

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH

Annual Report 2021

Contents

The National Orthopaedic Hospital

- Overview 3
- Life-changing Surgery, Pioneering Innovation and World-class Research and Education 4-6
- Patient Demographics 7
- 2021 at a Glance 9
- Chairman's Statement 10
- CEO's Statement 11

Management Structure

- Corporate Governance 14
- Board of Directors 15
- Executive Management Team 17
- Medical Board 19

Quality Standards

- Purpose, Mission Vision and Value 21
- NOHC Strategy 2022 - 2025 22
- National Inpatient Experience Survey 23

Extraordinary Patient Care

Theatre Activity

- Adult Orthopaedics 25
- Paediatric Orthopaedics 26
- Bone Tumour Centre 26

Clinics & Services

- Radiology 27
- Outpatient Clinics 27
- Rehabilitation Unit 27
- Nurse Services 28
- Plasterbay 29
- Therapy Services 29
- Medical Social Work 29
- National Bone Bank 29
- Pathology 29

Operations

- Human Resources 30
- Facilities Department 30
- Information Technology 32
- Catering Services 32

World-class Research and Education

- Research 34
- Medical and Surgical Education 38
- Nurse Education 38
- Casting & Splinting Programme 39

Financial Performance

- Statement of Accounts for the year end 31.12.2021 41

Cover image: Gerry Mooney, Irish Independent

Overview

The National Orthopaedic Hospital Cappagh (NOHC) is Ireland's largest elective surgical centre offering life-changing treatments for patients with orthopaedic and musculoskeletal conditions.

We provide a national service for patients of all ages with inherited, congenital, acquired and degenerative conditions causing chronic pain, disability and deformity. We are committed to improving quality of life and independence, delivering quality healthcare underpinned by pioneering research and world-class education.

NOHC 2021 at a glance



142 Beds



5 Operating Theatres



25,401 Attendees



600+ Dedicated Staff



35 Consultant Orthopaedic Surgeons



3 Consultant Radiologists



18 Consultant Anaesthetists



Global Research Collaborations



Teaching Hospital since 1921



1,000+ Students Annually



Specialist Conferences & Intercollegiate Exams



Pioneers in Hip Replacement Surgery

Life Changing Surgery







Treating people with life-long conditions, providing a continuum of care from paediatric to adult services.

Britney Arendse suffered spinal cord injuries in a car crash at the age of 9 and became a wheelchair user. She is now a patient of NOHC's Adult Services. This young lady is an incredible inspiration to us all. She has overcome life-changing injuries to become a Paralympian, competing, winning and setting world records on a global stage. She is positive, determined and deserving of success and we are incredibly proud of her.

Pioneering Innovation



Solving problems when others say there are no solutions.

All his life, John Purcell was told there was no cure for a rare genetic hand condition that plagues his family. Of the 12 reported cases of this condition worldwide, 5 pertain to John's family. At the age of 72, he underwent pioneering surgery at NOHC. The experience has been life-changing and John is encouraging his relatives to avail of surgery.



Straightening spines so that children can get back to being children.

Using our new CT scanner, 3D print spines enabling precision planning for scoliosis surgery, reducing time in theatre and anaesthetic for better patient outcomes.

World-Class Research & Education

NOHC has delivered best in class education since 1921.

Each year we welcome more than 1,000 students to NOHC, providing educational courses for doctors and surgeons, anaesthetists, radiolographers, nurses and allied healthcare professionals. We partner with UCS, RCSI, RCPI and many other academic institutions to deliver world-class education for national and international students.





NOHC promotes a culture of research and innovation.

Our goal is to improve lives through improved understanding and innovation. Since 2017, the Hospital has approved 100 Research Applications and generated significant research publications.

As an elective centre, the Hospial is the ideal test site for trialing new approaches to practice, treatment and surgery. In recent years we have successfully pioneered the Same Day Hip Replacement and Discharge Programme, and a two-surgeon approach to scoliosis surgery.

NOHC is one of twelve Global Centres participating in Legg Calve Perthes' Research.

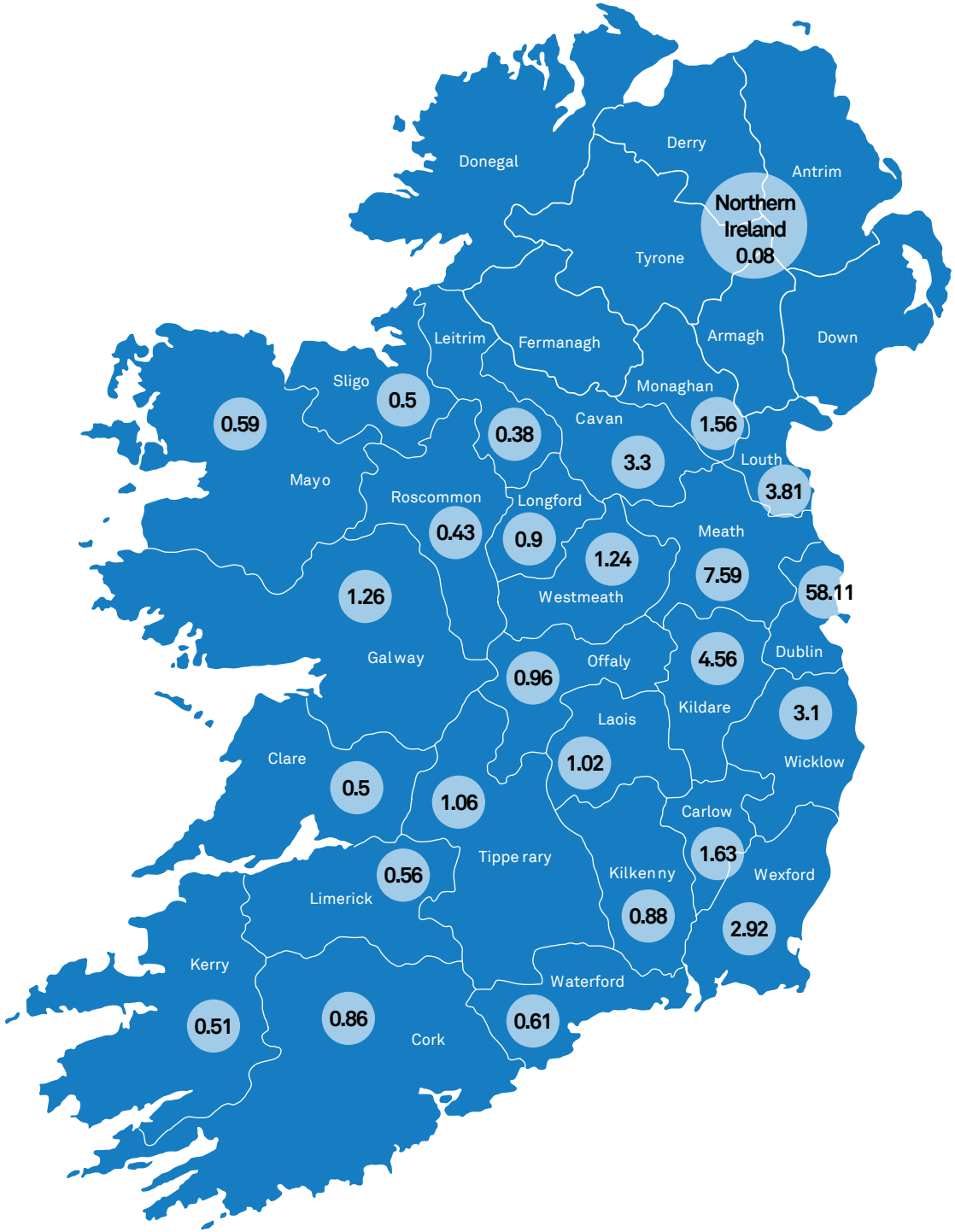
This rare disease affects children, occuring when the blood supply to the head of the femur (thighbone) disrupts. Without an adequate blood supply, the bone cells die and early age hip replacement may be necessary.

We hope to learn more about Perthes' disease aetiology, and develop surgical interventions for hip preservation.

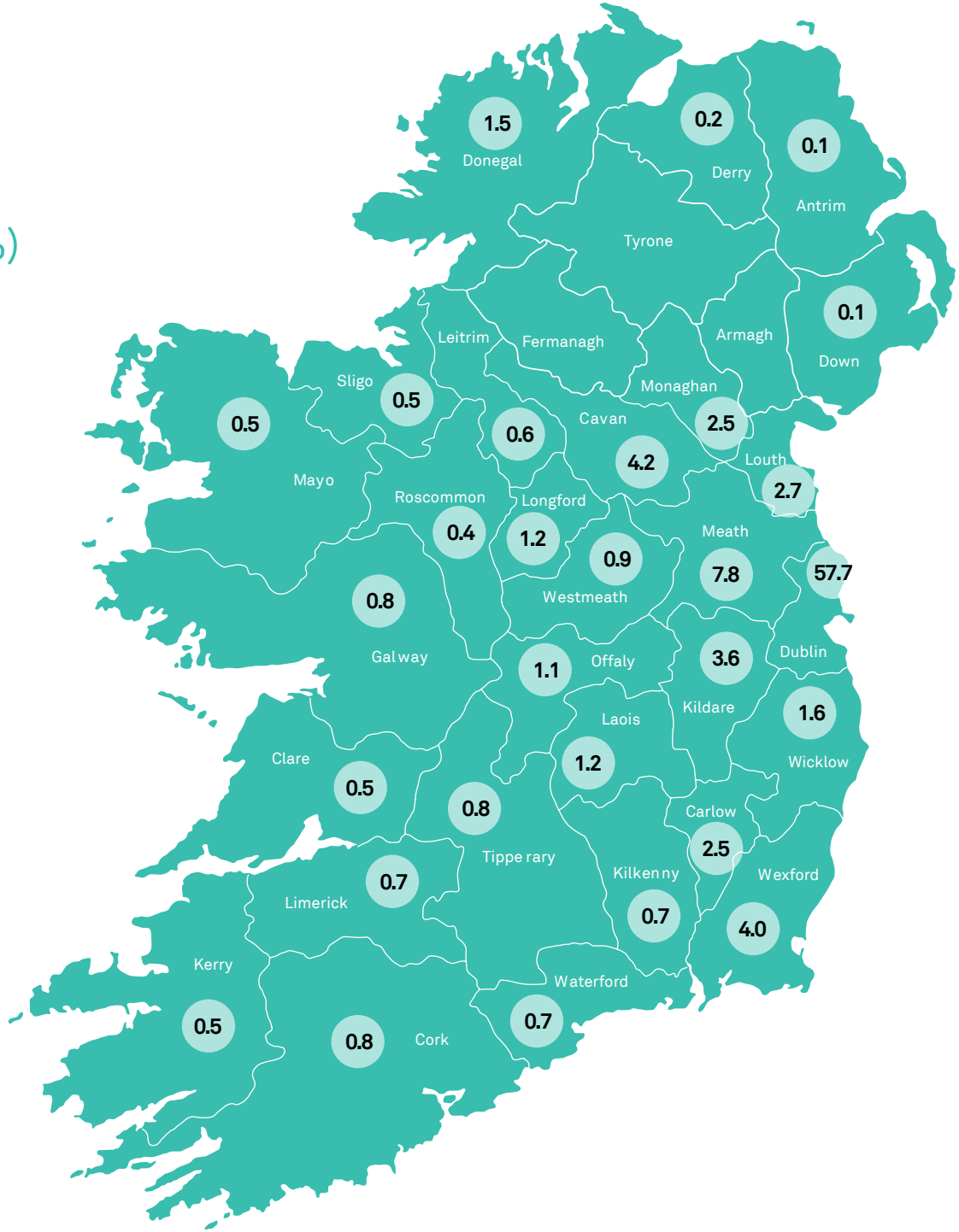


Patient Demographics

Inpatient area of residence (%)



Outpatient area of residence (%)



2021 at a Glance

Surgical activity

Orthopaedic Surgery – Adult Patients Surgical Procedures
3,790 (+9%)

Total Hip Replacement Surgery
891 (+16%)

Total Knee Replacement Surgery
747 (+.6%)

Orthopaedic Surgery – Paediatric Patients Surgical Procedures
508 (+103%)

Plasterbay
3,663 (+20%)

Outpatient clinic

Overall Attendees
25,398 (+76%)

Paediatric OPD Attendees
1,018 (+155%)

Preoperative Assessment Clinic Attendees
7,406 (+11%)

Joint Register Clinic Attendees
6,250 (+33%)

Waiting lists

Inpatient and Day Case Admission
2,680

OPD Appointment
2,548

Diagnostics

Radiological Exams
24,808 (+24%)

Laboratory Activity
171,899 (+17%)

Substantial Activity
INCREASE
Despite Disruption

Ranked HIGHEST
for Overall Patient Experience
HIQA National Inpatient Experience Survey 2021

IMPRESSIVE
Employee Retention Rate
33% of Staff have worked at NOHC for +11 years

WE ARE
→ Championing Sustainability
→ Creating Energy Efficiencies
→ Reducing Waste
→ Encouraging Sustainably Responsible Behaviours

DELIVERING
Value for Money and World-class Healthcare
Turnover €58m

Chairman's Statement

2021 was another challenging year (to say the least) for the Hospital due to Covid but again everyone stepped up to the plate and provided the usual assiduous and highly effective care and medical attention for the patients attending NOHC. This has been the hallmark of the Hospital for a number of years now and is due to the tireless and dedicated work of management and the medical and other staff of the Hospital. They all deserve huge credit for the work that they do (particularly during Covid) and I thank each and every one of you for your unrelenting commitment and selfless service on behalf of the patients at the Hospital.

The adult orthopaedic services provided by the Hospital (which are leading edge) continue to grow at pace due to the skill and hard work of the relevant consultants, medical staff and all other staff of the Hospital. In particular, I would like to thank Paul Curtin (Chair of the Medical Board) and Professor John O'Byrne (Clinical Director) for their ongoing support and unwavering loyalty to the Hospital.

Cappagh Kids is truly up and running and providing essential and timely medical care for children as young as two years of age. It has taken some of the pressure off Temple Street and Crumlin Children's Hospitals. I offer my sincere thanks and gratitude to Connor Green, Paul Connolly (Clinical Director of Paediatric Services) and all the other consultants and hard-working and devoted staff of Cappagh Kids for the unbelievably beneficial work they do for our younger patients.

The Hospital is run with enormous skill and proficiency by Angela Lee (CEO) and her senior management team. In addition to ensuring that the day-to-day operations of the Hospital run as smoothly as possible (not an easy task), they also have a keen eye on the future with the clear strategic aim of developing the campus and expanding the services provided by the Hospital (both adult and paediatric) so that as many people as possible can be treated appropriately and in a timely fashion which is critical in getting the best outcome for the patient.

During the year, Kathy O'Sullivan (greatly valued, long serving head of nursing and universally liked by staff and patients who always put the Hospital first above her own interests), Peter Keogh (a true gentleman and a tireless worker for, and supporter of, the Hospital), Eve Linders (a long serving member of the Board and while the word irreplaceable is often loosely used, I think it can fairly be attributed to Eve whose work, for example, on the Patient Care Committee is legendary) and Ger O'Leary (who, among other things, served as secretary of the Medical Board for many years) all retired. Four more exceptional, genuine and caring people you would not find anywhere and on behalf of everyone at the Hospital, I thank them for their unparalleled and truly outstanding service to the Hospital.

Joe Keeling and Tara Lillywhite joined the Board of Directors and already, they have made a significant impact. I thank them and all the other members of the Board for their invaluable and insightful contributions (both time and otherwise) throughout the year. They bear a heavy responsibility but do so willingly in the best interests of the Hospital, its staff and its patients.

No hospital can run without financial resources and in that regard, I would like to acknowledge with many thanks the support given by the HSE, IEHG and NTPF.

I hope I have not left anyone out but again, I wish to express my sincere thanks to each and every person who make the Hospital what it is – a highly efficient yet ultra-caring medical facility that always puts the welfare and care of its patients (both adult and paediatric) at the top of its agenda. Please take a bow!

Colin Byrne
Chairperson



CEO's Statement



After an unpredictable year of lockdowns, physical distancing and service transitions, we welcomed 2021 with cautious optimism. Although new year Covid-19 infections rose sharply, staff spirits were sustained with the rollout of the Hospital's vaccination programme on the 12th of January. In the proceeding months, the persistence of the pandemic continued to impact services, and once again, the National Orthopaedic Hospital Cappagh (NOHC) transitioned to trauma services to assist national efforts.

Despite a challenging operating environment, the Hospital welcomed more patients than ever before, and it is heartening to know that recent strategic initiatives to increase services and capacity are enabling more patients to receive care at the Hospital.

Living and working with Covid-19

In 2021, as new Covid-19 variants emerged, vaccinated cohorts became infected, and others succumbed to re-infection, it became clear to us that the virus will continue to disrupt services for some time to come. In November 2021, the booster vaccination programme was initiated at the Hospital, and all eligible staff availed of the opportunity to strengthen their immune response. We are living with Covid and, therefore, must commit to risk mitigation strategies to ensure safe, effective, and efficient care provision.

Activity increase despite Covid-19 challenges

During the year, surgical activity rose by 9% overall, with a 16% increase in hip replacement and revision surgeries and a substantial increase in paediatric surgical procedures. In fact, surgical activity at the Hospital has increased by almost 27% in just 5 years.

In December 2021, Mr Cashman and his team performed the 100th surgery under the Same Day Total Hip Replacement Discharge Programme. This initiative offers multiple benefits for the Hospital and its patients, and the programme is a prime example of innovation at NOHC. I congratulate the team on their success to-date.

Despite frequent cancellations and missed appointments, there were notable increases in demand for outpatient, radiology and laboratory services during the year.

In 2021, NOHC demonstrated the ability to support the Health Service Executive (HSE) and the National Treatment Purchase Fund (NTPF) to reduce national waiting lists. However, as the upward patient growth trajectory continues, more investment is required to ensure appropriate infrastructure, services and resources to meet anticipated demand.

Positive Patient Feedback

The 2021 National Inpatient Experience Survey by the Health Information Quality Authority (HIQA) yielded exceptional results, with 95% of patients attesting to a good or very good experience at NOHC. Once again, the Hospital outperformed the national and group average in all categories. We continue to reassess all aspects of care provision and implement quality improvements as necessary.

Digital Security & Transformation

Although the ransomware cyber-attack in May 2021 affected multiple systems at the Hospital, NOHC's patient management system and other core systems remained operational. Unfortunately, national systems, including the National Integrated Medical Imaging System (NIMIS), Health-mail referral system, Blood Track laboratory system and the Irish National Orthopaedic Register (INOR), were compromised by the attack, necessitating manual process deployment for a period. I wish to thank the staff for their resilience in overcoming the challenges presented by the attack. In particular, I commend the IT Department for their swift response and excellent work restoring system integrity.

In Q2 2021, NOHC began transitioning to a digital Integrated Patient Management System (iPMS). We believe this new system will have significant benefits for the Hospital, staff and patients and we are working towards a go-live date of October 2022.

Infrastructural Projects

In 2021, three significant projects were delivered for the Radiology Department, enabling improved diagnostics, surgical planning, interventional radiological treatments and disease progression monitoring. Works included the x-ray room refurbishment and equipment upgrade, the 1.5T MRI upgrade and the new CT Scanner installation.

During the year, work was undertaken to refurbish a new Cappagh Kids Inpatient Ward. We are very grateful to Amazon and Sisk Healthcare for their support with this project. Given the increase in paediatric patient numbers, it is a welcome and valuable addition to the Hospital.

We also commenced work on the refurbishment of the Convent building which will be complete in Summer 2022.

CEO's Statement continued

The Executive Management Team (EMT)

In 2021, some key members of the team retired or left in pursuit of other opportunities. We welcomed the following members to the EMT; Mr Paul Connolly, Clinical Director - Paediatric Services; Dr Abdul Hameed Khan, Honorary Secretary of the Medical Board; Ms Valerie Connolly, Director of Nursing; Ms Maria Kearns, Head of Human Resource and Ms Debbi McDermott, Interim Financial Controller. I wish to thank all the members of the Executive for their support and assistance during the year in the day-to-day management of the Hospital.

Talent Attraction and Retention

Although NOHC has an excellent staff retention rate, resourcing was perhaps one of the biggest challenges in 2021. Struggling to attract talent to senior roles, we endeavour to communicate NOHC's unique culture in job advertisements to draw potential candidates. We acknowledge the important correlation between personnel development and staff retention, and we are committed to investing time and resources to empower staff to reach their full potential.

Strategic Priorities

We forged ahead with developing a new Hospital Strategy for 2022-2025, identifying five key priorities.

Mindful of Ireland's ageing and increasing population, we intend to focus on developing our people, growing services and expanding the Hospital's footprint. Recognising the need for infrastructural investment, we will increase stakeholder engagement with our key funders, whilst continuing to explore philanthropic and fundraising opportunities to enable development. Conscious of the impact Hospital operations have on the environment, we will intensify our focus on sustainability. Additionally, we will continue to create a more connected, digital experience for staff and patients. Furthermore, we will put innovation and education at the centre of patient care, using research to improve care pathways. We intend to increase research and academic activity substantially, consolidating existing relationships and broadening our links with educational institutions, both nationally and internationally.

During the year, we continued our efforts to secure support and funding for a new ward block, theatres and High Dependence Unit. We are confident these expansion plans will significantly reduce national waiting lists, improving waiting times and outcomes for patients.

Directorship

In March 2021, Ms Kathy O'Sullivan (Director of Nursing) retired after 33 years of service at the Hospital and resigned from the Board of Directors. Over the years, Kathy made significant contributions to strategy and operations at NOHC, and I wish her the very best in her future endeavors.

Ms Eve Linders also stood down from the Board in April 2021, after 16 years of outstanding service to the Hospital. Eve chaired the Patient Care and Mission Effectiveness Committees, and made a truly remarkable contribution to patient care over many years.

During the year, we welcomed two new members to the Board, Mr Joe Keeling and Ms Tara Lillywhite. I look forward to continuing to work with them in the future.

Clinical Governance

In March 2021, Mr Peter Keogh stood down as Clinical Director and was succeeded by Prof. John O'Byrne. I wish to acknowledge Mr Keogh's significant contribution to the Hospital during his tenure as Clinical Director. Given the significant growth in paediatric services at the Hospital, a Paediatric Clinical Director, Mr Paul Connolly was also appointed during the year. I also wish to acknowledge Dr Ger O'Leary who retired in early 2021. Dr O'Leary held the position of Honorary Secretary to the Medical Board and was a valued member of the Executive Management Team. Dr O'Leary was succeeded by Dr Abdul Hameed Khan.

Performance Despite Many Challenges

NOHC met its Service Arrangement targets and will continue to work closely with the HSE, IEHG and NTPF in improving access to care. Furthermore, we will continue to support CHI in reducing paediatric waiting lists. NOHC exercised stringent financial stewardship during the year, reporting a surplus at year end.

In Conclusion

I wish to extend my sincere gratitude to the Chairperson, Mr Colin Byrne, and members of the Board of Directors for their support, commitment, expertise and leadership. I also wish to express my gratitude to the Clinical Directors, the Executive Management Team, the Medical Board, and staff across all disciplines for their help and unwavering support throughout the year.

I would also like to thank Mr Declan Lyons and the team of the IEHG, the HSE and NTPF for their continued support.

I am committed to growing and developing the NOHC Campus, creating a more sustainable platform for the delivery of quality, effective and compassionate healthcare. I look forward to continuing to work with the Board, the Executive Management Team, the Medical Board, and our staff to realise this vision.

Working together, we can make orthopaedic healthcare more accessible, deliver life-changing treatments and champion research and education for improved outcomes. Working with purpose, we can make a positive difference to the lives of many.

"No work is insignificant. All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence."

Martin Luther King Jr.



Management Structure

Corporate Governance	14
Board of Directors	15
Executive Management Team	17
Hospital Committees	18
The Medical Board	19

Corporate Governance

The National Orthopaedic Hospital Cappagh Designated Activity Company ("the Hospital" or "NOHC") is a Designated Activity Company (limited by shares) and a voluntary hospital. The Company is a wholly-owned subsidiary of Mater Misericordiae and the Children's University Hospitals Company ("MMCUH"), a company limited by guarantee.

The Company has been granted charitable status by the Revenue Commissioners. The Company operates the National Orthopaedic Hospital at Cappagh Road, Finglas, Dublin 11. It is one of twelve hospitals in the Ireland East Hospital Group (IEHG).

The Company Registration No. is 396993, and Registered Charity No (RCN) is 20058685.



Board of Directors

The Hospital is governed by a Board of Directors, comprising 11 members. Of these, 3 ex-officio members provide the Board with valuable insights into the Hospital's operations and challenges. The remaining 8 members are Non-Executive Directors from the medical, legal, financial and business sectors.

Gender balance



Members of the Board of Directors as at 31.12.2021

Mr Colin Byrne
Chairperson

Appointed to the Board 21.02.2017
Chair of the Finance Committee
Member of the Infrastructure Development Committee and Marketing/PR Committee

Mr Shane Deasy
Vice-Chairperson

Appointed to the Board 21.02.2107
Member of the Finance Committee, Strategy Steering Committee and IT Infrastructural Development Committee

Ex-Officio Members

Ms Angela Lee
CEO

Appointed to the Board 21.06.2011
Chairs numerous Hospital Committees

Mr Paul Curtin
Consultant Orthopaedic Surgeon

Appointed to the Board 01.08.2018
Chair of the Medical Board and Member of the Infrastructure Development Committee

Prof. John O'Byrne
Consultant Orthopaedic Surgeon

Appointed to the Board 05.02.2021
Member of the Research & Ethics Committee and Member of the Medical Board

Non-Executive Directors

Sr Shiela Cronin

Appointed to the Board 21.02.2006
Chair of the Clinical Governance & Clinical Risk Committee and Chair of the Patient Care/Mission Effectiveness Committee

Dr Declan Herbert

Appointed to the Board 11.12.2018
Chair of the Nominations Committee and Research & Ethics Committee

Ms Maribé Fallon

Appointed to the Board 12.09.2019
Member of the Finance Committee

Ms Michele Jackson

Appointed to the Board 29.02.2020
Member of the Nominations Committee, Infrastructure Development Committee and Marketing/PR Committee

Mr Joe Keeling

Appointed to the Board 27.05.2021
Member of the Infrastructure Development Committee

Ms Tara Lilywhite

Appointed to the Board 03.12.2021
Member of the Group Audit Committee

Board Meetings 2021

Board Member	Board Meeting February	Board Meeting April	Board Meeting May (19)	Board Meeting May (26)	Board Meeting July	Board Meeting September	Board Meeting Novemnber	Board Meeting December	Total number of Board meetings attended in 2021
Mr Colin Byrne	✔	✔	✔	✔	✔	✔	✔	✔	8
Mr Shane Deasy	✔	✗	✗	✗	✔	✔	✔	✔	5
Ms Angela Lee	✔	✔	✔	✔	✔	✔	✔	✔	8
Mr Paul Curtin	✔	✔	✔	✔	✔	✔	✔	✔	8
Prof. John O'Byrne	✔	✗	✗	✗	✔	✔	✔	✔	5
Sr Sheila Cronin	✔	✔	✔	✔	✔	✔	✔	✔	8
Mr Declan Herbert	✔	✔	✔	✔	✔	✔	✗	✔	7
Ms Maribe Fallon	✗	✔	✗	✗	✗	✔	✔	✔	4
Ms Michelle Jackson	✔	✔	✔	✗	✔	✔	✔	✔	7
Mr Joe Keeling					✔	✔	✔	✗	3
Ms Tara Lilywhite								✔	1

Executive Management Team

Comprising of senior members of the Hospital staff, the Executive Management Team is responsible for the successful implementation of strategic objectives including the safe delivery of efficient and effective patient care, and continuous improvements. At least one member of the Executive Management Team is represented on each of the Hospital's numerous committees.

Members of the Executive Management Team as at 31.12.2021

Ms Angela Lee
Chief Executive Officer (CEO)

Mr Paul Curtin
Consultant Orthopaedic Surgeon
Chair of the Medical Board

Prof. John O'Byrne
Consultant Orthopaedic Surgeon
Clinical Director - Adult Services

Mr Paul Connolly
Consultant Orthopaedic Surgeon
Clinical Director - Paediatric Services

Ms Aoife Gallagher
Chief Operations Officer (COO)

Ms Valerie Connolly
Director of Nursing

Ms Debbi McDermott
Interim Financial Controller

Ms Maria Kearns
Head of Human Resources

Mr Pat O'Neill
Head of Facilities

Dr Abdul Hameed Khan
Consultant Anaesthetist
Honorary Secretary of the Medical Board

Dr Kim Hunter
Head of the Department of Anaesthesiology



Hospital Committees

Hospital committees assume responsibility for operational efficiency, process optimisation and continuous improvement. One or more members of the Executive Management Team is represented on each committee.

Sub-Committees of the Board

- Finance
- Remuneration
- Patient Care & Mission Effectiveness
- Research & Ethics
- Clinical Governance & Clinical Risk
- Infrastructure Development
- IT Infrastructural Development
- Marketing / PR

Clinical Audit

- Orthopaedic Clinical Audit Review
- Rehabilitation Medicine Clinical Audit Review

Committees reporting to Clinical Governance and Clinical Risk / EMT

- 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
- Safeguarding
- Information Governance & Healthcare Records
- Health and Well-being
- Outpatient Service Performance Improvement
- Theatre Users

Committees reporting to the Executive Management Team (EMT)

- Health Safety & Risk Management
- Clinical Governance & Clinical Risk
- Bed Management
- Nursing Management
- Theatre Scheduling
- Hygiene Services
- Training
- Technical Services
- Department Heads
- IT Development
- Green Energy
- Marketing PR
- Information Governance
- Theatre Users

Committees reporting to Drug & Therapeutics

- Medication Management
- Pain Managemen Clinical Auditt

The Medical Board

The Medical Board comprises members of the Hospital's Consultant body. The Medical Board is chaired by Mr Paul Curtin, Consultant Orthopaedic Surgeon, who was assisted in 2021 by Honorary Secretary, Mr Abdul Hameed Khan, Consultant Anaesthetist. Convening at regular intervals, the Medical Board provides a valuable advisory service to the Hospital, ensuring high standards of surgical and medical practice, patient safety and care.

Medical Board Members as at 31.12.2021

Mr Paul Curtin
Chair

Mr Abdul Hameed Khan
Honorary Secretary

Prof. John O'Byrne
Clinical Director
- Adult Services

Mr Paul Connolly
Clinical Director
- Paediatric Services

Mr Peter Keogh
Dr Brendan McGarvey
Dr Nicholas Eustace
Dr Kim Hunter
Ms Noelle Cassidy
Mr Connor Green
Prof. Damian McCormack
Dr Conor Hearty
Prof. Eoin Kavanagh
Dr Brid McGrath
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
Ms Grainne Colgan
Prof. Geraldine McCarthy
Mr Hannan Mullet
Mr Kieran O'Shea
Ms Olivia Flannery
Mr Patrick Groarke
Prof. Stephen Eustace
Mr Marcus Timlin
Mr Seamus Morris
Prof. Conor O'Keane
Dr Conor Skerrit
Dr Bill Walsh
Dr Sheila Duggan
Dr Peter Moran
Dr Siobhan Forman
Mr Sven O'hEireamhoin
Ms Ann-Maria Byrne
Dr Niamh Long
Mr Shane O'Neill
Mr Enda Kelly
Mr Adrian Cassar Gheiti
Dr John Stack
Dr Omar Tujjar
Mr Yashir Aljabi
Ms Stacey Darwish
Dr Eamon Dolan
Dr Noel McCaffrey
Dr Pat O'Neill





Quality Standards

Purpose, Mission, Vision and Values	21
NOHC Strategy 2022 - 2025	22
The National Inpatient Experience Survey Results	23
Patient Feedback	23

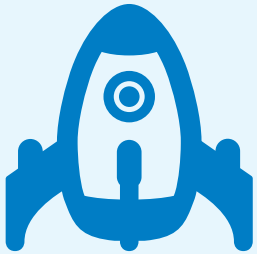
Purpose, Mission, Vision & Values

Purpose



Enhancing the quality of people's lives by providing leading specialist orthopaedic care.

Mission



We care for all patients with excellence, respecting the uniqueness of each person and treating each one with compassion and integrity.

Vision



A National Elective Orthopaedic Hospital recognised internationally as clinical and academic leaders in the field of musculoskeletal disorders and orthopaedic rehabilitation.

Values



Inclusive and patient-centric

Open and collaborative

Treating all with compassion and integrity

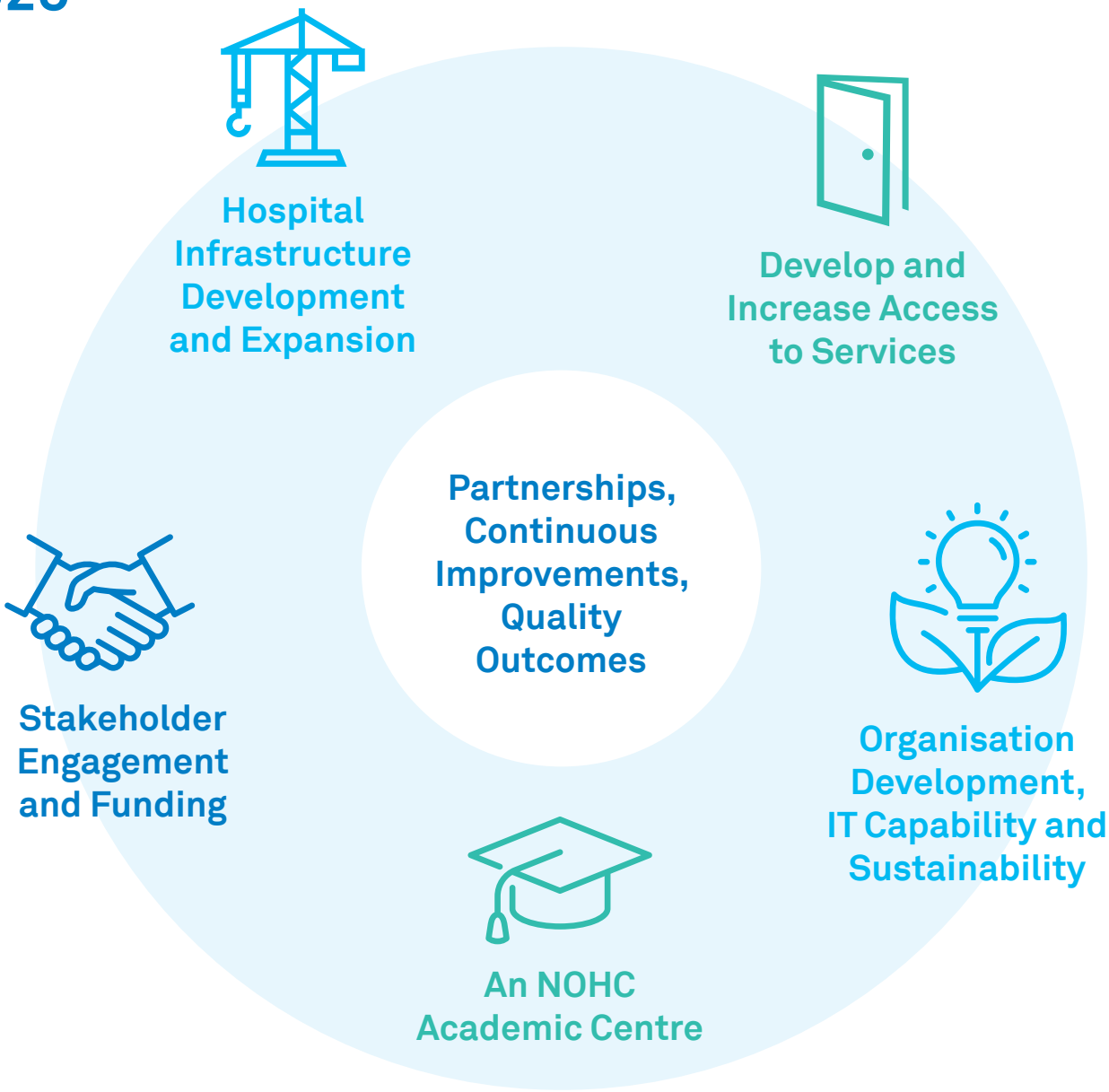
Responsive and innovative with a focus on a more sustainable future

NOHC Strategy 2022 - 2025

NOHC's Startegy 2022-2025 identifies 5 key priorities for the next four years.

The strategy aims to improve patient care, focussing on access and services, infrastructure, IT and academia. Mindful of our impact on the environment, sustainability remains central to the Hospital's development and operations.

NOHC will explore public and private funding streams to realise the Hospital's vision of becoming an internationally recognised centre of musculoskeletal and orthopaedic excellence.



The National Inpatient Experience Survey
Results 2021

Of the 40 participating hospitals nationally, NOHC ranked highest for "Overall Patient Experience" with 95% of patients reporting a good or very good experience at the Hospital. In addition, NOHC continues to outperform the national average across all stages of care.

In 2021, a new category "Care during the Pandemic" was introduced and I'm proud to report we scored a solid 8.1 rating, which is impressive considering the Hospital's temporary transition to trauma services.

9.5
REPORTED A GOOD OR VERY GOOD EXPERIENCE
NATIONAL AVERAGE 8.1

9.1
CARE ON THE WARD
NATIONAL AVERAGE 8.1

8.8
EXAMINATION, DIAGNOSIS & TREATMENT
NATIONAL AVERAGE 8.0

8.6
DISCHARGE / TRANSFERS
NATIONAL AVERAGE 6.9

8.1
CARE DURING THE PANDEMIC
NATIONAL AVERAGE 7.5

157 RESPONDENTS
-18% ON 2019

Patient Feedback

"I honestly feel the hospital has an excellent system. It's so efficient and a feeling of happy and safe staff there for you."

"The people, the care I was given, the food, everything was great."

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

"My experience at Cappagh Hospital was amazing. I highly recommend them."

"I was treated with great care during my stay there. The entire staff were very kind, caring and helpful and all of that helped my recovery. I couldn't praise them enough."



Extraordinary Patient Care

Theatre Activity

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Catering Services	31

Theatre Activity

Adult Orthopaedics

Highlights

+26.8% Increase in surgical activity over 5 years

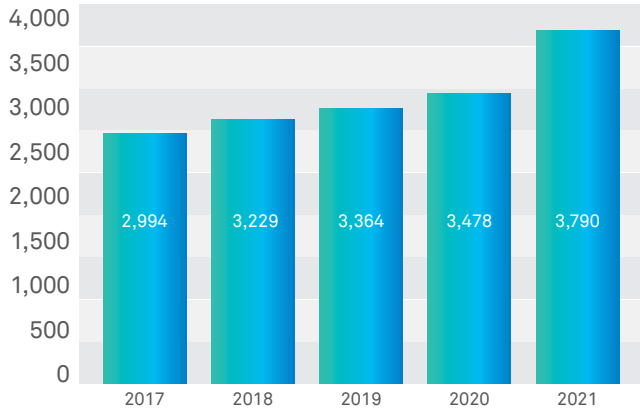
+9% Increase in surgical activity in 2021

3,790 Surgical procedures

Surgical procedures

Shoulder	285
Elbow	62
Spine	120
Hand & wrist	362
Total hip replacement and revision	891
ACL	8
Arthroscopy knee	148
Total knee replacement and revision	747
Ankle	7
Foot	460
Bone tumours	49
Trauma / Plastics	12
Minor theatre	56
Intermediate	483

5 Year Overview of Surgical Procedures at NOHC



Top 5 surgical procedures

Total hip replacement and revision	891
Total knee replacement and revision	747
Foot surgery	460
Hand surgery	362
Shoulder surgery	285

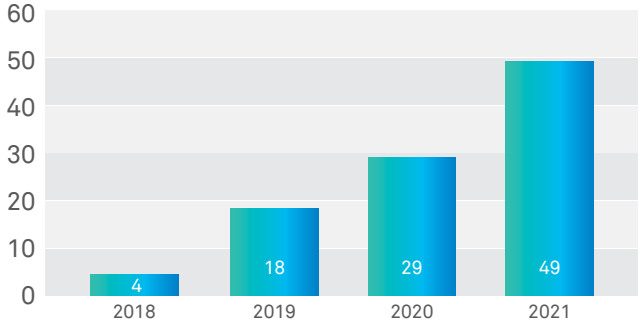
A significant increase in hip, hand and shoulder surgeries was recorded in 2021. In addition, 120 spinal procedures were performed at NOHC during the year.

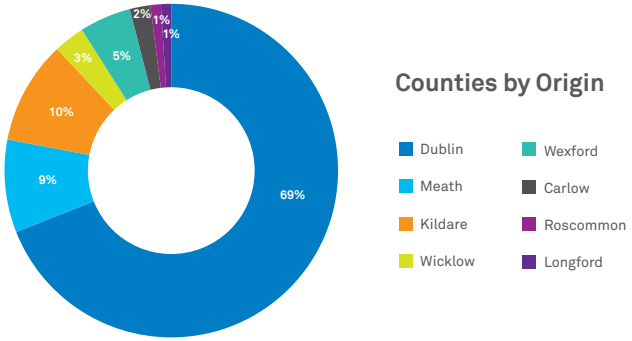
The service transitioned to trauma for a time in January 2021 and a number of patients received trauma treatment requiring plastic surgery during this period.

The Same Day Total Hip Replacement (THR) Discharge Programme

The Same Day THR Discharge Programme gained momentum as the team performed the 100th surgery in December 2021. Eligible patients received comprehensive Preoperative Assessments to ensure their suitability for the programme in advance of surgery. They also received detailed educational sessions, equipping them with the knowledge and confidence to continue their recovery at home. Programme participants ranged from 32 years to 65 years of age. The majority resided in Dublin, however, some hailed from further afield, including the counties of Roscommon and Longford.

100 cases performed in 4 years





Theatre Activity continued

Same Day THR Discharge Programme Benefits

The programme delivers many benefits including:

Patient

- Enhanced recovery
- Less anaesthetic
- Reduced pain through early mobilisation
- Reduced risk of hospital-acquired infection
- Reduced risk of deep vein thrombosis, and other associated complications
- Patients sleep better at home and recover faster

Hospital

Bed flow, resource utilisation and cost efficiencies

We look forward to building on the programme's success to date so that a greater number of patients can safely and effectively convalesce in the comfort of home.

Paediatric Orthopaedics

Highlights

+159% New patients in OPD

+53% Review patients in OPD

333 Daycase admissions

928 Daycase reviews

A considerable increase in paediatric orthopaedic activity was reported in 2021, as 1,018 young patients visited the Cappagh Kids Outpatient Department, 333 children underwent day case procedures and 175 patients received inpatient treatment.

40 Spinal Fusions were completed during the calendar year. In addition, the limb reconstruction team applied 47 frames, removed 32 frames and held 717 patient consultations.

We introduced new personnel, disciplines and expertise to the Cappagh Kid's team, extending our service capabilities in neurodisability. We also worked closely with Children's Health Ireland, accepting patients from The Children's University Hospital Temple Street reducing national waiting lists and surgical waiting times for children.

The bright and colourful Cappagh Kids Outpatient Clinic and Inpatient Departments are welcoming environments for our young patients and their families, and we look forward to developing and enhancing services for our paediatric patients in the coming years.

Bone Tumour Centre

Highlights

130 Clinics

188 (+34%) New referrals

838 (+23%) Patient reviews

130 Outpatient clinics

The Bone Tumour Centre experienced a high demand for services during the year as 188 new patients consulted the service and 838 attended review consultations. Mr Gary O'Toole and Mr Alan Molloy and Ms Margaret Cavanagh provide exceptional care for patients coming to terms with a cancer diagnosis and post-operative patients attending for disease progression monitoring. The Bone Tumour Team collaborated with the National Sarcoma Service Multi-disciplinary Team, providing advice for best practice tumour biopsy to national orthopaedic surgeons, and performing the biopsy and surgical resection of complex tumour masses.

In November 2021, Ms Margaret Cavanagh, Clinical Nurse Specialist, retired after 41 years of service. Margaret is highly regarded by the many patients and colleagues she encountered during her time at NOHC and she is greatly missed.

Clinics & Services

Radiology

Highlights

24,808 (+24%) Radiological exams

2,368 (+34%) Interventional Radiological Procedures

551 (+47%) Dexa scan

4,613 (+2%) MRI scan

77 CT scan

The Radiology Department welcomed the refurbishment and installation of a new x-ray machine, 1.5T MRI Scanner and CT scanner during the year. Despite the disruption of construction works, the impact of the ransomware cyber attack on the National Integrated Medical Imaging System (NIMIS), and staff training in new technologies, the Radiology Department responded to a significant increase in demand for services, providing 24,808 radiological examinations and conducting 2,368 Interventional Radiological Procedures.

The purchase and installation of the new CT scanner was enabled by the generosity of patrons of the Orthopaedic Sports Imaging Centre Cappagh and the Cappagh Hospital Foundation. This incredible technology enhances our diagnostic, treatment and disease surveillance capabilities.

Outpatient clinics

	New	Review	Total Attendees	Clinic Held
Orthopaedic	2,426	3,911	6,337	550
Oncology	188	838	1,026	130
Rheumatology	94	61	155	32
Sports & Exercise	287	414	701	116
Musculoskeletal (MSK) Triage	2,168	1,355	3,523	422
Joint Register	-	7,406	7,406	-
Preoperative Assessment	6,250	-	6,250	-

Outpatient Clinics experienced a sharp rise in activity in 2021, despite the prevalence of COVID-19. Significant increases were recorded in Orthopaedic, Oncology and MSK Clinics. In addition, the Joint Register Clinic attendees rose by 2,708 cases, despite the Irish National Orthopaedic Register (INOR) system's failure, following the ransomware cyber attack in May.

Covid-19 continued to disrupt services and records indicate 370 new patient referrals failed to attend their appointment and a further 164 patients did not attend review appointments at the Hospital.

Rehabilitation unit

Highlights

153 Patients Discharged in 2021

The Rehabilitation Unit, which is led by Consultant Geritricians, provides personalised rehabilitation programmes for older adult patients recovering from an acute medical episode. Our aim is to restore function, mobility, strength, stamina and confidence to patients, so they can regain independence. Programme participants comprise patient transfers from Connolly Hospital and post operative patients from NOHC. Capacity at the Rehabilitation Unit currently stands at 20 beds and 153 patients were discharged in 2021 following treatment in the programme.

Clinics & Services continued

Nursing

Safe staffing

The Framework for Safe Nurse Staffing and Skill Mix in General and Specialist Medical and Surgical Care Settings in Adult Hospitals in Ireland 2018 published by the Department of Health clearly identifies the necessity to determine nursing workforce requirements to meet sustainable, high quality, safe patient care and support. Through the redeployment of staff and agency conversion following the application of this framework to the inpatient adult wards in NOHC, we ensured all wards meet the required standard for the provision of high quality patient-centred care.

Discharge Lounge

As part of our commitment to improving the patient experience, we introduced a Discharge Lounge for surgical patients on the 14th July 2021 in St Teresa's Ward, operating from 09.00 - 13.00 Wednesday - Friday. The discharge lounge was in use 56 days out of 75 days to year end and facilitated 36% of NOHC's patient discharges. We are planning a patient questionnaire for 2022 to review patient satisfaction with this service for continuous improvement purposes.

COVID-19

The challenge of COVID-19 still remained in 2021 with staff and patients requiring swabbing, management of symptoms and the roll out of the vaccination programme. The Infection Prevention Control and Occupational Health nursing teams led these programmes.

COVID-19 continued to challenge visiting arrangements for patients and their families. Throughout 2021 visiting arrangements were regularly reviewed in line with national guidance. Scheduled visits were arranged for patients in the Rehabilitation Unit on request and for compassionate reasons on the elective surgical wards. There is a patient questionnaire planned for 2022 to survey patient preference in relation to visiting arrangements once COVID-19 restrictions are lifted.

Advanced nursing practice

An Advanced Nurse Practitioner (ANP) is a highly skilled and experienced expert in clinical practice and provides a complete episode of care in response to patient needs which includes; patient assessment informed by relevant examinations and diagnostics, medication prescribing, patient referral and follow up as required. The evaluation of the impact of implementing a draft policy to develop Advanced Nursing Practitioners (cANPs/RANPs) demonstrates the implementation of the role has a positive impact for both patients and services.

With the support of the Nursing and Midwifery Planning and Development Unit Dublin North, we appointed Ms AnnMarie Flanagan as our first candidate Advanced Nurse Practitioner (cANP). AnnMarie's role is in enhanced arthroplasty and will progress the role working in collaboration with the wider multi-disciplinary team at Clinical Nurse Specialist level in implementing the same day hip surgery pathway.



Clinics & Services

Plasterbay

Plasterbay provides services for paediatric and adult patients at NOHC. In 2021, Plasterbay provided services for greater patient numbers.

3,663 (+20%) Attendees
+25% Daycase attendees
+25% Daycase reviews

Therapy Services

Therapy services provide occupational therapy physiotherapy hand therapy and speech and language services. In addition, they provide dietetics, podiatry and clinical psychology services and operate specialist Injection Clinics and Musculoskeletal Triage Clinics.

32,763 Physiotherapy sessions
4,073 Occupational therapy sessions
3,523 MSK clinic attendees
323 Joint Injections
246 Hand Therapy Sessions

Medical Social Work (MSW)

The Medical Social Work Department provide services for patients and their families, helping them to cope with hospitalisation, connecting families with community services, providing emotional, financial and welfare supports. Medical Social Workers offer advice and advocacy, ensure child protection and adult safeguarding, assist discharge planning and transportation for patients living remotely. The team also support colleagues through education and information.

968 (+6%) Referrals
145 (+179%) Paediatric Referrals

- Dedicated Medical Social Worker appointed to Cappagh Kids
- 82% compliance with Children First Training
- Established convalescence service with local provider
- Staff participating in RCPI Leadership and Quality Improvement in Healthcare, HSE Professional Supervision Training for HSCPs and CMG Events Assessing Capacity Workshop Training

National Bone Bank

The National Bone Bank, Ireland's bone retrieval and banking service is headquartered at NOHC with satellite banks at Croom Orthopaedic Hospital, Limerick and Our Lady's Hospital, Navan. Established in 1996, the service provides national hospitals with femoral head allograft for use in surgical procedures.

100 Femoral Heads Harvested
130 Femoral Heads Used for Reconstruction Surgery
110 Structural Allografts Imported
34 National Public and Private Hospitals supplied with Product

Pathology

The Pathology Department provides laboratory diagnostic services for the Hospital's inpatient and outpatient departments, including blood transfusion, haemovigilance, biochemistry, haematology and microbiology testing.

167,163 (+13%) Internal tests
4,736 External tests

Operations

Human resources

33% staff in service for 11 years or more

Staff number	**522**
Years of service	
0-5 years	311
6-10 years	69
11-15 years	24
16-20 years	41
20+ years	77

Gender & age demographic	**M**	**F**
<19yrs	0	0
19 - 25 years	0	4
26 - 34 years	26	65
35 - 44 years	38	125
45 - 54 years	34	125
55 - 64 years	23	71
Over 65 years	4	7

The Hospital's excellent staff retention rate is a testament to the unique and wonderful culture at NOHC. NOHC is an equal opportunities employer. Our people create the patient experience and we are committed to employing the right candidates for roles advertised.

Facilities

1. Hospital Development Plans

The Hospital is proposing the development of additional surgical theatres, a new higher dependency unit (HDU), and inpatient ward Blocks. The proposed development will deliver 3 new surgical theatres, increase the HDU capacity to 10 beds, and the Hospital inpatient capacity by 86 beds. A funding decision is currently pending with the HSE and Department of Public Expenditure.

2. Masterplan

We are exploring opportunities to optimise the campus utilisation at NOHC in consultation with RKD Architects. Consideration is being given to:

- The demolition and replacement of the existing hospital over 3-4 phases
- A new build multi-storey hospital to the North of the existing site
- New build multi-story Hospital to the South of the existing site.

3. Cappagh Kids Outpatient Clinic

In Q4 2021, work on the Cappagh Kid's Outpatient Clinic was completed, however the clinic opening was delayed pending the issue of a Fire Safety Certificate by Fingal County Council. I'm delighted to report that this certificate was received on 12th January 2022. We hope to celebrate the official opening of the Clinic in the months to come.

The further development of the Clinic to include a Paediatric Radiology Suite (Phase 3) and clinical spaces requires budget allocation and we are currently exploring funding streams to enable this development. In addition, staff facilities, educational facilities and a Household/ Cleaners Store are needed in the long term. We intend to submit a planning application for these works in Q2 2022, in anticipation of funding being made available.

4. Theatre Upgardes

Theatre 3 and 4 share mechanical and electrical systems that have reached end of life. Upgrading theatres will impact surgical activity, as both theatres will become simultaneously inoperative. We are exploring modular build surgical theatres to ensure surgical procedures and patient throughput are unaffected by upgrade works.

5. Theatre Changing and Welfare Facilities

Short term measures for the expansion and upgrading of Theatre Changing and Welfare Facilities are substantially completed, however long-term measures, are yet to commence. The aged infrastructure presents uncertainties and alternative theatre changing and welfare facilities will be required during the construction period. The costs for this project are significant and contingent on budget allocation.

Operations

IT

- The Integrated Patient Management System (IPMS) implementation was initiated in 2021 and is well progressed, with an expected go-live date of Q4, 2022.
- Improved cyber security was introduced following the ransomware Cyber Attack in May 2021.
- The Hospital is in discussion with the HSE regarding GDPR and Data Control for the implementation of the Health Performance Visualisation Platform (HPVP).

Catering services

The catering department provided a full and uninterrupted service for staff and patients at the Hospital despite Covid-related disruptions. Adopting a strategic approach to ensure service continuity, the team split into 2 pods for early and late shifts.

During the year, the department welcomed the Hospital's decision to invest in a new electronic patient meal ordering system to improve efficiencies and enhance the patient experience.





World-class Research & Education

Research	33
Medical and Surgical Education	37
Nurse Education	37
Casting & Splinting Programme	38

Research

35 Research applications submitted

14 of 51 papers presented at the International Orthopaedic Association (IOA) Meeting

€125,766 Research Funding Award

21 Research publications

2 Citations

33% Increase in Joint Register activity



Research Applications

We are delighted to report that research activity continued in earnest at NOHC, despite the challenges of 2021. Of 35 Research Applications submitted during the year, 30 were approved by the Research & Ethics Committee. We are firmly committed to further enhance research at the Hospital, to improve outcomes.

NOHC dominates representation at International Event

14 of the 51 papers shortlisted and presented at the International Orthopaedic Association (IOA) meeting on the 19th June 2021, were from NOHC. This is an incredible achievement, when you consider the global participation in this event.

Research Funding Award

Perhaps one of the most significant achievements in 2020/2021 was the successful award of research funding for the National Roadmap for Facial PPE Sterilization from Science Foundation Ireland / Enterprise Ireland Award under the SFI COVID-19 Rapid Response Funding Call. Donal O'Shea, Steve Kerrigan, Richard Arnett (RCSI), John O'Byrne, John Gibbons, (National Orthopaedic Hospital, Cappagh), Oran Murphy, Hannah McMahon (Zenhnacker Healthcare) secured funding of €125,766 and Dr Mihai Rotaru presented the findings on this project at 2021 IOA.

Research Collaborations

Collaborative research continues, particularly with RCSI and Professor Fergal O'Brien, using the most modern tissue engineering techniques to examine cartilage regeneration. This has been carried out in conjunction with the National Orthopaedic Hospital as the clinical site providing clinical material and the sophisticated laboratory processes have taken place in RCSI. This has been published and presented extensively.

The Department continues to encourage research in all areas and Mr James Cashman has developed a comprehensive programme ensuring research succession.

Research Papers

Throughout 2021, several NOHC research papers were published in High Impact International Journals and cited by PubMed/National Library of Medicine/Congress, WA, USA. listing of publications is overleaf.

Research continued

Research	Researchers	Publication	Reference
Regional Trauma Patterns during the COVID-19 pandemic	Peter Staunton, John P. Gibbons, Peter Keogh, Paul Curtin, James P Cashman, John M O'Byrne.	Journal of Surgery 2021, Apr; 19(2): P 49-52	PMCID: 32893129
Knowledge of face masks and attitudes to re-sterilisation among healthcare workers	Ciara O'Byrne, Fred Kenny, Sarah Eustace, John P. Gibbons	Ir J Med Sci. 2021 Feb 8 : 1–6. doi: 10.1007/s11845-020-02493-z [Epub ahead of print]	PMCID: PMC7870031
Regional Trauma Patterns during the COVID-19 Pandemic	Peter Staunton, John P. Gibbons, Peter Keogh, Paul Curtin, James P. Cashman, John M. O'Byrne	Surgeon. 2021 Apr; 19(2): e49–e52. Published online 2020 Aug 13. doi: 10.1016/j.surge.2020.08.003	PMCID: PMC7425548
Crisis Change Management during COVID-19 in the Elective Orthopaedic Hospital: Easing the trauma burden of acute hospitals	John P. Gibbons, Siobhan Forman, Peter Keogh, Paul Curtin, Ruth Kiely, Geraldine O'Leary, Conor Skerritt, Kathy O'Sullivan, Keith Synnott, James P. Cashman, John M. O'Byrne	Surgeon. 2020 Sep 8 doi: 10.1016/j.surge.2020.08.008 [Epub ahead of print]	PMCID: PMC7834163
Methods to Mitigate Industry Influence in Industry Sponsored Research	McDonnell JM, Dalton DM, Ahern DP, Welch-Phillips A, Butler JS.	Clin Spine Surg. 2021 May 1;34(4):143-145 . doi: 10.1097/BSD.0000000000001098	PMID: 33086256.
A Physiotherapy Triage Service for Orthopaedic Upper Limb Service: an effective way to reduce clinic visits and identify patients for operative intervention	Lyons RF, Cassells M, Hynes D, Mullett H, Groarke PJ.	Ir J Med Sci. 2021 May 27:1–5. doi: 10.1007/s11845-021-02606-2. Epub ahead of print	PMID: 34041692; PMCID: PMC8154104
An orthopaedic response to challenges faced by regional referral centres during a national cyber-attack	Feeley A, Lee M, Crowley M, Feeley I, Roopnarinesingh R, Geraghty S, Cosgrave B, Sheehan E, Merghani K.	Under viral attack: Surgeon. 2021 Nov 12:S1479-666X(21)00164-5. doi: 10.1016/j.surge.2021.09.007. Epub ahead of print	PMID: 34782238
Use of biomaterials in scaphoid fracture fixation: - A Systematic Review	Feeley A, Feeley I, Ni Fhoghlú C, Sheehan E, Kennedy M. Clin	Biomech (Bristol, Avon). 2021 Oct;89:105480. doi: 10.1016/j.clinbio-mech.2021.105480. Epub 2021 Sep	PMID: 34530377
Instant messaging apps and data protection: combining to improve hip fracture care?	Crozier-Shaw G, Hughes AJ, Cashman J, Synnott K.	Ir J Med Sci. 2021 Apr 5:1–5. doi: 10.1007/s11845-021-02612-4. Epub ahead of print	PMID: 33818739; PMCID: PMC8020372
Is there a variance in complication types associated with ALIF approaches? A systematic review	Feeley A, Feeley I, Clesham K, Butler J.	Acta Neurochir (Wien). 2021 Nov;163(11):2991-3004. doi: 10.1007/s00701-021-05000-0. Epub 2021 Sep 21.	PMID: 34546435; PMCID: PMC8520518
Comparison of a Dual-surgeon versus Single-surgeon approach for Scoliosis Surgery: - A Systematic Review and Meta-Analysis"	Hayes JW, Feeley I, Davey M, Borain K, Green C.	Eur Spine J. 2021 Mar;30(3):740-748. doi: 10.1007/s00586-021-06717-3. Epub 2021 Jan 13.	PMID: 33439334

Research	Researchers	Publication	Reference
Patient Recall of Informed Consent at 4 Weeks after Total Hip Replacement with Standardised versus Procedure-Specific Consent Forms	Pomeroy E, Shaarani S, Kenyon R, Cashman J.	J Patient Saf. 2021 Sep 1;17(6):e575-e581. doi: 10.1097/PTS.0000000000000412	PMID: 28858002
Evaluating Posterior Cruciate Ligament Integrity in Inflammatory Arthritis Patients prescribed Biologic Agents: A Radiological Case-Control Study	Nolan P, O'Sullivan M, Gorman Á, Eustace S, Mohammad A, Sheehan E.	Cureus. 2021 Feb 5;13(2):e13160. doi : 10.7759/cureus.13160	PMID: 33575154 Free PMC article
Establishing a Virtual Clinic for Developmental Dysplasia of the Hip: A Prospective Study	Murphy EP, Fenelon C, Kennedy JF, O'Sullivan MD, Noel J, Kelly PM, Moore DP, O'Toole PJ.	J Pediatr Orthop. 2021 Apr 1;41(4):209-215. 0 doi:10.1097/BPO.0000000000001755	PMID: 3349204
The Evolving Roles of MRI and Ultrasound in First-Line Imaging of Rotator Cuff Injuries	Zoga AC, Kamel SI, Hynes JP, Kavanagh EC, O'Connor PJ, Forster BB.	AJR Am J Roentgenol. 2021 Dec;217(6):1390-1400. doi: 10.2214 /AJR.21.25606. Epub 2021 Jun 23	PMID: 34161130
Response to Letter to the Editor on "Perioperative Mortality after Hemiarthroplasty for Displaced Femoral Neck Fractures - A Systematic Review and Meta-Analysis"	Fenelon C, Murphy EP, Pomeroy E, Murphy RP, Curtin W, Murphy CG.	J Arthroplasty. 2021 May;36(5):e40. doi : 10.1016/j.arth.2021.01.062	PMID: 33931154 No abstract available.
Revision of Total Knee Replacement (TKR) secondary to raised cobalt levels: Should this be considered in the painful TKR patient?	Kenny F, Gibbons JP, Keogh P, O'Byrne J.	BMJ Case Rep. 2021 Jul 15;14(7):e240674. doi: 10.1136/bcr-2020-240674	PMID: 34266815
Intermediate to Long-Term follow-up of Distal Femoral Replacements in the Treatment of Neoplastic Disease about the Knee	Murphy EP, Conway S, Fenelon C, Dawson PH, O'Toole GC, Molloy AP.	Arthroplast Today. 2021 Apr 27;9:35-39. doi: 10.1016/j.artd.2021.03.014. eCollec -tion 2021 Jun	PMID: 33997206 Free PMC article
Postoperative Infection Risk in Total Joint Arthroplasty after Perioperative IV Corticosteroid Administration: A Systematic Review and Meta-Analysis of Comparative Studies	Feeley AA, Feeley TB, Feeley IH, Sheehan E.	J Arthroplasty. 2021 Aug;36(8):3042-3053. doi: 10.1016/j.arth.2021.03.057. Epub 202 1 Apr 24	PMID: 33902983
Good mid- to long-term results of the cemented Oxford Phase 3 uni-compartmental Knee Arthroplasty in a non-designer centre	Moore DM, Sheridan GA, Welch-Phillips A, O'Byrne JM, Kenny P.	Knee Surg Sports Traumatol Arthrosc. 2021 Jul 12. doi: 10.1007/s00167-021 -06665-x. Online ahead of print	PMID: 34251470
The Influence of Running on Lower Limb Cartilage: A Systematic Review and Meta-analysis	Khan MCM, O'Donovan J, Charlton JM, Roy JS, Hunt MA, Esculier JF.	Sports Med. 2021 Sep 3. doi: 10.1007/ s40279-021-01533-7. Epub ahead of print	PMID: 34478109

Research continued

Citation

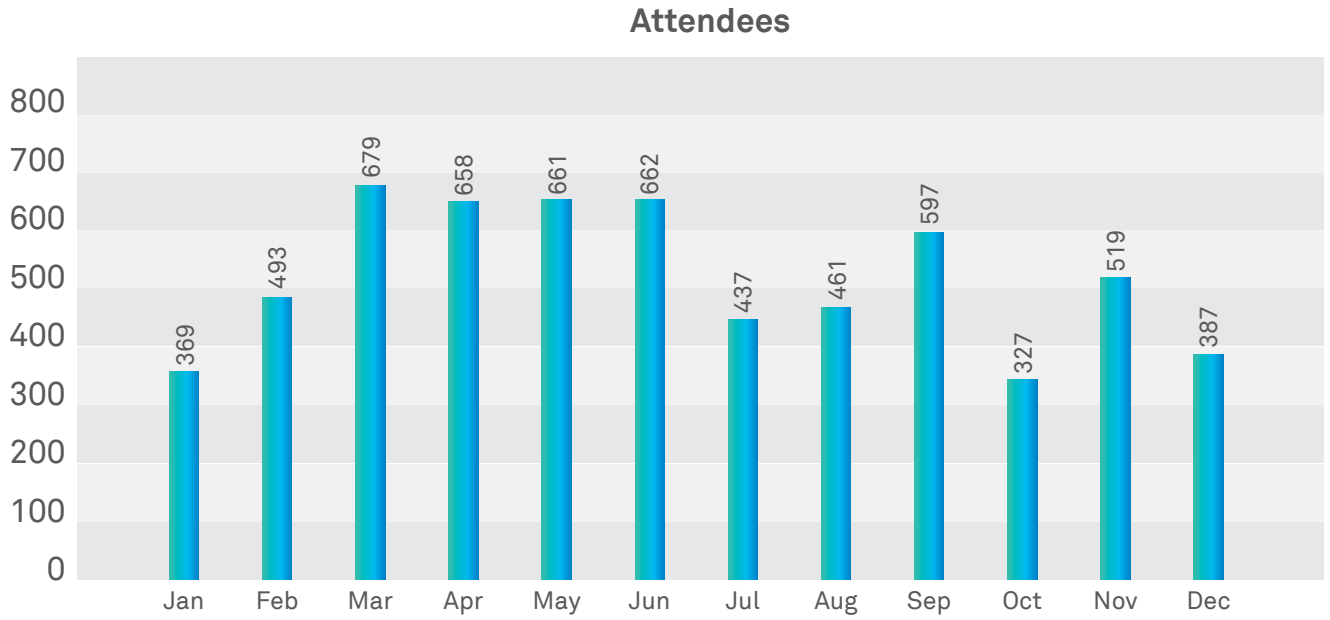
Dr J. O'Donovan, Consultant in Sports & Exercise Medicine, participated in collaborative research cited by the New York Times. and the original published paper reflects this.

1. New York Times "How to Save your Knees Without Giving up your Workout. https://www.nytimes.com/2021/11/19/well/workout- exercise-knee-health.html

2. The Influence of Running on Lower Limb Cartilage: A Systematic Review and Meta-analysis. Khan MCM, O'Donovan J, Charlton JM, Roy JS, Hunt MA, Esculier JF. Sports Med. 2021 Sep 3. doi: 10.1007/s40279-021-01533-7. Epub ahead of print. PMID: 34478109 https://pubmed.ncbi.nlm.nih.gov/34478109/

Irish National Orthopaedic Register (INOR)

There was a 33% increase in INOR and Cappagh Joint Register attendances during 2021. The service experienced significant disruption following the ransomware cyber attacks and systems were inoperable for a time.





Medical and Surgical Education

Medical Education

Department Head: Professor John O'Byrne
PA/Academic Administrator: Ursula Gormally

Lecturers 2021 – 2022: Dr Richard Downey
Dr Sandra O''Malley
Dr Sam Gaine
Dr David Lennon

Medical Students

Full return to on-site clinical teaching commenced in early September 2021 with UCD undergraduate students. Whilst the start of the academic year was a month late, we compensated by hosting these students right up until Christmas week. COVID-19 restrictions and regulations were in place and whilst we did have one or two students reporting COVID-19 symptoms, they were tested by UCD and either returned to their placement or remained off, this did not lead to issues in the Hospital, and no student in fections were traced to NOHC.

In January 2022, RCSI students commenced their NOHC placements. Full COVID-19 restrictions remained in place and there were no issues for the hospital.

New Education & Research Department

Throughout the latter part of 2021 to 2022, extensive refurbishment has taken place on the top foor of the NOHC convent building, which has been designated as an academic unit.

Professorial and academic administration offices have been refurbished. There are also further rooms which will be designated as Research Rooms and Lecturer Rooms.

The Library facility has moved to the rear of the house with extensive refurbishments and top of the range AV facility.

There are also refurbishments to dedicated break areas and small seminar rooms for students and for academic activity.

The SAC (Specialist Advisory Committee in Orthopaedic & Trauma Surgery of Joint Royal Colleges of Great Britain and Ireland) visited the hospital to carry out an inspection for the re-accreditation of NOHC as a training hospital for Higher Speciality training. The academic and research facilities and environment at NOHC were singled out for particular praise.

Nurse Education

542 Successful course completions at NOHC
12 Post Graduate Diplomas in Orthopaedic Nursing
2 Post Graduate Certificates in Nursing (Orthopaedic Nursing)
2 Post Graduate Certificates in Nursing

In 2021, new placements for undergraduate nurses from UCD were facilitated in the High Dependency Unit, Day Care Unit, St Anthony's Rehabilitation Unit and the Cappagh Kid's Ward. We also increased the number of undergraduate surgical placements.

The specialist programme in Orthopaedic Nursing at NOHC was established in 1986. To date 542 Nurses have completed courses at NOHC:

- 234 Nurses received a Certificate in Orthopaedic Nursing
- 124 Nurses received a Diploma in Orthopaedic Nursing
- 78 Nurses have received a Diploma in Orthopaedic Nursing
- 107 Nurses have received a Post Graduate Diploma in Nursing (Orthopaedic Nursing) or a Post Graduate Certificate in Nursing (Orthopaedic Nursing).

These programmes were undertaken in conjunction with the School of Nursing RCSI / National University of Ireland and National Orthopaedic Hospital, Cappagh from different orthopaedic units around Ireland (Cappagh, Kilcreene, Waterford, Kerry, Croom, Galway, Limerick, Tallaght, Connolly, Drogheda and Crumlin).

NOHC continues to provide a hybrid delivery model for nurse education, ensuring access for all, regardless of public health guidelines and geography.

Medical and Surgical Education continued

Casting Education Centre

In September 2021, Casting Education Programmes recommenced for nurses and doctors. One Day and Two-day courses in Casting and Splinting Techniques provide best in practice education in an ideal clinical environment which received excellent results. We are fortunate that NOHC has the specialised staff and expertise to facilitate this training for staff across the country.

The MSK Casting and Splinting Professional Certificate (RCSI) commenced in September and will finish in May. We were delighted to deliver this programme despite Covid Restrictions. The Post Graduate Programme through RCSI is proving its worth in the busy trauma and orthopaedic units nationwide.

Class of 2019/20 – Virtual Graduation





Financial Performance

Statement of Income and Retained Earnings 40
Balance Sheet 41

Statement of Income and Retained Earnings
for the Financial year ended 31st December 2021

	2021 €'000	2020 €'000
TURNOVER		
Revenue grants (HSE)	**42,416**	42,314
Active Rehabilitation Unit (HSE)	**2,626**	2,677
Patient income	**8,868**	8,736
Other income	**3,004**	2,778
Capital grant amortisation	**1,086**	982
	58,000	57,487
COSTS		
Staff costs	**(34,219)**	(34,731)
Non-pay costs	**(21,873)**	(21,496)
Depreciation	**(1,086)**	(1,305)
	(57,178)	(57,532)
Operating surplus	**822**	(45)
Exceptional item	**0**	0
Interest payable and similar charges	**(49)**	(16)
Surplus on ordinary activities before taxation	**773**	(61)
Taxation	**0**	0
Surplus on ordinary activities after taxation	**773**	(61)
Retained earnings at the beginning of the reporting period	**794**	855
Retained earnings at the end of the reporting period	**1,567**	794

Balance Sheet as at 31st December 2021

	2021 €'000	2020 €'000
FIXED ASSETS		
Tangible assets	**17,762**	15,403
CURRENT ASSETS		
Stocks	**657**	635
Debtors	**6,787**	9,448
Cash at bank and in hand	**6,124**	3,969
	13,568	14,052
CREDITORS: Amounts falling due within one year		
Creditors	**(10,641)**	(10,037)
NET CURRENT ASSETS	**2,927**	4,015
TOTAL ASSETS LESS CURRENT LIABILITIES	**20,689**	19,418
CAPITAL GRANTS	**(19,093)**	(18,595)
NET ASSETS	**1,596**	823
Financed by:		
CAPITAL AND RESERVES		
Called up share capital presented as equity	**-**	0
Retained earnings	**1,567**	794
Other reserves	**29**	29
Shareholders' funds	**1,596**	823



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