clinical Audit Meeting

The Annual Clinical Audit Meeting for the Specialist Rehabilitation Service was held on April 1st 2019.

The presentations consisted of:

- Do Not Attempt Resuscitation Audit
- An Audit of Hip Fracture Outcomes
- Delayed discharges
- Care of the patient with VRE/ESBL
- Timely receipt of prescriptions from referring hospitals – an update
- Interdisciplinary goal setting for person-centred rehabilitation



Michele Devereux IPC CNS, Andrea Ward MSW, Jacqui Given Senior Physiotherapist, Gillian Grant Senior OT, Sadhbh Ni Cheallaigh Pharmacy, Dr Raymond Carson Consultant in Rehabilitation Medicine, Fionnuala O'Malley Bed Manager

Second Irish National Audit of Dementia Care in Acute Hospitals

On August 19th 2019, the Hospital participated in the Second Irish National Audit of Dementia Care in Acute Hospitals. This audit was led by Dr Mairead Bracken-Scally – HSE Dementia Care lead. On the day, 28 patient records were available with HIPE codes provided.

The on-site auditors were – Joanne Larkin (nursing); Eimear Whelan (Occupational Therapy); Andrea Ward (Medical Social Worker); Aine Molloy (Quality & Risk Manager).

"What Matters to You" campaign (WMTY)

The WMTY campaign is a quality initiative that aims to find a balance between the medical model of care *"what's the matter with you"* and a person-centred model of care *"what matters to you"*. The WMTY campaign was introduced to staff in the Rehabilitation Unit during a journal club presentation on the topic of person-centred care in April 2019.

On June 6th 2019 (National WMTY day) education was completed with staff members working on the wards as well as having an information stand in the canteen to raise awareness of the campaign hospital-wide. Our patients who participated told us the following:

"Patients often like to be called a different name than the name on their medical chart."

"Watching television is very important to our patient population, and sometimes it can be difficult to watch TV as the TV's in the wards are small and not everyone agrees on the same programme."

"Family is very important and some patients felt it would be beneficial to have somewhere where they could go and spend time with family away from their rooms. "

Education and Training

During 2019, the weekly interdisciplinary educational meeting/journal club has been embedded into the Unit. This is an excellent opportunity for all team members to learn but also to present. Medical students from UCD, RCPI & RCSI continue to spend time on the Specialist Rehabilitation Unit. Dr Carson remains the local training lead for the RCPI Basic Specialist Training Programme for Senior House Officers in General Internal Medicine. Students from both Nursing and all Health and Social Care Professions were facilitated during 2019 with clinical placements on the Specialist Rehabilitation Unit. It is envisaged that this will continue for the foreseeable future.

Conference Presentations

Staff from the SRU made a number of podium and poster presentations at the Irish Geriatric Society September 27th 2019 and at Irish Association of Rehabilitation Medicine Annual Scientific Meeting on December 6th 2019.

SRU Nominated for 3 Irish Healthcare Awards

The Specialist Rehabilitation Unit had three nominations accepted for Irish Healthcare Awards in 2019

- Hospital Project of the Year – "Interdisciplinary Goal Setting for Person-Centred Rehabilitation"
- Patient Education Project of the Year – "Cognitive Education Post Brain Injury"
- Nursing & Midwifery Project of the Year – "UR-INe Trouble

Although this year, the Hospital wasn't successful in winning an award – being nominated and being acknowledged for the excellence that they bring to work daily was reward in itself.



Suma Paul Staff Nurse St Anthony's Ward, Gillian Grant Senior OT, Dr Raymond Carson Consultant in Rehabilitation Medicine, Grace Coakley Senior Physiotherapist, Dr Nadia Arifin, Caroline Kilcoyne CNM St Anthony's Ward

NURSES SERVICES

Highlights

WINNER
IMNO Nurse of the Year

SHORTLISTED
for 4 Irish Healthcare Awards

Orthopaedic Nurses Day

In October each year Orthopaedic Nurses across the world celebrate International Orthopaedic Nurses Day. At the National Orthopaedic Hospital Cappagh, this years celebrations comprised of a presentation by Anne Marie Flanagan, Deirdre O'Kelly and Jane O'Hora who shared information on the many conferences they attended and participated in during the year.

The restaurant played host to a 'Guess Whose Baby' competition, where staff members were asked to match colleagues names to cute baby photographs. Entry fees were optional and funds raised were donated to St. Francis Hospice in Blanchardstown. Six small prizes were up for grabs, and competition was rife as staff battled it out to win. It was a fun fuelled event, that sparked great banter and brought out the competitive side in many of our colleagues.

National Ploughing Championships

In September, at the National Ploughing Championships, we assisted the National Dairy Council conducting Health clinics for the general public. Rosemary Masterson and Deirdre O'Kelly from nurse education along with their colleague Anne White ran blood pressure clinics, discussed readings, and offered lifestyle advice and information leaflets to visitors at the festival.



Nurse of the Year

In 2019, Ms Anna Wade from Paediatric Orthopaedic Department was awarded the Irish Nurses and Midwives Organisation (INMO) Nurse of the Year Award. We are delighted for Anna, who is well-deserving of this prestigious accolade.



Healthcare Awards 2019

In 2019, the Hospital was shortlisted for 4 Irish Healthcare Awards. One of the projects entitled 'Developing an electronic patient information leaflet on pain assessment and management for adolescent patients undergoing lower limb orthopaedic procedures' completed by Rosemary Masterson, Nurse Tutor, Deirdre O'Kelly, Education Facilitator and Anna Wade, CNSp Paediatrics was shortlisted for a highly commended award.

Nursing metrics

Nursing Metrics is an agreed standard of measurement for nursing care, where care delivered to patients can be monitored against standards or benchmarks. The nursing care metrics cover areas which are of the highest concern in terms of risk.

Individualised reports are provided to each acute area indicating targets achieved using a traffic light system. The traffic light system enables healthcare staff to identify when the quality of care being delivered has fallen below the required standard of care by a visual colour coded traffic light effect. Action plans are agreed and implemented to ensure greater attention to detail in these areas, with a resultant improvement in patient care.

All acute in-patient areas including Care of the Older Person, Theatre, High Dependency Unit and the Day Ward are audited. These metrics measure standards of nursing documentation in the following areas:

- Pressure Ulcer Prevention
- Falls Management
- Medication Management and Storage
- Custody of Medications
- National Early Warning Score (NEWS) Observation and Evidence of Escalation
- Discharge Planning
- Pain Management
- Communication

The overall compliance rate with the acute metrics January to June 2019 was 98%. The overall compliance with the new updated metrics July to December 2019 – 96%.

1. Capturing data on pressure ulcers that were inherited/ hospital acquired and of those how many were healed on discharge from hospital. Introduction of updated skin inspection and repositioning chart across the hospital.
2. Falls – repeat fallers to be captured as a percentage of falls monthly. Location of falls to be captured, reviewed and trended in 2019.
3. Introduction of 'certificates of excellence' to clinical areas monthly for Nursing Metrics, PU, Falls and medication management in 2019.
4. Sepsis, NEWS, PEWS – committees combined into one committee with bi monthly meetings.
5. Introduction of updated nursing metrics in July 2019. Staff training took place in May for acute metrics and in June for older person metrics. The hospital began to use the updated metrics in July 2019.
6. Introduction of Tablets in each theatre which contain Surgeon preference cards for each procedure, also used as a communication/education tool for staff. This has reduced paper usage in the Theatre department.

HSE Acute – All Locations	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019
Medication Storage and Custody	↑ 100%	↓ 96%	↑ 100%	100%	↓ 99%	↓ 98%
MDA Drugs	↑ 99%	99%	↑ 100%	↓ 99%	↑ 100%	100%
Medication Administration	↑ 93%	↑ 95%	↑ 100%	↓ 95%	↑ 98%	98%
Medication Prescription	↑ 98%	↓ 95%	↑ 98%	↓ 97%	↓ 95%	↑ 97%
Nursing Care Plan: Personal Details	↑ 97%	97%	↑ 100%	100%	100%	100%
Nursing Care Plan	↑ 91%	↑ 98%	↑ 100%	↓ 98%	↑ 100%	↓ 97%
Nursing Care Plan: NMBI Guidance	↑ 93%	↑ 98%	↑ 99%	↓ 98%	↑ 99%	↓ 97%
Pressure Ulcer	↑ 99%	99%	↑ 100%	100%	100%	↓ 98%
Falls	↑ 100%	↓ 96%	↑ 100%	100%	100%	100%
News/Observations	↑ 98%	↓ 97%	97%	↓ 96%	↑ 97%	↓ 94%
Invasive Medical Devices	↑ 100%	100%	100%	100%	100%	100%
Discharge Planning	↑ 100%	100%	100%	↓ 92%	↑ 98%	↑ 100%
Total	↑ 97%	97%	↑ 99%	↓ 98%	98%	98%

NURSES SERVICES CONTINUED

In July 2019 two new additional metrics were added:

- Delerium Prevention and Managemant
- Nutrition and Hydration quality care metric.

HSE Acute – All Locations	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019
Care Plan Development and Evaluation	96%	↑ 100%	↓ 98%	99%	↓ 98%	↑ 100%
Care Plan NMBI Guidance	98%	↑ 100%	100%	↓ 98%	↑ 99%	↑ 100%
Continence Assessment and Management	97%	↓ 94%	↑ 97%	↓ 95%	↑ 100%	100%
Delerium Prevention and Management		100%	100%	100%	100%	↓ 75%
Falls and Injury Management	98%	↓ 96%	96%	↑ 100%	100%	↓ 98%
Healthcare Associated Infection Prevention & Control	96%	↑ 98%	↓ 97%	↑ 99%	↑ 100%	↑ 100%
Medication Safety	97%	↓ 94%	↑ 96%	↑ 98%	↑ 99%	↓ 97%
Medication Storage and Custody	100%	100%	100%	↓ 99%	99%	100%
Nutrition and Hydration	100%	↓ 94%	↑ 96%	↓ 87%	↑ 89%	↓ 76%
Pain Assessment and Management	87%	↓ 81%	↑ 85%	↑ 86%	↓ 85%	↓ 77%
Patient Monitoring and Surveillance	100%	↓ 99%	99%	99%	↓ 98%	↑ 100%
Pressure Ulcer Prevention and Management	91%	↑ 95%	↑ 98%	↑ 99%	99%	99%
Wound Care Management	100%	100%	100%	100%	100%	100%
Total	96%	96%	↑ 97%	97%	97%	↓ 95%

THERAPY SERVICES

2019 Highlights - Physiotherapy

45%
increase in patient contacts

75%
patients discharged directly from the MSK Triage service

25%
patients referred to Consultant Clinics

2019 Highlights - Occupational Therapy

29%
Increase in hand therapy referrals

44%
Reduction in postoperative waiting times

52%
Reduction in waiting times for non-urgent referrals

Sustainable Quality Improvement Initiatives – Orthopaedics

With the implementation of the Enhanced Recovery Programme the average length of stay for patients following primary joint replacements is reducing significantly. In 2019, the average length of stay for a patient following THR was 3.24 days compared to 3.67 days in 2018. As a team, physiotherapy wanted to evaluate and review their current practice thus ensuring optimal utilisation of all resources, as well as both patients and staff having high levels of satisfaction.

A Rapid Improvement Event using Lean Methodology was facilitated by the Service Improvement Division of the Ireland East Hospital Group (IEHG) between the 21–25 January 2019.

The Project led by two Senior Physiotherapists at the National Orthopaedic Hospital Cappagh, resulted in a number of initiatives which were introduced including:

- 45% increase in patient contacts per month
- Discharge from physiotherapy following Total Hip Replacement Surgery had reduced by 0.43 day
- Discharge from physiotherapy following Total Knee Replacement Surgery has been reduced by a ½ day
- Increased efficiency of the Saturday Service
- Robust and sustainable processes – no additional staff required to meet the increased need when 5 theatres were operating during 2019.
- During 2019, the physiotherapy team assessed and treated 1,697 patients following total joint replacement surgery and an additional 83 following arthroplasty revision surgery.



Front row: Deirdre Dunne (IEHG), Liz Kelso (IEHG), Elizabeth Meleady, Loraine Faughnan, Catherina Mullen, Ciara McCabe, Antoinette Egan, Ruth Kiely
Back row : Niamh Clohessy (IEHG), Paul Barry, David Jones Loftus (IEHG), Meghan Daly, Mary Cooke, Jacqui Given, Cormac Ryan



Catherina Mullen, Paul Barry, Loraine Faughnan, Meghan Daly, Cormac Ryan

Therapy Disciplines were involved in the creation of the Pre-Assessment Education Session with their Nursing and Medical Social Work colleagues. For the last quarter of 2019, with increased surgical activity there was a focus to increase the patient numbers that were coming through the Pre-Assessment Clinics. By reviewing current practice and developing these education sessions capacity within the PAC clinic increased by 50% for patients requiring joint arthroplasty surgery.

THERAPY SERVICES CONTINUED

Same Day Discharges – Total Hip Replacement Surgery

During 2019, there were **18 patients** who underwent their Total Hip Replacement as a Day Case. Physiotherapy and Occupational Therapy review these patients when they attend the Pre-Assessment Clinic. Education and managing patients' expectations as to what to expect following their surgery are key components to a successful outcome for this approach. On the day of surgery, patients are seen on up to three different occasions by the physiotherapy team until deemed safe to be discharged. All patients are followed up by telephone 24 hours later and as required following that.

The Same Day Discharge for this initiative was short listed for an Irish Healthcare Award in the Hospital Project of the Year Category in November 2019.

Hand Therapy Service

There has been a growth of 29% in referrals to this service between the period June–December 2019. A significant proportion of this is the management of post-operative patients. Access to the service has increased in the past six months due to staffing availability and this is reflected in the reduction in waiting times from 10 days in 2018 to 5.6 days for post op patients and from 52.5 days to 23.3 days for non-urgent referrals from OPD.

Student Education

Student Education across all disciplines is a key activity throughout the year. In 2019, the Hospital appointed a Physiotherapy Practice tutor whose role is to support both the students and the clinical tutors during placements, as well as being the liaison with the various universities.

During 2019, Physiotherapy facilitated placements for students from University College, Dublin and Royal College of Surgeons in Ireland. Occupational Therapy facilitated placements for students from University of Limerick and National University of Ireland, Galway. The Hospital's Senior Speech and Language Therapist facilitated students from Trinity College, Dublin and University College, Limerick. Jemma Henry Senior Dietitian facilitated students from University College, Dublin.

MSK Triage

MSK Physiotherapy led Triage Service during 2019, completed 227 clinics with 1,420 New Patients attending for appointments in the Out-Patient Department. 208 patients were reviewed by this service either following further radiological investigations, physiotherapy or an intervention such as injection etc. 75% of all new patients were discharged directly from the service with 25% being referred for a consultation with an Orthopaedic Consultant.

The Injection Clinic completed 280 injection interventions during 2019.



Mary Cassells, Paul Reid (CEO, HSE), Fiona Brennan, Patrcia Keating, Dr Colm Henry (Chief Clinical Officer, HSE)

Sports Clinics

Sports Medicine and the management of musculoskeletal conditions continues to develop during 2019. Three Consultants lead these clinics with a Clinical Specialist Physiotherapist working alongside. During 2019, 539 new patients were assessed and treated through these clinics with 292 patients reviewed for ongoing management.

The out-patient physiotherapy services support these advanced practice clinics by providing the physiotherapy interventions required. During 2019, 1,127 new patient referrals were received with 692 originating from the OPD services. 410 post-operative patients were followed up by the physiotherapy team during 2019.

Paediatric Services

In March 2019, a new Clinical Specialist was appointed to the Paediatric Limb Reconstruction Service. Liz who has been at Cappagh working since 1979, has developed extensive expertise and clinical knowledge in the area of physiotherapy management of patients following limb reconstruction. She has been working closely with Paediatric Surgeon, Mr Connor Green since his arrival at Cappagh in 2017. In 2019, 46 new patients required rehabilitation following their surgical procedures.

National Awareness Days for Professions

OT Awareness Week was held between 4–10 November 2019. The theme this year was Small Changes Big Impact and the OT Department at the Hospital celebrated by hosting a stand in the canteen including running quizzes and a PowerPoint explaining the role of Occupational Therapy within the hospital and the various services.

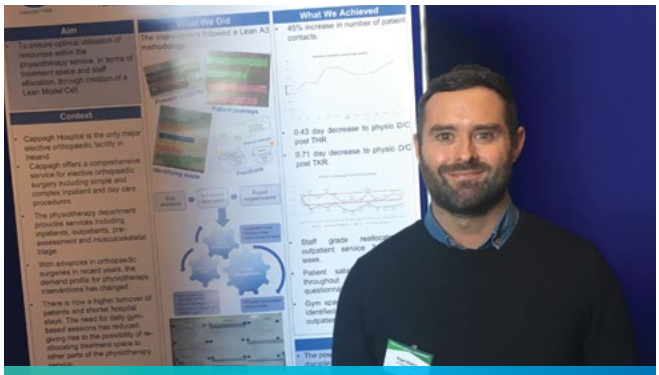


Cliona Doyle (OT), Gillian Grant (Senior OT)

World Physiotherapy Day was held on the 8th of September 2019. The theme this year was Chronic Pain and the Role of Physiotherapy. An information stand was set up in the main reception on the day.

Presentations

In November 2019, Physiotherapy had posters accepted for the Irish Society of Chartered Physiotherapists Annual Conference in Dublin.



Paul Barry Senior Physiotherapist Orthopaedics



Tina Traynor, Clinical Specialist Physiotherapist

Long service Recognition

In September 2019, Elizabeth Meleady Clinical Specialist Physiotherapist celebrated 40 years of service at National Orthopaedic Hospital Cappagh.



Elizabeth Meleady Clinical Specialist Physiotherapist, Ruth Kiely Therapy Services Manage

MEDICAL SOCIAL WORK

Highlights

8%
increase in acitivity from 2018

26%
activity increase in 2 years

Summary of activity

Relocation and unification of services

In the summer of 2019, the Medical Social Work Department relocated to an office in the refurbished convent building. Up to this time, the team of 6 was dispersed across the hospital. We are delighted to consolidate our services and believe this new location will benefit strategic planning and information sharing. In response to increased demand for Medical Social Work services, it was decided to extend the team and a plan to recruit an additional team member was initiated towards the latter end of the year.

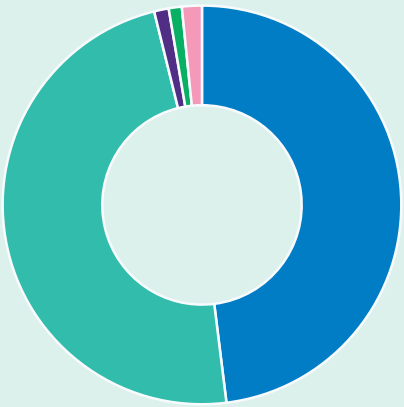
Referrals

During 2019, we provided emotional and practical support for 1,629 patients and their families, representing an 8 % activity increase on 2018 figures, and a substantial 26% increase in activity since 2017.

Working across Preoperative Assessment Clinics, Inpatient Wards and the Specialist Rehabilitation Unit, the team helped patients to come to terms with the impact of short, medium, and long-term illness. They also provided practical advice on welfare and logistical challenges and assisted discharge planning for patients requiring community, convalescent, homeless shelter and care home services post-discharge.

During 2019, the Medical Social Work team counselled 1,397 orthopaedic patients and a further 232 patients from the Specialist Rehabilitation Unit. They also continued to work with Preoperative Assessment Clinics (PAC) receiving 710 PAC patients during the calendar year.

Reason for referral 2019



Discharge planning	772
Orthopaedic Patients: Postoperative convalescence/rehabilitation	773
Social Welfare Queries	19
Child Protection Referrals	17
Adult Safeguarding	26

Children First

The Children First National Guidance for the Protection and Welfare of Children was introduced by the Health Service Executive (HSE) in 2017. Since inception, the Medical Social Work Department continues to review and update policies relating to children, reporting to the Safeguarding and Clinical Risk and Governance Committees.

A Children First Awareness Day was hosted on 30th May 2019, and the Medical Social Work team facilitated targeted training sessions and promoted E-learning training modules throughout the year. By year-end 2018, a low compliance rate of 68% was attributed to the fact that many staff did not have access to a computer. To overcome this challenge, the team negotiated training room and computer access for staff, and encouraged Heads of Department to promote participation, boosting 2019 year-end compliance by 13% to 81%. We remain optimistic that full compliance will be achieved in 2020.

Project 16-17 Year-Olds

A comprehensive risk assessment was conducted into the management of older paediatric patients and recommendations implemented to safeguard their care at the hospital. Measures are ongoing and continuously reviewed to ensure their efficacy.

Embracing Sustainable Practice

In August 2019, the Medical Social Work office transitioned to a paperless environment. Going forward, patient files and clinical notes will be hosted on the Bluespiers Technology Platform, improving communication and efficiency, and reducing our environmental impact.

Disability Awareness Day

Medical Social Work team worked with Multidisciplinary teams on events to mark Disability Awareness Day in November.

Education/Training/Support

During 2019, members of the MSW team facilitated and participated in several educational initiatives, including:

- Safeguarding of Vulnerable Adults Training
- HSE Safetalk Suicide Prevention Training
- Assisted Decision-Making Capacity Act 2015 training to ensure that the patients right to make decisions regarding their care is protected and respected
- LGBT Champion Programme for Health & Social Workers caring for older people
- Morrison Model training

We also supported several educational initiatives for patients and their families, including:

- The monthly patient support group for Specialist Rehabilitation Unit patients in 2019.
- A Cognitive Brain Injury Awareness Patient and Family Group on the Specialist Rehabilitation Unit with Multidisciplinary Team colleagues.

During the year, Ms Andrea Ward was appointed as the Hospitals Clinical Safety Representative, and Ms Niamh Walsh was designated LGBT champion.

Public speaking

In December 2019, Medical Social Work and Speech & Language Therapy presented to attendees at the Irish Association of Rehabilitation Medicine Annual Scientific Meeting in Belfast.

Titled "An Innovative approach to supporting positive interactions between a parent with a traumatic brain injury and his children", the study examined how post-intervention can impact communication and interaction between a parent with post-traumatic brain injury and his children (aged 8 and 7). The presentation, which acknowledged Dr Raymond Carson, Consultant in Rehabilitation Medicine and the Hospital's Interdisciplinary Team, concluded there was a marked improvement in post-intervention behaviours.

NATIONAL BONE BANK

Highlights

170
Femoral heads harvested

103
Allografts imported

34
National public & private hospitals supplied with product

HPRA
License renewal granted



Summary of activity

Located at the National Orthopaedic Hospital Cappagh, the National Bone Bank has satellite banks located at Our Lady of Lourdes Hospital, Navan, Co Meath and the Orthopaedic Hospital Croom, Co Limerick. Granted exclusive license by the Human Products Regulatory Authority (HPRA), the National Bone Bank retrieves, stores and supplies fresh frozen head allograft to orthopaedic hospitals across Ireland. The license is subject to review every two years, and in October 2019, the HPRA carried out inspections in Cappagh and Croom.

Each bank supplies fresh-frozen femoral head allograft to hosting hospitals, sending surplus supplies to the National Orthopaedic Hospital Cappagh for storage and distribution to public and private hospitals nationwide.

As Ireland cannot harvest structural allograft used in complex reconstruction surgery, the bank at Cappagh imports products under license from the US Tissue Banking services. The imported structural allograft distributes under service level agreements to Irish hospitals.

Surgical Bone Donation and Utilization

During 2019, the National Bone Bank harvested 170 femoral head allografts. Of these, 117 were harvested at Cappagh and a further 53 at Navan. Following extraction, 20 allografts were deemed unsuitable for use and duly discarded. We are incredibly grateful to patients undergoing hip replacement surgery who consent to bone donation.

Operations at the Croom bank suspended in 2018, however, we remain optimistic that harvesting will resume in 2020.

The main bank at Cappagh also completed a major equipment replacement programme in 2019 with the replacement of three ultra-cold freezer units for the storage of frozen allograft products.

Structural Allograft

An increasing number of complex joint reconstruction surgeries is responsible for the year on year increase in demand for structural allograft from 2010 to 2018. That said, 2019 saw a slight decline in demand, as 103 products imported for supply to the Irish orthopaedic surgical community.

MEDICAL AND SURGICAL EDUCATION

Department of Orthopaedic Surgery, Royal College of Surgeons in Ireland at the National Orthopaedic Hospital Cappagh

Overview

The Department of Orthopaedic Surgery continued to provide undergraduate Musculoskeletal (MSK) teaching and clinical attachments for Intermediate Cycle 3 and Graduate Entry Medical Students between January and June 2019.

The Core teaching days in the first week of January and third week of February 2019 were well received, and we are grateful to all the Consultant Orthopaedic Surgeons at Beaumont, Mater, Cappagh and Crumlin hospitals and, also the Department of General Practice in RCSI, who contributed to the success of this programme.

We would like to thank Dr Robin McManus for his hard work over two years as Orthopaedic Lecturer and wish him well in his full-time Research role for his MD.

Professor O'Byrne's administrative activities

- **President**
  Irish Institute of Trauma and Orthopaedic Surgery (IITOS) at RCSI
- **Chief Medical Officer**
  EURO 2020 – UEFA Ireland
- **Chairman**
  Olympic Federation of Ireland – Science and Medicine Commission
- **Director**
  MCh (By Module) RCSI
- Member of National Orthopaedic Hospital Cappagh - Ethics Committee.
- Member TUE Committee – Sport Ireland

Our year

Academic activities

The Department of Orthopaedic Surgery assisted the National Orthopaedic Hospital Cappagh in its obligation to teach musculoskeletal medicine to Fourth Year medical students in University College Dublin. The students receive a modified programme similar to that given to the RCSI IC3 students annually. We presented a two-day basics of Musculoskeletal medicine to 200 UCD students in August and repeated this course for the second group of 150 students in October 2019. The students then attended the Hospital for twelve weeks of individualised rostered MSK clinical attachments.

Our Lecturers also attended both RCSI and UCD to reprise basic Musculoskeletal Lectures for Final Med students in the weeks leading up to the final examinations.

Dr Waldron undertook research both at the National Orthopaedic Hospital Cappagh and at UCG where he was researching for a Masters Degree in Radiological Sciences.

Dr Adanna Welch-Phillips worked with Mr Paddy Kenny, Consultant Orthopaedic Surgeon and Mr Adrian Cassar Gheiti to produce longitudinal research data from the 10-years of the Cappagh Arthroplasty Register. Several presentations were made to national and international meetings, and Dr Welch-Phillips also presented substantial research at the Year-End Audit (M&M) meeting at the Hospital.

The Department participated in Plaster Courses run by Ms Maura Shanahan, where our lecturers presented lectures to participants. Our Lecturers also gave lectures at the Postgraduate Nursing Diploma course at the National Orthopaedic Hospital Cappagh.

In August 2019, the Department administered, on behalf of the Irish Institute of Trauma and Orthopaedic Surgery (IITOS), the annual National Orthopaedic Literary Award (NOLA) competition. This is a short story competition for undergraduate medical students in clinical years of their training, to write a fictional piece of no more than two-thousand words with an orthopaedic theme. The closing date for entries was October 31st 2019.

Blinded stories were distributed, and the top three stories were shortlisted. These were then sent to our adjudicator, Irish Internationally acclaimed and award-winning author, Mr Roddy Doyle. Ms. Grace Buckley, RCSI Undergraduate Student, was the recipient of the IITOS NOLA Prize for 2019, with her winning short story "Matty."

We are incredibly grateful to all medical schools for advertising this competition and to Roddy Doyle for taking the time out of a very hectic schedule, to read these works.

MEDICAL AND SURGICAL EDUCATION CONTINUED

RCSI's Abraham Colles Medal Examination

In November 2019, the Annual RCSI Abraham Colles Medal Clinical Examination in Orthopaedics was held at the National Orthopaedic Hospital Cappagh. Again, the top three students in the Musculoskeletal (MSK) module, were invited to present for this exam. Following a close competition, adjudicated by Mr Paddy Groarke and Professor O'Byrne, it was determined that Mr Robert McCausland performed best in the clinical exam setting. Mr McCausland will be presented with his Abraham Colles medal during a prize-giving ceremony in RCSI in 2020, to be organised by Professor Hill. Mr McCausland's name will subsequently be added to the Abraham Colles Medal board in the RCSI main building,123, St. Stephen's Green.

Undergraduate IC3 and GEM Student Teaching at RCSI

In the second week of January 2019, we conducted a three-day core programme of Lectures on our musculoskeletal module, at the Robert Adams Lecture Theatre, RCSI-Beaumont Hospital. This programme is unique to RCSI students and simultaneously replicated by our colleagues in Bahrain and Perdana. A number of ten-minute specialist Consultant lectures were also given to the students in Dublin, by way of introducing the students to their Consultants with whom they would rotate at some date in the following years. Dr Paula McQuail, Waterford Regional University Hospital-based Lecturer, assisted the four RCSI-Cappagh Lecturers during the Core week.

At the National Orthopaedic Hospital Cappagh, the musculoskeletal Module for our RCSI students got underway in the third week of January 2019. Each week students numbering between 12 and 20 in each set, were given individualised rosters and spent time in the Outpatient Clinic, Physiotherapist-led Patient Triage Clinics, Theatre, Radiology, Anaesthetics, Physiotherapy and Hand Occupational Therapy Departments, as well as having additional bedside teaching with Lecturing and NCHD staff at Cappagh. Students were given an insight into the role of exercise and physiotherapy in the prevention of injury, maintenance of mobility and pre- and post-operative rehabilitation.

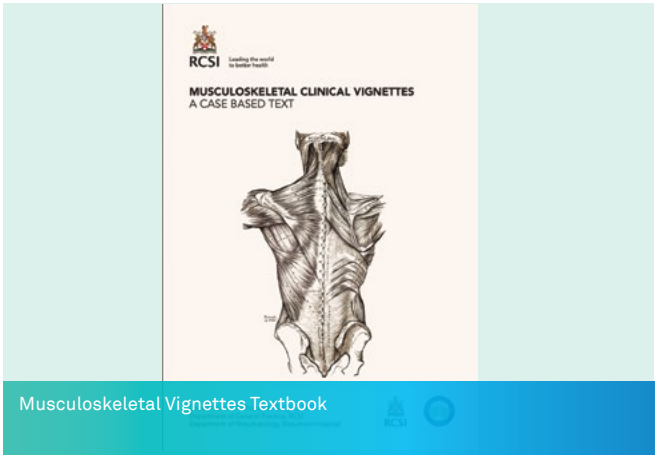
We are very grateful to Miss Tina Traynor, Clinical Specialist Physiotherapist at the Hospital, for her continued involvement with RCSI student teaching. Also, we would like to thank most sincerely, Dr Noel McCaffrey, Consultant Physician in Sports Medicine at National Orthopaedic Hospital Cappagh, for his weekly classroom teaching sessions, Q&A and examination techniques sessions. We would like to thank Professor Stephen Eustace and Professor Eoin Kavanagh and their team at the Department of Radiology at the National Orthopaedic Hospital Cappagh, for their ongoing commitment to student radiology tuition.

We are also indebted to Dr Bríd McGrath and Dr Nicholas Eustace for their ongoing support of RCSI students in the Hospital's Theatre.

The RCSI MSK year finished in June 2019, with two large groups of Graduate Entry medical students from RCSI-Connolly Hospital, who were with us for June.

Musculoskeletal Vignettes Textbook

Published by RCSI, and the work of the Department of Orthopaedic Surgery, Department of General Practice and Department of Rheumatology at RCSI, this text has gone from strength to strength. The text is now an online reading source for all RCSI students going forward. Indeed it is an "open book" which has already been read by students across the globe.



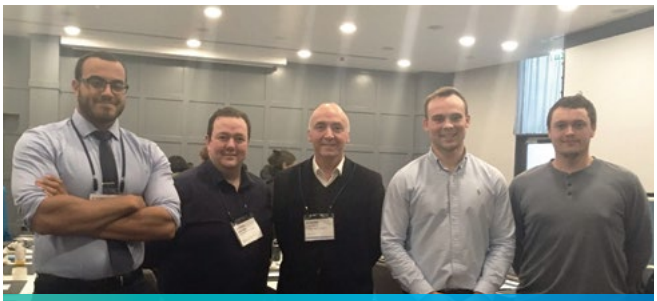
Musculoskeletal Vignettes Textbook

A second, enhanced print edition of this textbook is in preparation with Dr Mark Murphy of the Department of General Practice at RCSI.

Other Departmental Activities

Inaugural Undergraduate AO Course – Principles of Fracture Fixation

In conjunction with AO International, Professor O'Byrne participated as an instructor in the AO's inaugural undergraduate Principles of Fracture Fixation course in January 2019. This course was held in the Radisson Blu Royal Hotel, Dublin and undergraduate participation was by advertising and by means of first four candidates from each of UCD and RCSI, would be guaranteed a place, which was funded by their medical schools.



Left to Right: Adam Mazan, Adam Cahill, Professor J. O'Byrne, James Toal and Declan Ross.

Intercollegiate Examination in Trauma and Orthopaedic Surgery - FRCS (Tr. & Orth)

At the request of the Intercollegiate Board in Trauma and Orthopaedic Surgery, Professor Gary O'Toole led the preparations to host the Clinical Examinations for the FRCS (Tr. & Orth.) examinations on Sunday 3rd February 2019 at the Hospital. Ms Ursula Gormally coordinated patient recruitment and venue preparations with Professor O'Toole. There were to be 150 candidates attending for this Examination, mainly trainees based in the UK. The Hospital was very proud to host this prestigious event.

The National Orthopaedic Hospital Cappagh generously offered all of its available spaces, OPD, Day Ward, the staff Restaurant and the resources of its nursing staff and a vast army of household staff who prepared the venues for the exams, and put the Hospital back together to be ready to accept patients from 6am the following morning, along with the legion of catering staff who fed 250 people, examiners, candidates, patients, and nurse volunteers at various stations throughout the day.

A huge amount of work went into the preparation and hosting of the exams and we are very grateful to everyone who assisted.

Cappagh Foundation Day 2019

The annual 2019 Cappagh Foundation Study Day was hosted by Ms Olivia Flannery, Consultant Orthopaedic Surgeon, Upper Limb Specialist. The Guest Speaker was Professor Andrew Watts of Wrightington NHS Trust and Manchester University.

The Cappagh Residents Prize (2018) for research undertaken by Orthopaedic Surgery trainees, was presented to Dr Ciaran McDonald.

Overseas and Local Summer Attachment Medical Students

During the one-month hiatus in medical student teaching, in July 2019, Professor O'Byrne supervised overseas students from University of Rouen, France (2 students), one Sub-Intern student, Julien Montreuil from RCSI, and Adam Cahill, RCSI Final Med student. We wish them all well in their future careers.

Active grants

O'Brien F, O'Byrne J. Translation of novel strategies for joint repair from bench to bedside. TRA/2011/19 HRB-SFI TRA 2011–2019. €1,292,085

Lyons F, O'Byrne JM, O'Cearbhaill E, Cashman J, Morris S, McCarthy T, Colgan G. Tendovitte: Universal Closure Device for Orthopaedics. School of Medicine & Medical Science, University College Dublin. 2014/15. €495,000

Professor O'Byrne is also a Principal Medical Investigator in the €50 million Biomedical research project- SFI-funded AMBER Centre.

Publications

Geographical variation in musculoskeletal surgical care in public hospitals in Ireland: a repeated cross-sectional study. Walsh ME, Boland F, O'Byrne JM, Fahey T. *BMJ Open. 2019 May 29;9(5):e028037. doi: 10.1136/bmjopen-2018-028037. PMID: 31142532*

Primary total hip arthroplasty: registry data for fixation methods and bearing options at a minimum of 10 years. Sheridan GA, Kelly RM, McDonnell SM, Walsh F, O'Byrne JM, Kenny PJ. *Ir J Med Sci. 2019 Aug;188(3):873-877. doi: 10.1007/s11845-018-1948-1. Epub 2018 Dec 17. PMID: 30560341*

Hip and Knee Section, Treatment, Two-Stage Exchange Spacer-Related: Proceedings of International Consensus on Orthopedic Infections. Abdel MP, Barreira P, Battenberg A, Berry DJ, Blevins K, Font-Vizcarra L, Frommelt L, Goswami K, Greiner J, Janz V, Kendoff DO, Limberg AK, Manrique J, Moretti B, Murylev V, O'Byrne J, Petrie MJ, Porteous A, Saleri S, Sandiford NA, Sharma V, Shubnyakov I, Sporer S, Squire MW, Stockley I, Tibbo ME, Turgeon T, Varshneya A, Wellman S, Zahar A. *J Arthroplasty. 2019 Feb;34(2S):S427-S438. doi: 10.1016/j.arth.2018.09.027. Epub 2018 Oct 19. PMID: 30348562*

Hip and Knee Section, Prevention, Postoperative Issues: Proceedings of International Consensus on Orthopedic Infections. Bravo T, Budhiparama N, Flynn S, Gaol IL, Hidayat H, Ifran NN, O'Byrne J, Utomo DN. *J Arthroplasty. 2019 Feb;34(2S):S321-S323. doi: 10.1016/j.arth.2018.09.017. Epub 2018 Oct 19. PMID:30343974*

An assessment of the quality of clinical records in elective orthopaedics using the STAR score. Chalikonda L, Phelan N, O'Byrne J. *Ir J Med Sci. 2019 Aug;188(3):849-853. doi: 10.1007/s11845-018-1918-7. Epub 2018 Oct 20. PMID: 30343353*

Book Chapter

There are no Facts, only Interpretations. John M. O'Byrne Chapter 28, Pp 71. *The Future of Orthopaedic Sports Medicine.* Brian M. Devitt, Mustafa Karahan, Joao Espregueira-Mendes Editors. Springer, 2019 ISBN: 978-3-030-28975-1

NURSE EDUCATION



Celebrating the 21st National Orthopaedic Nurses Conference Speakers, Conference Organisers & Chairpersons
Left to Right: Rosemary Masterson,Peter Davis, Dr Julie Santy Tomlinson, Michele Deveraux, Deirdre O'Kelly, Ailbhe Brown, Julie Jordan O'Brien, Catriona Boyce, Marion Cronin, and Ms. Elaine O'Rourke.

Nurse Education Department

2019 saw a varied programme of education continuing within the Department.

Postgraduate Education in Nursing

Congratulations to all ten nurses (RGNs) who were successfully awarded a Postgraduate Diploma in Nursing (Orthopaedic Nursing) in 2019 from the National Orthopaedic Hospital Cappagh/School of Nursing and Midwifery, RCSI and National University of Ireland.

21st National Nurses Orthopaedic Conference

We successfully hosted our annual National Nurses Orthopaedic Conference now in its twenty first year in April 2019, with a variety of papers presented by nursing and medical staff to a delegation of 120 attendees on the day. We would like to acknowledge the successful funding application that was made to the NMPDU to part support this event



Gerry Tuohy, Retired Tutor from the Centre of Nursing and Midwifery Education, Sligo with Carmel Kavanagh, CNS.

IEHG Nursing Symposium in National Maternity Hospital, Holles St. Dublin

The IEHG held their 4th nursing symposium in the Education centre of National Maternity Hospital in May with an attendance of approximately 100 delegates. Similar to the format of the 3rd symposium, each of the eleven hospitals had to submit two nursing practice initiatives for presentation on the day. Two presentations were delivered on practice initiatives by nursing staff at the National Orthopaedic Hospital Cappagh.

Practice Development within the Hospital

Ongoing review and development of nursing policies in conjunction with our nursing administration colleagues also continued.

Education opportunities for the nurse education staff/other staff in 2019

A number of our nursing staff undertook formal educational programmes during the year and well done to all.

Nursing staff were also facilitated to attend external study sessions including conferences and professional events during the year.

ICON International Conference 2019

ICON (International Collaboration of Orthopaedic Nurses) is an international body representing orthopaedic nurses worldwide with representatives from eleven countries. Every three years they hold an international conference, with the 2019 event held in Denmark. Five of our nurses represented the Hospital at this event with two poster presentations submitted & accepted for the conference.



Back row: Maura Shanahan, Rachel Bulger, Eleanor Hogan, Annmarie Lavelle, Elizabeth Healy. Front row: Catherine Howells, Valerie Ball, Gillian Field, Caroline Cromwell

Casting Education Centre

The Casting Education Centre had a busy year as training and education was provided to Nurses and Doctors from around the country. Participants attended from clinics, orthopaedic units and Emergency Rooms.

One-day and two-day courses were held monthly during the 2019 academic year, with great support from surgical colleagues. The Irish Institute for Trauma and Orthopaedic Surgery (IITOS) supports courses, acknowledging the importance of teaching this skill to junior doctors.

The inaugural Certificate Programme concluded with exams taking place in May 2019. The first class to complete the Professional Certificate in Musculoskeletal Casting and Splinting (adults & children) graduated from RCSI in November. The Hospital is proud to have facilitated this training programme contributing to the advancement of Nurse education in Ireland. It was also a day of celebration for the students who worked so hard to achieve their qualification. Congratulations to all and we would like to express our sincere gratitude to the respective Hospitals.



Eleanor Hogan, Caroline Fahy

The Certificate Programme recommenced in September, with six nurses from trauma and orthopaedic centres across the country in participation. The next Certificate programme is due to commence in September 2020.

RESEARCH

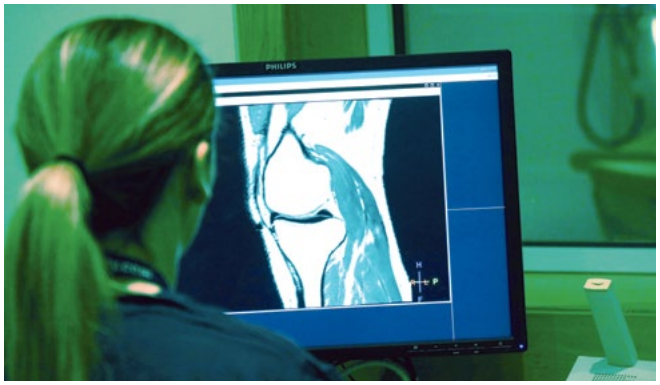
2019 Highlights

20
Research Applications approved

5%
Increase in Joint Register Reviews

The Research & Ethics Committee

The Hospital has an excellent reputation for research and academic excellence. We encourage students and staff from disparate disciplines to participate in and lead research programmes at the Hospital. During 2019, 20 Research Applications were submitted to the Research & Ethics Committee for consideration. This number represents a 100% increase in 2018 applications. A Data Protection Impact Assessment was introduced to comply with new Data Protection Laws. The Committee convened on seven occasions during 2019, and all 20 applications were approved.



Irish National Orthopaedic Register (INOR)

The Hospital implemented the new Irish National Orthopaedic Register, collecting valuable data on patients undergoing joint replacement surgery during the year.

Since inception of the original Joint Register in 2005, the Hospital has conducted 38,262 joint reviews at 6 month, 2 year, 5 year and 10 year intervals. In 2019, 4,370 joint register patients attended for the Joint Register Clinic for review, which represents a 5% increase in activity on 2018 patient numbers.

2019

	6-month review	2-year review	5-year review	10-year review	Total
Jan	175	13	99	58	**345**
Feb	126	3	128	103	**360**
Mar	114	8	172	95	**389**
Apr	150	8	137	100	**395**
May	162	17	149	103	**431**
Jun	139	10	88	92	**329**
Jul	109	14	82	124	**329**
Aug	97	14	145	122	**378**
Sep	156	15	127	81	**379**
Oct	131	11	107	133	**382**
Nov	172	13	108	87	**380**
Dec	120	3	70	80	**273**
Total	1651	129	1412	1178	**4,370**

HUMAN RESOURCES

Our people

Staff Numbers as at 31-12-2019	478

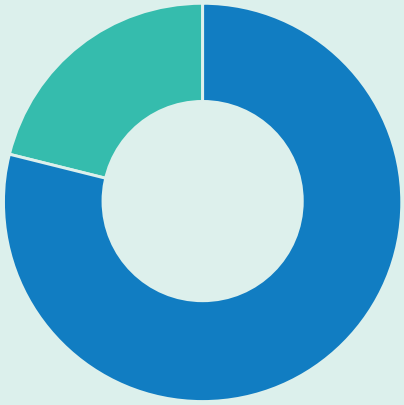
Years of Service

An incredible 47% of employees have been working at the Hospital for ten years or more, and almost a quarter of staff have tenure in excess of 15 years.

Impressive staff retention rates, length of service and successive generations working at the hospital are a testament to the positive working culture that prevails.

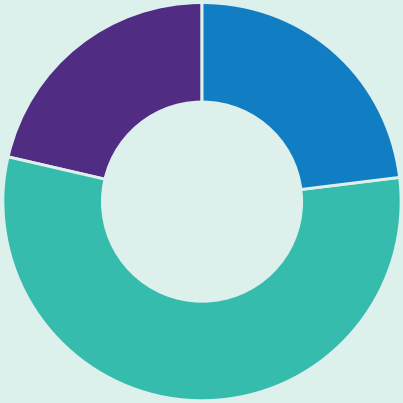
0-5 years	204
5-10 years	46
10-15 years	118
15-20 years	51
+20 years	59

Gender Profile



Female	79.3%
Male	20.7%

Age Demographic



18-35	113
35-55	266
55+	99

HUMAN RESOURCES CONTINUED

Staff survey

In 2018 staff at the Hospital were invited to participate in the 'Your Opinion Counts', National Staff Survey, which subsequently published in 2019. The Hospital's response rate of 14% was marginally lower than the national average; however, we are delighted to report that the quality of responses surpassed the total healthcare score. As this was the Hospital's first year of participation, we were unable to benchmark scores; however, feedback gleaned positively attested to the Hospitals efforts to attract, retain, develop and reward talent.

My Job	My Role	My Organisation
• Satisfaction • Motivation • Optimism • Advocacy	• Trust & Autonomy • Goals & Objectives • Security & Pay	• Pride & Culture • Teamwork • Performance Recognition

Leadership	Line Management	Training & Development
• Strategy & Confidence • Communication	• Communication • Support	• Training • Progression • Opportunity

Health & Wellbeing	Dignity at Work	Standard of Care & Service
• Health & Wellbeing • Experience of Stress • Stress Management	• Policy • Harassment • Bullying	• Quality • My Role in Standards • Near misses and Incidents

Learning, Development and Education

The Hospitals state-of-the-art E-learning Suite opened in June 2019. Equipped with 15 network PCs, the room is available to all employees.

A PC for a trainer/presenter connects to a central 85" LCD screen and two-way Video Conferencing technology enabling the presenter and audience to share video and audio with remote callers.

This suite is a fantastic addition to hospital as there continues to be an ongoing requirement for the completion of mandatory training online for both external and internal courses. This facility provides staff with a quiet place where they can participate in and complete mandatory training.

The Hospital has 32 Consultants in Orthopaedic Surgery, who generously share their knowledge and expertise to the specialist training of Non-Consultant Hospital Doctors.

The Hospital continues to attract international applicants for its Fellowship in Arthroplasty. The Royal College of Physicians of Ireland is due to inspect the facility in 2020 to examine the Hospital's Basic Specialist Training (BST) Programme in Medicine.

Recruitment

In Q3 of 2019, we embraced a new recruitment software platform 'Occupop'. This live talent acquisition system extends our reach across multiple high profile job boards, e.g. Indeed, LinkedIn etc. In 2019, the Hospital received 1,546 applications in response to advertisements for various roles. The new system delivered greater efficiencies facilitating the shortlisting of candidates and expedited interviews and job offers.

Welcoming New Members to the HR Team

In 2019, we welcomed a new Superannuation and HR Analytics Officer and a new Payroll Officer to our team

CATERING SERVICE

2019 Highlights

6%
increase in revenue

3
new team members

RESTAURANT
make-over



A Busy Year

Last year, the Restaurant saw its busiest year to date, reporting a 6% increase in revenue. May saw the installation of a new walk-in freezer and the Restaurant had an overdue make-over.

During the year the Catering Service was called upon to cater for many events at the Hospital, including the Intercollegiate exams, the Healthy Ireland Conference in June and October and the Core Curriculum Day in January. We also implemented a new hydration and nutrition policy and International Dysphagia Diet Standardisation initiatives for patients at the Hospital.

Enhancing Service & Quality

The National Patient Experience Survey (NPES) 2019 attested to the efficacy of the 'Replacement Meals' initiative, which was introduced to address low score values in the 2018 NPES survey. We are delighted to report that score values for 2019 increased from 5.8 to 7.1. In 2019 additional initiatives were introduced to improve Catering Service efficiencies that include the introduction of patient meal requisitioning books and a review of food choices, which was undertaken by two Nutrition and Dietetics Students on work placement from UCD.

Environmental Health Inspection

On 13th November, the Hospital received an unannounced visit from an Environmental Health Officer. Following receipt of the inspection report, 17 of 18 minor non-conformances highlighted were addressed immediately with the remaining item due to be addressed in 2020.

Welcoming New Members to Our Team

During the year, we welcomed three new members to our team.



CATERING SERVICE CONTINUED

Healthy Ireland

Healthy Ireland is the national Framework for action to improve the health and wellbeing of the population of Ireland for generations to come.

Healthy Ireland's vision is to bring about real, measurable change by focussing on the determinants of health. Health and wellbeing are affected by all aspects of a person's life - economic status, education, housing as well as the physical environment in which people live and work.

Themed "Mental Health and Wellbeing", we hosted three free events during 2019 to promote physical and mental wellbeing:

11th April
Breakfast National Health and Wellbeing Day

Internal speakers and an external speaker from Inspire Workplaces presented at the event.



Barry O'Hara



Aine Molloy Risk Manager, Mary Doyle HR, Carmel Jordan Finance, Ruth Kiely Therapy Services Manager, Claire Falvey Quality Manger, Jane O'Hora Occupational Health, Cliona Doyle OT



Aoife Gallagher, Chief Operations Officer, Leo Deathe, Maintenance, Angela Lee, CEO, Kathy O'Sullivan, Director of Nursing



Matthew Egan, Carl Keeley, Noel Byrne, Denis O'Brien, Deirdre Byrne

11th June
Lunch

Speakers included the charities www.Turn2me.org, HSE Smoking Cessation and Health Promotion Unit for CH09



10th October
Lunch World Mental Health Day

Speakers included staff member – Sue Wilson as well as International Rugby Player Hannah Tyrell and Dublin GAA Footballer Niamh Collins.



Jacqui Given Assistant Therapy Services Manager, Sue Wilson HCA SRU





Tranquillity Garden

During 2019, the Hospital completed and submitted the Global Network Self-Audit Questionnaire and Planning tool in collaboration with the Health Promotion Unit CH09 and the HSE Smoking Cessation Team. We also submitted a bursary application, which is pending.

The garden beside the church has been identified by staff as the ideal location for the HI Tranquillity Garden and funding has been secured to develop this in 2020.



Tranquility Garden

FACILITIES

2019 Highlights

Refurbishment

Refurbishment of Cappagh House Convent Building

Master plan

Creation of master plan in anticipation of higher demand for services

Summary of activity

Although the Health Service Executive (HSE) minor capital funding reduced by 33% in 2019, crucial infrastructural works continued.

During the year we:

- Progressed a series of infrastructural improvements in response to issues raised in previous HIQA Reports
- Continued to enhance health and safety across the Hospital campus
- Introduced improvements to benefit the patient experience
- Reduced energy consumption
- Conducted works to improve the working environment for increased safety, efficiency and productivity.

Works completed in 2019

Significant works completed during 2019 include the:

- Refurbishment of the basement floor of Convent Building to create a new E-learning Suite (complete with Audio Visual technology), Meeting Room and dedicated offices for the Medical Social Work Department
- Remedial works to external drainage systems to address dampness issues and the associated adverse effects on outer walls.
- Catering Department improvement works, including the development of a new Freezer Room.
- Installation of high-efficiency heating system boilers to reduce energy consumption and improve comfort and reliability.
- Reconfiguration and optimisation of bed spaces to facilitate increased patient throughput.
- Reorganisation of the Nursing Administration floor to create additional office space.
- External works to the Convent Building including the removal of a balcony (to address safety issues) and installation of new windows.
- Painting of the Convent Building and the Hospital's Main Entrance to improve aesthetics, creating a positive first impression for patients and visitors to the Hospital.

Ongoing works

Works ongoing at the Hospital at the year-end 2019 include:

- Construction of a new Admissions Building adjacent to the Hospital's Main Entrance to simplify and streamline Patient flow.
- Refurbishment of an old Stores Building to create efficient storage and workspace for facilities and the Maintenance Team staff.
- Re-flooring of a General X-Ray Room in the Radiology Department to address health and safety concerns.

Future ambitions

In addition to the previous physical works which took place at the Hospital, the following short-term and long-term Strategic Plans have been developed:

Short-term

We created a conceptual design for the new Paediatric Outpatient Clinic in the refurbished Convent Building. Despite treating paediatric patients, the Hospital is predominantly designed for an adult demographic. A dedicated Paediatric Orthopaedic Clinic will provide young patients and their families with a welcoming space where they can meet members of the care team for initial consultations, treatment, and postoperative care. The National Orthopaedic Hospital Cappagh is working in collaboration with Children's Health Ireland to reduce orthopaedic surgical waiting lists for paediatric patients. It is, therefore, an imperative that we create a dedicated space for children. We hope to progress this project in 2020, once COVID-19 restrictions lift.

Long-term

As our population ages and increases, we see a year-on-year increase in demand for orthopaedic services. The current Hospital infrastructure is aged, and the original Lady Martin House has been augmented over time to cope with demand and facilitate extended services. Given its proximity to Dublin and national arterial routes, and its extensive grounds, the Hospital campus is ideal for development. In anticipation of increased future demand for services, we have designed a Master Plan for the future growth and expansion of the Hospital. Elements for consideration include the addition of a new High Dependency Unit, Ward Blocks, Operating Theatres and the extension of the Radiology Department.

Sustainability

We are committed to identifying and controlling the environmental impact of our infrastructural works and day-to-day operations. We continue to evaluate our performance, identify areas for improvement, and champion sustainable practices to lessen our impact on the environment and reduce our carbon footprint.

CHART ROOM IMPROVEMENT PROGRAMME

2019 Highlights

54%
Reduction in external storage costs for 2019

€812,000
5-year predicted cost savings

In 2019, the sizable project to improve Medical Chart Room efficiency and reduce storage costs was progressed. The project, initially facilitated by the Service Improvement Division of the Ireland East Hospital Group and undertaken by a project team within the National Orthopaedic Hospital Cappagh, was staged across 5 phases.

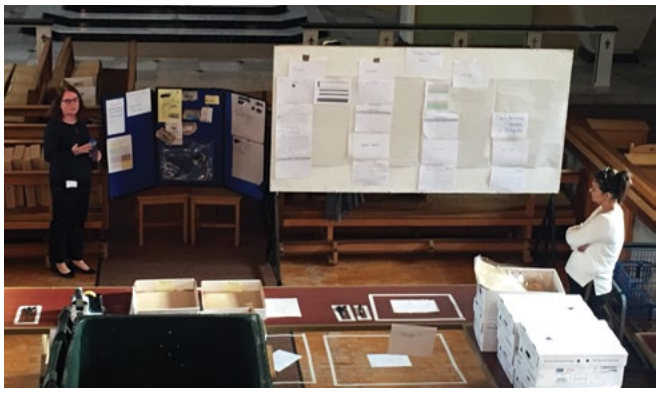
An initial scoping exercise highlighted several areas for improvement. Oversized charts, overloaded shelves and insufficient processes were contributing to poor document management, inefficiency and non-compliance with GDPR and HSE standards for healthcare record management. Moreover, long term storage services provided by two external companies were costly. Initial service contracts had expired, and storage costs were substantially increasing year-on-year. To compound matters, handling and carriage costs and a lack of transparency inflated costs. Also, termination charges were payable to both companies on service cessation. A 5-phase project plan was formulated to address these problems:

Phase 1: External Storage Provider Contract Negotiation

The Hospitals project team lead, management and legal advisors renegotiated a new contract for the provision of services with one of the existing suppliers gaining much more favourable costs and terms than the original contract.

Phase 2: File Management

This phase of the project was significantly labour intensive. More than 122,000 A3 charts were downsized to A4 format, creating user-friendly files, increasing Chart Room capacity and conforming with HSE and GDPR standards. Bar codes were applied to each folder for efficient file retrieval, and the Chart Room was re-shelved. During this process a number of quality issues were highlighted and actioned, including file obsolescence, duplication and chart labelling errors.



Phase 3: Process Standardisation

Engaging with stakeholders across the Hospital, the project team defined standardised processes for document management governing filing, retention, retrieval, archiving and destruction.

Phase 4: Process Implementation

Learnings from stakeholder engagement were used to create a robust change management plan to ensure the successful implementation of new charting processes and the transition of services to the newly appointed external service provider.

Phase 5:

A comprehensive scoping exercise was undertaken to examine how electronic patient records systems will impact future document management requirements.

This project is one of considerable scope and scale that has delivered improved efficiencies and driven substantial cost savings for the Hospital. We estimate that in 2019 alone, it contributed to €89,000 cost savings for the Hospital, and we look forward to realising our 5-year ambition and delivering a cumulative file storage cost reduction of €812,000.



FINANCIAL REPORTS

Statement of Income and Retained Earnings 67

Balance Sheet 68

STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	2019 €'000	2018 €'000
Turnover		
Revenue grants (HSE)	**38,693**	36,761
Active Rehabilitation Unit (HSE)	**2,668**	2,670
Patient income	**8,496**	7,223
Other income	**3,273**	3,146
Capital grant amortisation	**840**	859
	53,970	50,659
Costs		
Staff costs	**(31,936)**	(29,716)
Non-pay costs	**(20,619)**	(19,552)
Depreciation	**(1,244)**	(1,263)
	(53,799)	(50,531)
Operating surplus	**171**	128
Exceptional item	**-**	-
Interest payable and similar charges	**(19)**	(14)
Surplus on ordinary activities before taxation	**152**	114
Taxation	**-**	-
Surplus on ordinary activities after taxation	**152**	114
Retained earnings at the beginning of the reporting period	**703**	589
Retained earnings at the end of the reporting period	**855**	703

BALANCE SHEET
AS AT 31 DECEMBER 2019

	2019 €'000	2018 €'000
Fixed assets		
Tangible assets	**14,920**	15,733
Current assets		
Stocks	**730**	552
Debtors	**6,031**	6,399
Cash at bank and in hand	**4,602**	2,654
	11,363	9,605
Creditors: Amounts falling due within one year		
Creditors	**(8,323)**	(7,392)
Net current assets	**3,040**	2,213
Total assets less current liabilities	**17,960**	17,946
Capital grants	**(17,076)**	(17,214)
Net assets	**884**	732
Financed by:		
Capital and reserves		
Called up share capital presented as equity	**-**	-
Retained earnings	**855**	703
Other reserves	**29**	29
Shareholders' funds	**884**	732

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