# Creating a SUSTAINABLE FUTURE for NOHC

Annual Report 2022

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH

# Contents


**National Orthopaedic Hospital Cappagh**
- Overview 4
- National Footprint 5
- Activity and Highlights 7
- Chairman's Foreword 8
- CEO's Statement 9

**Management Structure**
- Board of Directors 12
- Executive Management Team 14
- Our People and Culture 15

**Creating a Sustainable Future**
- Mission, Vision, Values & Purpose 18
- Orthopaedic Healthcare Challenges and Opportunities 19
- Strategy 2022-2025: Transforming Orthopaedic Healthcare, Enhancing Lives 21
- Innovation Performance and Quality Practices 25
- Spotlight on Sustainability 26

**Operational Excellence**
- Theatre Activity 28
- Clinics & Services 30

**Research and Education**
- Advancing Orthopaedic Healthcare 34
- Shaping Future Healthcare Professionals 37

**Financial Performance**
- Statement of Accounts for the year end 31.12.2022 40


We recognise that hospitals have a considerable environmental impact but that they can also have positive effects on the environment. At NOHC we aim to improve, maintain or restore health, while minimising negative operational impacts, to the benefit of the health and well-being of current and future generations.

# 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.**

Ranking first for Overall Patient Experience in 2021 and 2022, NOHC provides a national service for patients of all ages with inherited, congenital, acquired and degenerative conditions. We are dedicated to improving the quality of life for patients living with orthopaedic and musculoskeletal conditions causing disability, deformity and chronic pain. NOHC is committed to innovation and excellence, adapting to meet the challenges of an ageing and increasing population. The Hospital leads and participates in research programmes, collaborating with educational institutes, peers and industry to enhance patient outcomes and redefine the future of orthopaedic healthcare.



142 Beds



6 Operating Theatres



26,000 Attendees



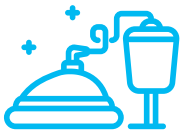
583 Dedicated Staff



35 Consultant Orthopaedic Surgeons



3 Consultant Radiologists



18 Consultant Anaesthetists



Global Research Collaborations



Teaching Hospital since 1921



1,000+ Students Annually



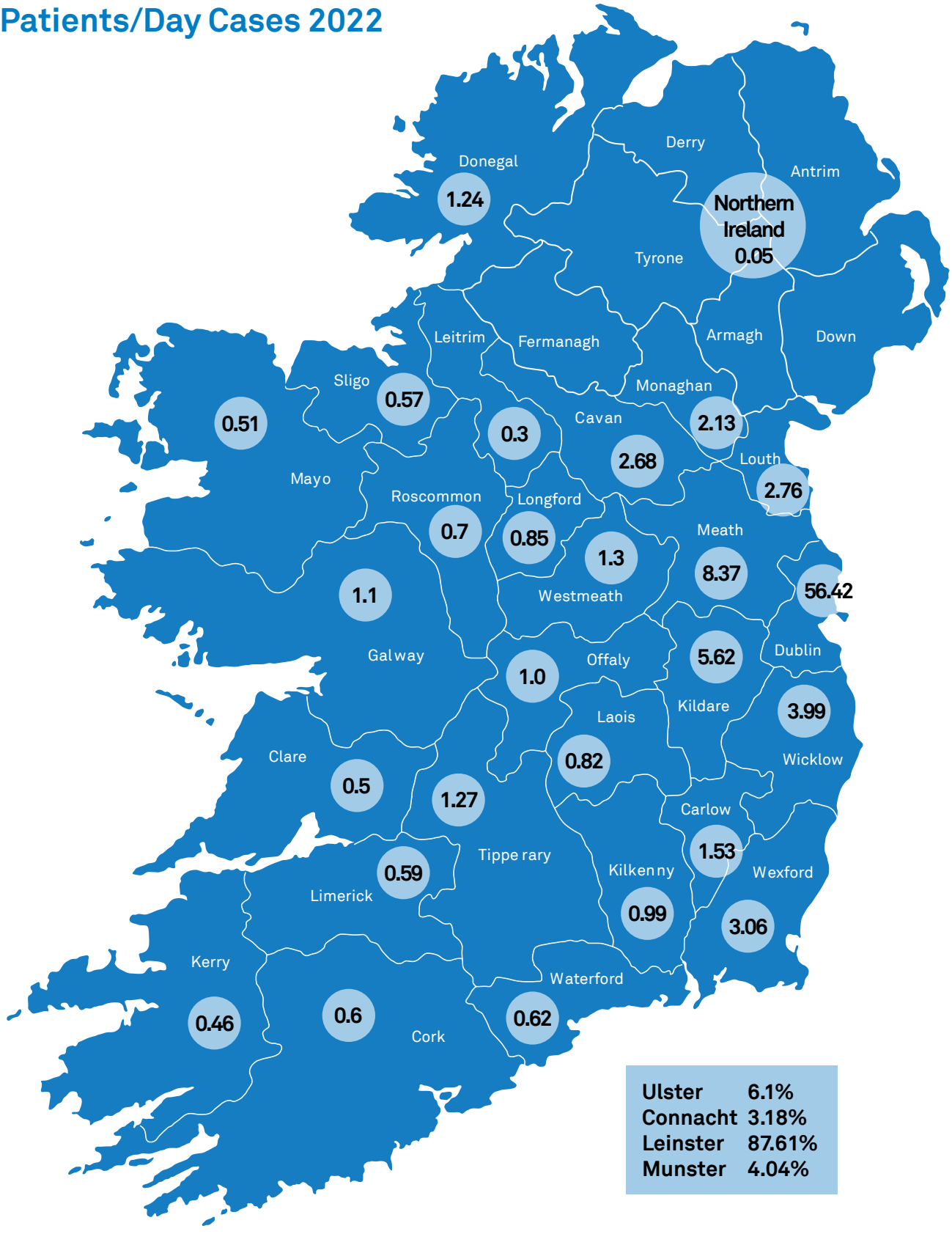
Specialist Conferences & Intercollegiate Exams



Pioneers in Hip Replacement Surgery

# National Footprint

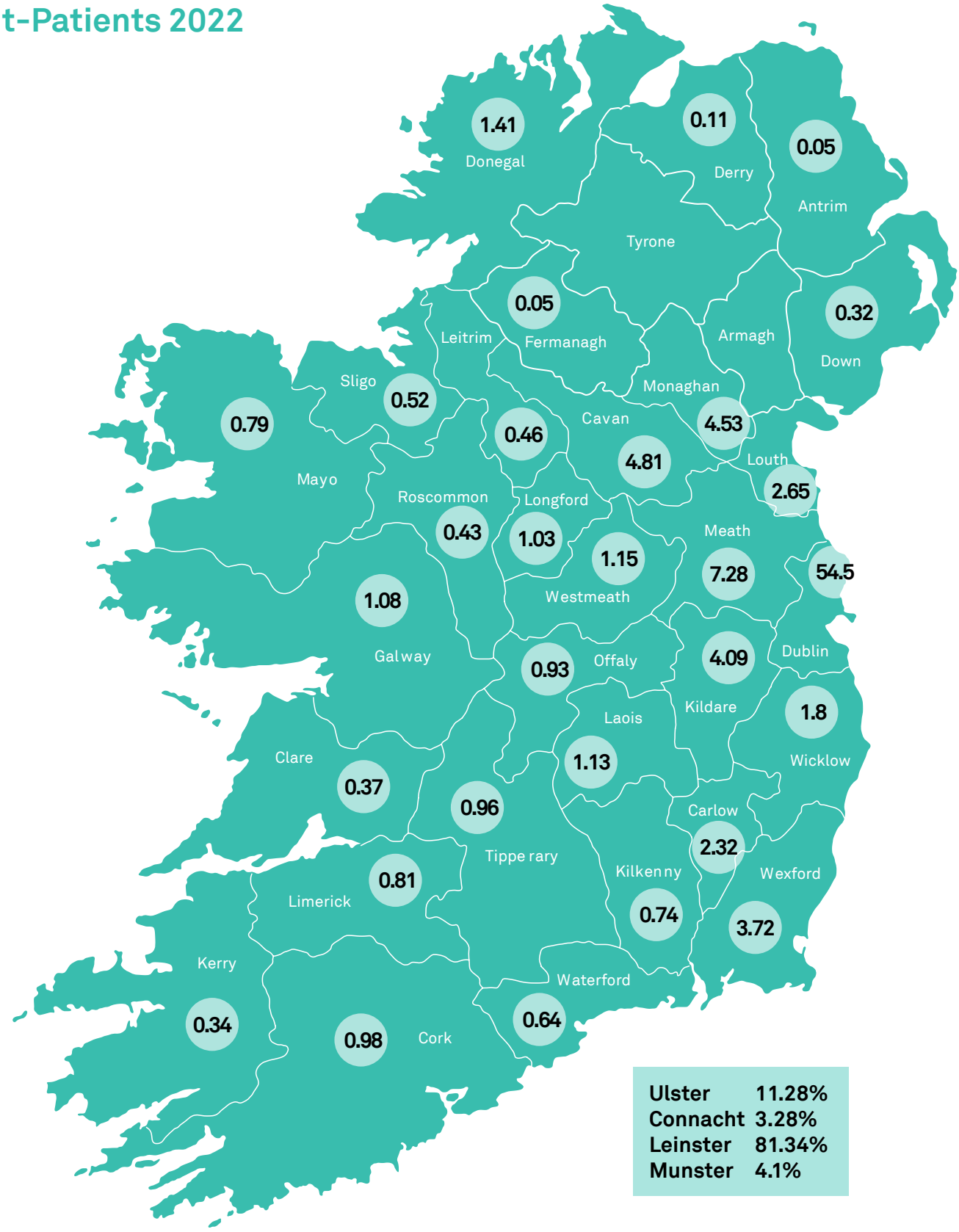
## Area of residence (%)
## In-Patients/Day Cases 2022




| | |
|---|---|
| Ulster | 6.1% |
| Connacht | 3.18% |
| Leinster | 87.61% |
| Munster | 4.04% |

# National Footprint

## Area of residence (%)
## Out-Patients 2022




| | |
|---|---|
| **Ulster** | **11.28%** |
| **Connacht** | **3.28%** |
| **Leinster** | **81.34%** |
| **Munster** | **4.1%** |

# Activity and Highlights

## Department of Orthopaedic Surgery

### Activity

**3,743**
Surgical Procedures

**835**
Total Hip Replacement & Revision Surgeries

**721**
Total Knee Replacement & Revision Surgeries

**3,603**
Plasterbay Cases

**10,689**
Day Case Admissions and Reviews (+19%)

### Highlight

Extended the Same Day Surgery and Discharge programme to include patients undergoing Partial Knee Replacement Surgery.

## Diagnostics

### Activity

**26,337**
Radiological Examinations

**174,398**
Laboratory Tests

### Highlight

Official launch of the CT scanner and MRI upgrade in March 2022.

## Cappagh Kids

### Activity

**540**
Surgical Procedures (+6%)

**257**
Day Cases

**1,611**
Day case Reviews (+17%)

### Highlight

Official opening of Cappagh Kids Outpatient Department September 2022.

## Outpatients Clinics

### Activity

**26,000**
Overall Attendees

**1,281**
Clinics

**5,624**
Joint Register

**620**
Sports & Exercise Medicine

**178**
Rheumatology

### Highlight

Provided Sports & Exercise Medicine services for professional sporting bodies including GAA, FAI, IRFU and Sport Ireland Institute.

## Bone Tumour Centre

### Activity

**46**
Surgical Procedures

**244**
New Patient Consultants (+30%)

**859**
Patient Reviews

**133**
Clinics

## Centre for Rehabilitation

### Activity

**150**
Patient Admissions

**135**
Patient Discharges

**81**
Average Patient Age

**51 days**
Average Length of Stay

### Highlight

Celebrated 10 Years at the Centre for Rehabilitation in September 2022.

## Other Highlights

Ranked 1st for Overall Patient Experience for the second year in the HIQA National Inpatient Experience Survey.

Included in Ireland's 150 Best Employers by the Sunday Independent.

Successfully reduced patient length of stay (LOS) over a 5-year period by 1 day for THR and TKR patients, 2 days for Revision Hip Surgery and 3 days for Revision Knee Surgery.

Five theatres are operational.

Campus Masterplan progressed. Deloitte commissioned to prepare reports for the Hospital expansion plans in accordance with the Public Spending Code. NOHC also engaged with HSE Estates to ensure strategic alignment.

7% reduction in energy usage despitre a 10% increase in usable floor space.

Welcomed more than 1,000 Students to NOHC.

Approval granted for 22 Research Applications by the Research & Ethics Committee.

The Hospital achieved financial breakeven for the year end 31.12.2022.

# Chairman's Foreword

**2022 was another successful year for the Hospital due to the ongoing commitment and dedication of the consultants, medical staff, management and everyone who works at the Hospital. The genuine care and empathy for the patients provided at the Hospital is outstanding (as adjudged by coming out top of independent patient surveys for a second year) and no amount of money can buy that. That level of care and service is even more meritorious considering the aged (to say the least!) infrastructure under which all personnel operate and work within. We are confident, however, with the support (among others) of the Department of Health and the HSE, that the proposed and much-needed HDU, new theatres and 76-bed development will proceed and will be built over the coming years.**

The adult orthopaedic services provided by the Hospital (which is its core activity) continue to expand and innovate due to the skill and hard work of the relevant consultants and medical staff. In particular, I would like to thank Mr Paul Curtin (Chair of the Medical Board) and Professor John O'Byrne (Clinical Director) for their wisdom, ongoing support and commitment to the Hospital and its patients. This year, we completed the installation of a new CT scanner, an MRI upgrade and a new waiting room for the X-ray department. Small but very important upgrades which will enhance the services provided to patients.

Cappagh Kids (which was officially opened in September) continues its very valuable work for our most vulnerable patients (those under eighteen years of age), and seeing those patients come out after successful surgery would warm even the coldest of hearts. It provides essential and timely medical care for children and has taken some pressure off Temple Street and Crumlin Children's Hospitals. I would like to thank very much all the consultants and medical personnel who work in Cappagh Kids and, in particular, I would like to pay tribute to Mr Paul Connolly (Clinical Director of Paediatric Services) for his relenting hard work and skill in what is an incredibly demanding role.

The Hospital is managed with superb efficiency and understanding of the needs of the patients and staff by Angela Lee (CEO) and her senior management team. It is a pleasure to work with them and to admire how much they achieve each year, notwithstanding the mountain of issues and challenges they face on a daily basis. The Hospital is very lucky to have such dedicated and skilled personnel at the helm, and I cannot thank them enough for what they do for the Hospital and its patients. A Master Plan has been developed (which includes improving education and research at the Hospital), and we look forward to seeing that plan being implemented in full in the coming years.

During the year, Mr Paul Connolly and Brian Madden joined the Board of Directors and already have contributed in a meaningful and significant way. I would like to thank all the members of our Board and our company secretary for their advice and invaluable contributions (both time and otherwise) throughout the year. They bear a very heavy responsibility but do so willingly in the best interests of the Hospital, its workforce and its patients.

Sean O'Neill kindly took on the Chair of the Board of Directors of the Cappagh Foundation and I would like to thank him and his board for their ongoing support and commitment to raise as much needed funds as they can for the Hospital.

No hospital can run without financial resources and in that regard, I would like to acknowledge with genuine thanks the support given by the Department of Health, the HSE, the IEHG and the NTPF. I would also like to acknowledge with many thanks the support for the Hospital by the Minister and Junior Minister for Health and the local public representatives.

Finally, I express my sincere thanks to each person who works in or who contributes in some way to making the Hospital the unique place that it is in terms of patient care. No one ever wants to go to hospital but when they do, they deserve the highest possible standard of treatment and care. NOHC provides that in spades (notwithstanding its infrastructural deficits), which is down to the people who run and who work in the Hospital and we are extremely lucky to have them. We owe each of you a huge debt of gratitude.

**Colin Byrne**
Chairperson



# CEO's Statement



**We embraced 2022 with optimism and a greater sense of control as the pandemic lessened its grip on the nation. Although incidences of Covid-19 reduced, the virus still posed a threat to Hospital operations. I wish to acknowledge the efforts of staff hospital-wide for minimising the impact of Covid during this time.**

**During the year, we demonstrated strength and agility, overcoming significant operational challenges to treat as many patients as possible. We celebrated key milestones and we delivered trusted care within budget, and forged a roadmap towards a sustainable future.**

## A BUSY YEAR OF CHALLENGES AND ACHIEVEMENTS

### Surgical Activity

In 2022, we further expanded our Same Day Surgery and Discharge Programme to include knee replacement surgery. In addition, we identified patients suitable for other day case procedures to ensure the optimal use and effective management of inpatient beds. Consequently, day case activity increased by 19% and patient length of stay reduced.

Two of the major operating theatres were decommissioned for a period in Q4 to facilitate essential upgrade works. Despite this the Hospital managed to maintain surgical throughput on par with 2021, maximising theatre utilisation through extended working days and Saturday lists, while also achieving income targets. Our strong performance, in spite of theatre disruption highlights NOHC's agility to embrace change and its potential to expand capacity.

In February 2022, we were delighted to welcome the Minister for Health, Stephen Donnelly TD to the Hospital and to showcase our many developments including the newly refurbished Cappagh Kids area. We worked closely with the Minister during the year, and surpassed targets in the treatment of patients with spina bifida and other non-complex orthopaedic conditions.

### Infrastructural Improvements

The Facilities Team made considerable progress undertaking a number of essential infrastructural projects during the year. These included the installation of the CT scanner and MRI upgrade, the development of a new waiting room for the x-ray department, the creation of additional office space, in addition to completing the renovation of the Convent Building. Sustainability was at the core of each project and the works have significantly improved the functional and aesthetic environment for patients and staff.

### Masterplan

During the year we made significant progress in developing a Master Plan for the entire campus. The Master Plan demonstrates how the campus will be redeveloped on a phased basis. Phase 1 (of a 3 Phase development), which includes a ward block, 10 bed HDU and operating theatres is currently going through the HSE funding approval process. I am very grateful to the many internal stakeholders who have been involved in this project and to RKD Architects and HSE Estates for their valuable input.

### Staff Attraction and Retention

While the Hospital enjoys excellent staff retention rates, similar to other health sector organisations, we struggled to fill some key positions during the year. In order to support workforce planning, we developed Workplace, Health & Wellbeing; Equality, Diversity and Inclusion; and Learning and Development strategies during the year. I would like to welcome new members of staff who joined the Hospital in 2022 and wish our retirees a happy and healthy retirement.

## THERE WERE PLENTY OF REASONS TO CELEBRATE

### The official launch of the CT Scanner and MRI upgrade

In March 2022, Minister of State, Ms Anne Rabbitte attended the official opening of the new CT suite and upgraded MRI Scanner. We were also joined by our former colleagues in retirement, Mr Brian Hurson and Ms Margaret Cavanagh; and Ms Susan McManus (wife of the late Mr Frank McManus).

The new state of the art equipment is a major enhancement to our diagnostic capabilities, as previously patients requiring a CT scan were transferred offsite for CT imaging. In 2022, we performed 650 CT scans, expediting patient diagnoses and treatment and improving our patient's experience. The upgraded MRI scanner is having a significant impact in reducing diagnostic waiting times.

### The opening of the Cappagh Kids Outpatient Department

In September, our young patients officiated at the Cappagh Kids Outpatient Department opening in the company of family, friends and staff. We were joined on the day by Minister Roderic O'Gorman and Minister of State Anne Rabbitte. The Unit was opened by "the Children of Ireland" for "the Children of Ireland". This colourful and welcoming environment will enhance paediatric patient care at Cappagh Kids for years to come.

### A Tea Party to Celebrate 10 Years

In September, we hosted a tea party celebrating ten years of rehabilitation at NOHC, and former patients and staff joined us for the festivities. Photographs on the day convey a depth of patient gratitude and emotion and highlight the bond between patients and staff in the Centre for Rehabilitation.



# CEO's Statement continued

### NOHC ranks first for the Overall Patient Experience for the second year!

I am delighted to report that NOHC retained the highest ranking for Overall Patient Experience in the HIQA National Inpatient Experience Survey for the second consecutive year. This accolade reflects our dedication to compassionate care and an empathic ethos that puts people first.

### NOHC is among Ireland's 150 Best Employers

NOHC is very proud to have a workplace that values diversity and fosters inclusion. Over 30% of staff have 11+ years' service at NOHC, and this impressive retention rate is a strong indicator of the Hospital's positive working environment. NOHC's inclusion in the Sunday Independent's "Ireland's 150 Best Employers" is a welcome recognition of a workplace culture where staff are valued and supported.

### In-person Education and Events returned to NOHC

It was great to see in-person education and events returning to NOHC during the year as we welcomed students onsite once more. We also hosted our Cappagh Foundation Day Annual Conference in May.

## CREATING A SUSTAINABLE FUTURE

I wish to thank everyone for their input to the Hospital's many committees. In particular, I would like to thank the members of the Green Energy Committee, who are committed to improving energy efficiency and promoting sustainable behaviours across the Hospital. I would also like to acknowledge the Healthy Ireland Committee for inspiring us to positive living.

### A strategy for transforming orthopaedic healthcare and enhancing lives

In 2022, we emerged from the Covid-19 pandemic resolute in our determination to implement the Hospital's Strategy 2022-2025. The Strategy is based on the premise that long national waiting lists will become exacerbated by Ireland's predicted population growth and increasing age profile in the future. Addressing these issues will require investment in infrastructure and resources and innovative solutions to improve access and reduce waiting times. NOHC wants to be pivotal in expediting patient treatment, increasing efficiencies and supporting better outcomes. Moreover, we have a proven track record of providing safe, effective, high-quality care to growing numbers of patients year-on-year, and as a standalone elective hospital, services are not generally negatively impacted by cancellations, as is regularly the case in general hospitals.

During the year, we explored opportunities for campus expansion and optimisation, rethinking our operating model and embedding new capabilities for service enhancements. We continued to develop NOHC's research and educational capability, collaborating with colleges and industry to develop future preventative, interventional and regenerative approaches for improved population health.

In 2022, NOHC commissioned Deloitte to develop a Strategic Assessment Report and Preliminary Business Case (which are required under the Public Spending Code), for a major hospital expansion to include a new ward block, increased capacity High Dependency Unit and theatres. We continue to work with HSE Estates to ensure that the project is approved to detailed design stage.

We recognise the growing need for service development at NOHC, and in that context our strategic ambitions are aligned with national healthcare policy including Sláintecare Implementation Strategy & Action Plan 2021-2023, the Department of Health Statement of Strategy 2021-2023, the HSE Scheduled Care Transformation Programme and the Healthy Ireland Framework 2019-2025.

## DIRECTORSHIP

During the year we welcomed two new members to the Board - Mr Paul Connolly and Mr Brian Madden. Both directors have exceptional skills, expertise and knowledge, and I look forward to working with them in the future development of the Hospital.

## 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 and leadership. I also wish to express my gratitude to the Executive Management Team, the Chair and members of the Medical Board and the Clinical Directors for their unwavering commitment and support throughout the year. I would also like to thank staff across all disciplines for their hard work and commitment throughout the year.

I would like to thank Mr Declan Lyons and the team of the Ireland East Hospital Group (IEHG), the Health Service Executive (HSE) and the National Treatment Purchase Fund (NTPF) for their continued support.

We have reached an exciting juncture in the Hospital's history. We have ambitious plans for further expansion and what we do next will shape the Hospital's future and positively impact the delivery of orthopaedic healthcare in Ireland. Our goal is to enable more patients to receive timely access to treatment and thereby enhance their quality of life. Our vision relies on government investment, strong leadership, a motivated workforce, and a commitment to continuous improvement. I am confident that NOHC is up to the challenge, and optimistic that government funding for infrastructural development will be forthcoming.

I look forward to continuing to work with the Board, the Executive Management Team, the Medical Board, and our staff to deliver on the Hospital's strategic ambitions.

**Angela Lee**
CEO



# Management Structure

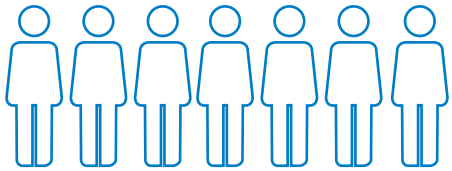

Board of Directors 12
Executive Management Team 14
Our People and Culture 15

# Board of Directors

**As at 31.12.2022, the NOHC's Board of Directors comprised 13 members under the strong leadership of Chairperson Mr Colin Byrne. Four Ex-Officio Directors offer the Board invaluable insights into operational activities, challenges and opportunities at the Hospital. The Board also benefits from the experience and expertise of 9 Non-Executive Directors from diverse backgrounds.**



Gender balance



## Members of the Board of Directors as at 31.12.2022

**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 21.02.2017
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, Member of the Strategy Steering Committee and Infrastructural Development Committee



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



Appointed to the Board 05.02.2021
Member of the Research & Ethics Committee,
Member of the Medical Board and Member of Clinical Governance & Risk Committee

**Mr Paul Connolly**
Clinical Director Paediatric Services
Consultant Paediatric Orthopaedic Surgeon



Appointed to the Board 02.06.2022
Member of the Medical Board and
Clinical Governance & Risk Committee

### Non-Executive Directors

**Sr Sheila Cronin**

Appointed to the Board 21.02.2006
Chair of the Clinical Governance & Risk Committee and 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
Chair of the Marketing/PR Committee and Member of the Nominations and Infrastructure Development 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



**Mr Brian Madden**

Appointed to the Board 23.11.2022
Member of the Infrastructural Development Committee and Health, Safety and Risk Committee



# Board Meetings 2022

| Board Member | 09 Feb | 06 Apr | 25 May | 20 Jul | 21 Sep | 23 Nov | 14 Dec | Mtgs/ Year | In Person | Zoom | Absent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Mr Colin Byrne | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | 7 | 7 | 0 | 0 |
| Mr Shane Deasy | ✔ | ✗ | ✔ | ✗ | ✔ | ✔ | ✔ | 7 | 3 | 2 | 2 |
| Ms Angela Lee | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | 7 | 7 | 0 | 0 |
| Mr Paul Curtin | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | 7 | 7 | 0 | 0 |
| Prof John O'Byrne | ✔ | ✗ | ✗ | ✗ | ✗ | ✔ | ✔ | 7 | 3 | 0 | 4 |
| Mr Paul Connolly | | | | ✔ | ✔ | ✔ | ✔ | 4 | 2 | 2 | 0 |
| Sr Sheila Cronin | ✔ | ✔ | ✗ | ✔ | ✔ | ✔ | ✔ | 7 | 5 | 1 | 1 |
| Ms Maribe Fallon | ✔ | ✔ | ✔ | ✗ | ✔ | ✔ | ✔ | 7 | 1 | 5 | 1 |
| Dr Declan Herbert | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | 7 | 3 | 4 | 0 |
| Ms Michele Jackson | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | 7 | 3 | 4 | 0 |
| Mr Joe Keeling | ✔ | ✗ | ✔ | ✔ | ✗ | ✔ | ✔ | 7 | 2 | 3 | 2 |
| Ms Tara Lilywhite | ✔ | ✔ | ✗ | ✔ | ✔ | ✔ | ✗ | 7 | 1 | 4 | 2 |
| Mr Brian Madden | | | | | | ✔ | ✔ | 2 | 2 | 0 | 0 |

Present = ✔ Absent = ✗



# 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 31.12.2022

**Ms Angela Lee**
Chief Executive Officer (CEO)

**Ms Aoife Gallagher**
Deputy Chief Executive Officer
& Chief Operations Officer (DCEO/COO)

**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 Valerie Connolly**
Director of Nursing

**Ms Helen Moore**
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 Brid McGrath**
Head of the Department
of Anaesthesiology



# Our People and Culture

**At the year end 31.12.2022 the Hospital employed 583 staff. NOHC's staff retention rate reflects the positive culture, spirit of inclusivity, and supportive and respectful leadership at the Hospital.**

## Years of Service

| | |
|---|---|
| 0-5 years | 308 |
| 6-10 years | 99 |
| 11-15 years | 18 |
| 16-20 years | 72 |
| 20+ years | 86 |

## Employee Age Demographic

| | |
|---|---|
| 19-25 years | 6 |
| 26-34 years | 93 |
| 35-44 years | 171 |
| 45-54 years | 165 |
| 55-64 years | 124 |
| +65 years | 24 |

**89%**
**Staff are proud to work for the Hospital**

**95%**
**Staff feel their role makes a difference**

## Minding the Gap

NOHC's first Gender Pay Gap report as at 30.06.2022 held no surprises. The Hospital has a predominantly female workforce, and women are well-represented at all levels of the organisation. NOHC adheres to the Department of Health pay scales, and equal pay is determined primarily through nationally agreed terms and conditions for our workforce.

**531** WORKFORCE AT NOHC

**4.35%** MEDIAN HOURLY PAY GAP

**23.01%** MEAN HOURLY PAY GAP

**0.0%** MEDIAN BONUS PAY GAP

**0.0%** MEAN BONUS PAY GAP

There is a nominal gap in pay for women and men in quartiles one, two and three; however, quartile four favours men, demonstrating the greatest gender pay disparity. Although men are in the minority, representing 29% of the workforce, the highest male-populated quartile (quartile four has 37% of males) is also the highest-paid quartile. Of the 48 males in quartile four, 34 are Consultants or NCHDs. These staff members are in the highest-paid salary bands in NOHC, and quartile 4 contributes to the overall gender pay gap.

Another contributing factor is that the highest earners – males, also have longer lengths of service, placing them at the top of their pay scales. For example, the five longest-serving males in quartile four have a cumulative service of 129 years compared to the five longest-serving females with a cumulative service of 56 years.

| | Male | Female | Hourly Remuneration Gender Pay Gap Mean | Hourly Remuneration Gender Pay GapMedian | Bonus Pay Gap Mean | Bonus Pay Gap Median |
|---|---|---|---|---|---|---|
| Quartile 1 Lower | 28.57% | 71.43% | +2.026% | +1.175% | 0% | 0% |
| Quartile 2 Lower Middle | 19.55% | 80.45% | -0.488% | -0.680% | 0% | 0% |
| Quartile 3 Upper Middle | 17.29% | 82.71% | +0.423% | +0.790% | 0% | 0% |
| Quartile 4 Upper | 37.12% | 62.88% | +14.658% | +13.340% | 0% | 0% |

# Our People and Culture continued

## Empowering Our People Through Education

In 2022, NOHC successfully implemented a comprehensive Learning & Development Strategy, initiating monthly Induction days for new staff members and training events to boost mandatory training compliance. The Hospital continuously recognises and develops talent, creating an equitable workplace where staff excel.

| | |
|---|---|
| 17 | Training Events |
| 12 | Monthly Induction Classes for Staff |
| 4 | Induction Courses for Non-Consultant Hospital Doctors |
| 109 | Externally Funded Courses |

## Recognising Great Work

During the year, we welcomed members of the Daisy Foundation to NOHC to learn more about the prestigious Daisy Award, honouring the memory of son, husband and father, the late Patrick Barnes. This is a wonderful initiative recognising our nurses, and several nursing staff members received nominations. We congratulate Rhona Aguirre, NOHC's first Daisy Award recipient, who received several nominations and glowing accounts from colleagues and patients.



## Attracting Talent

The Hospital advertised 158 positions during the year, successfully filling 49 roles. We experienced significant difficulties recruiting for Theatre Nurse, Radiology, Laboratory and Consultant roles and 1 in 9 job offer refusals related to location, pay, accommodation and transport.

## Menopause Matters

This year, the many symptoms and effects of Menopause were highlighted through presentations, circulars and candid conversations. We hope these efforts will deepen understanding and support and promote open communication within the Hospital community.

## Workplace Health & Wellbeing

The Workplace Health & Wellbeing Strategy 2022-2025 aims to integrate health and well-being into daily activities at the Hospital. The Strategy introduces well-being initiatives, employee support mechanisms, and promotes dialogue and collaboration, ensuring our staff enjoy a positive and healthy working environment.

## Championing Equality, Diversity and Inclusion

The diversity of our people enriches the culture at NOHC, offering a variety of unique perspectives to benefit patient care. In 2022, we celebrated our differences, appointing Equality, Diversity and Inclusion Champions to support minority groups and promote inclusion through events and communications. We also began work on the Hospital's Diversity & Inclusion Strategy for implementation in Q2 2023.

## Honouring NOHC's Retired Community

In September 2022, we welcomed retired members of the NOHC community to the Convent Parlour for tea. Each of the 51 members in attendance played a key role in shaping the Hospital, and we can learn a lot from their experience. It was our privilege to see familiar faces, acknowledge and thank them for their service and reminisce on times past.









# Creating a Sustainable Future


Our Mission, Vision, Values & Purpose 18
Orthopaedic Healthcare Challenges and Opportunities 19
Strategy 2022-2025: Transforming Orthopaedic Healthcare, Enhancing Lives 21
Innovation Performance and Quality Practices 25
Spotlight on Sustainability 26

# Our Mission, Vision, Values and Purpose

"WE'RE ON A **MISSION** TO BECOME THE BEST THAT WE CAN BE" (Anonymous)

We care for all patients and staff with excellence respecting the uniqueness of each person and treat each other with compassion and integrity.





"**VISION** WITH ACTION MAKES A POWERFUL REALITY" (Ron Kaufman)

Our vision is to be a National Elective Orthopaedic Hospital recognised internationally as clinical and academic leaders in the field of musculoskeletal disorders and orthopaedic rehabilitation.

"YOUR HABITS BECOME YOUR **VALUES,** YOUR VALUES BECOME YOUR DESTINY" (M. Ghandhi)

At NOHC, we live and work our values:

- Inclusive and patient centric
- Open & collaborative
- Treating all with compassion and integrity
- Responsive and innovative with a focus on a more sustainable future





"THE **PURPOSE** OF LIFE IS TO CONTRIBUTE IN SOME WAY TO MAKE THINGS BETTER" (Robert F. Kennedy)

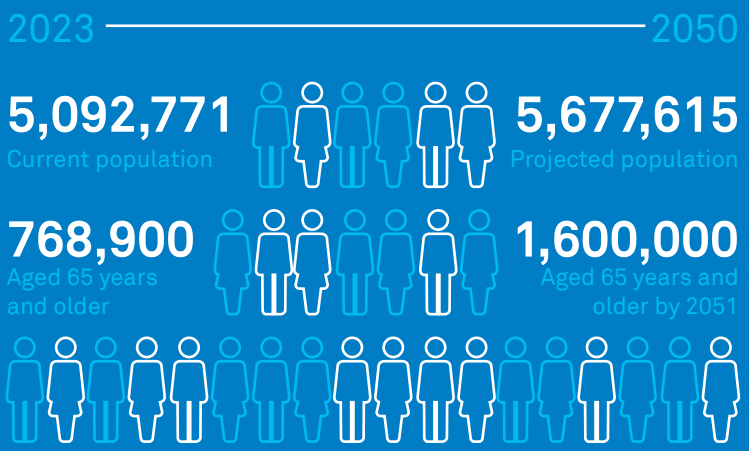
Our purpose is to enhance the quality of people's lives by providing leading specialist orthopaedic care.

# Orthopaedic Healthcare Challenges and Opportunities

### Ageing and Increasing Population

It is estimated that 6.6% of Ireland's population is aged 65 years and older. The country also ranks 18th in the world for life expectancy, which is reported to be 82.81 years. The incidence of orthopaedic conditions is proven to increase with age.

According to projections from the Central Statistics Office (CSO) Ireland's population will increase to 5,677,615 by 2050 and 1.6 million people, 28% of the population, will be 65 years and older by 2051.




### National Waiting Lists as at 31.12.2022

Adult Patients

**63,365**
First Outpatient Appointment

**10,079**
Orthopaedic Surgery



Paediatric Patients

**7,256**
First Outpatient Appointment

**1,657**
Orthopaedic Surgery

### Long waiting lists and times for first appointments

As of December 2022, the National Treatment Purchase Fund (NTPF) waiting lists reported 63,635 adults were awaiting a first orthopaedic appointment, of which 14,761 have been waiting 12 months or more.

Additionally, 7,256 children were reported to be waiting for a first orthopaedic appointment, of which 1,986 have been waiting 12 months or more (source NTPF).

### Long surgical waiting lists

According the NTPF surgical waiting lists, 10,079 adult patients and 908 children were awaiting orthopaedic surgery at the 31st of December 2022 of which 1,657 and 299 respectively have been waiting 12 months or more.

## Other Challenges:



- Recruitment for all positions, particularly specialist roles
- Limited funding
- Staff burnout
- Aged Infrastructure and IT Systems
- Increased demand for services and growing waiting lists
- Healthcare is a major source of carbon emissions
- Lifestyle factors

# Orthopaedic Healthcare Challenges and Opportunities continued

## The Cost of Delays - When surgery is delayed:



Conditions worsen



Simple procedures become complex



Longer theatre time, anaesthesia, recovery length of stay are required



Conditions have poor outcomes or become inoperable

## Delays can:



Result in long-term disabilities



Prevent patients from working



Force family members to become full-time carers



Reduce household income



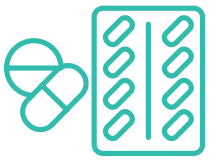

Stress the welfare system



Affect mental & physical health



Drive demand for condition management



Increase reliance on pain medications



Stress community resources



Overwhelm the system



Expose staff to abuse from angry patients



Cause staff burn out



INCREASE NATIONAL WAITING LISTS CAUSING GREATER DELAYS

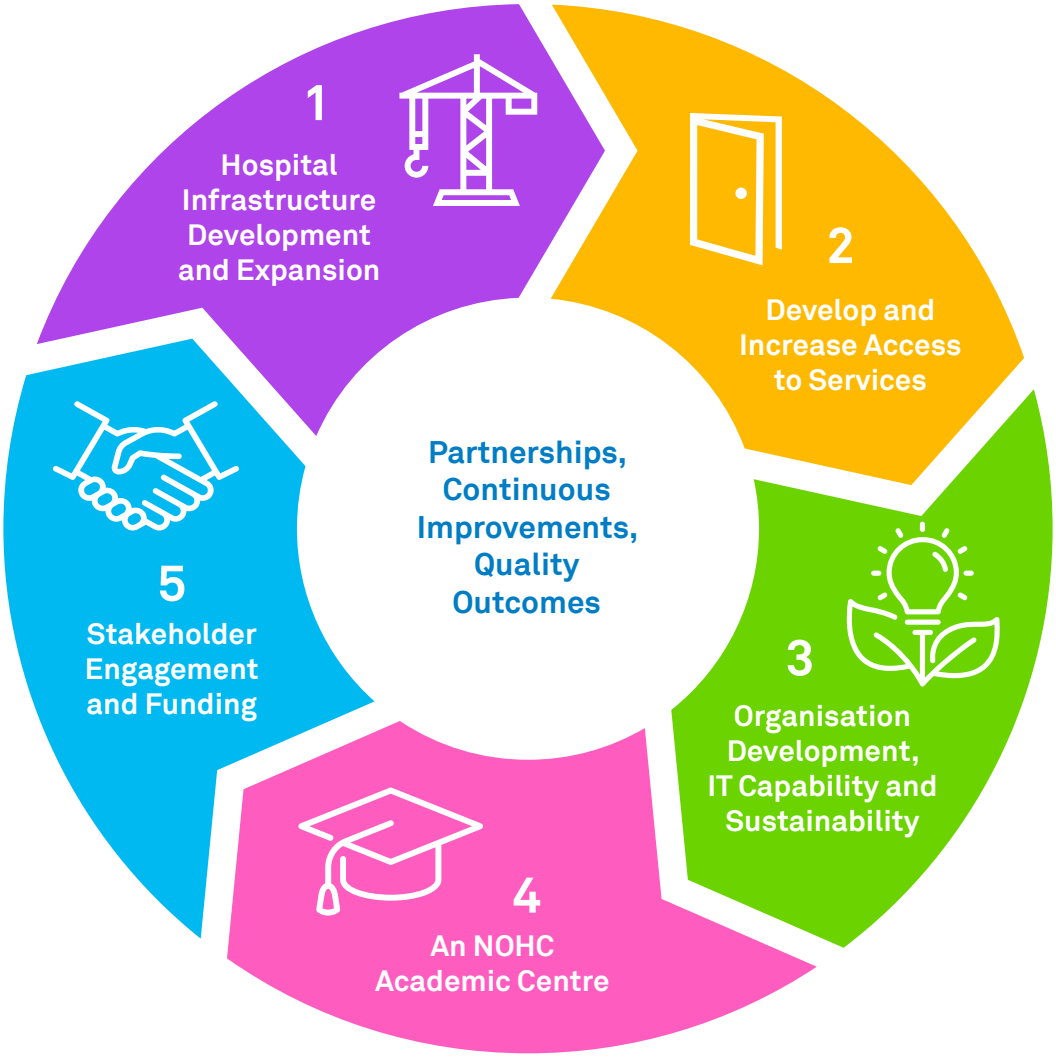


## Opportunities

The National Orthopaedic Hospital Cappagh is eager to play a pivotal role in helping the HSE to reduce waiting lists and meet the growing demand for orthopaedic services. The Hospital has a proven track record in increasing patient throughput and reducing length of stay, contributing to expedited care, improved outcomes and cost savings for the health service. Furthermore, NOHC pioneers surgical innovation and advanced practices enabling greater capacity at the Hospital. The Hospital campus offers significant potential for infrastructural and service development to facilitate the treatment of more patients at NOHC.

# Strategy 2022-2025: Transforming Orthopaedic Healthcare and Enhancing Lives

**In recent years, NOHC has demonstrated its willingness to adapt to meet the changing needs of patients, overcoming the diverse challenges of the operating environment to deliver quality care to more people.**




## Our Strategic Priorities are:

### 1

To upgrade, develop and modernise the Hospital

To provide additional capacity to meet current and future demand

To enhance the Hospital environment for patients, staff and students

### 2

To uphold the best practice models of care and pathways for improved patient outcomes and expedited care

To develop and expand services including spine services, sports and exercise medicine and paediatric orthopaedic service

### 3

To develop our people and organisation capability

To address key recruitment challenges

To enhance IT Infrastructure, creating a more connected environment

To develop an overarching sustainability programme

### 4

To establish an Academic Centre and dedicated space for education and training

To foster additional academic links with national and international academic institutions

To establish NOHC as a key clinical site for research

### 5

To promote NOHC as the major centre for elective orthopaedic services in Ireland

To make strong representations for capital funding enabling critical development

To optimise NTPF initiatives for increased revenue generation

# Strategic Progress 2022

**In 2022, we successfully delivered several key strategic ambitions and identified NOHC's top priorities for 2023.**

| Strategic Priority | Strategic Progress 2022 | Priorities for 2023 |
|---|---|---|
| **Hospital Infrastructure Development & Expansion** | • Completed works of X-ray, Administration and Research & Education Facilities<br>• Officially opened Cappagh Kids OPD Clinic<br>• Celebrated the opening of the CT Centre and MRI upgrade<br>• Ward Bock, HDU, Theatre Development included in the HSE Capital Plan | Hospital Infrastructure Development & Expansion<br>• Complete Strategic Assessment Report and Business Case for major hospital expansion, and secure formal approval for same<br>• Progress with Phase 3 Development (Radiology Cappagh Kids) and Academic Unit<br>• Complete campus Masterplan<br>• Explore further feasibility of solar farm<br>• Replace ward windows to increase energy efficiency |
| **Develop and Increase Access to Services** | • Extended CK capacity to support CHI and exceeded targets<br>• Introduced Same Day Total Knee Replacement Surgery and Discharge Programme<br>• Recruited additional Physician Associates<br>• Brands developed for OSIC, R&E Centre, Centre for Rehabilitation and the Bone Tumour Centre<br>• Accepted a significant number of referrals from other hospitals | • Increase theatre capacity (5th theatre full time)<br>• Expand spine service |
| **Organisation Development, IT Capability and Sustainability** | • Performed comprehensive IT Infrastructural review<br>• Implemented Learning & Development Strategy<br>• Initiated work on NOHC Intranet App and Patient App<br>• Progressed iPMS implementation | • Recruit key vacant positions<br>• Develop Diversity & Inclusion Strategy<br>• Upgrade IT Systems and restructure Department<br>• Launch Intranet App<br>• Finalise and implement Sustainability Strategy |
| **An NOHC Academic Centre** | • Develop NOHC Research & Education Centre branding<br>• Relocated to a purpose-built unit | • Develop New Educational Programmes<br>• Build R&E Centre profile<br>• Expand our links and relationships with Academic Institutions |
| **Stakeholder Engagement and Funding** | • Developed NOHC Masterplan for campus optimisation<br>• Engaged with numerous external stakeholders in relation to the upgrade and expansion of the campus<br>• 3 Ministerial visits during the year<br>• Held information sessions for external delegates | • Progress Masterplan<br>• Meet with planners and key HSE and Department representatives |

## Key Strategic Enablers:



Operational Excellence



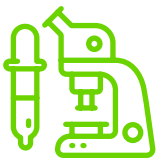
World-class Medical and Surgical Expertise



Strong Leadership



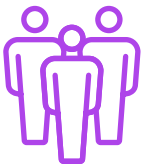
Campus offering Significant Development Potential



Intensive Research Programme



Innovation Culture



Committed, Capable and Caring Workforce



Patient-Centric Ethos



World-class Education

# NOHC Masterplan

**The Hospital's Masterplan promotes land-use optimisation and sets out our vision for a vibrant, world-class healthcare campus. Significant plans are underway to modernise and extend the Hospital, with large potential within our 30-acre campus. We are exploring opportunities for other complementary healthcare services to re-locate on the campus.**



# NOHC Masterplan

NOHC Projects submitted under the Health Capital Programme include:

## Hospital Expansion Plan:

Construction of:

- 10 Bed HDU
- 76 bed single occupancy ward block
- 3 new operating theatres
- Other ancillary facilities

**Status:** Appraisal, Strategic Assessment Report (SAR complete) and Preliminary Business Case (PCB) in progress

## Phase 3 of Paediatric Department Reconfiguration

Construction of a new building 428 sqm multi-purpose facility to include treatment and physiotherapy rooms, office space and a diagnostic suite (radiology and ultrasound). Status: Appoved 2023, subject to funding in 2024.

**Status:** Appraisal, Strategic Assessment Report (SAR) and Preliminary Business Case (PCB) in progress

## Car-Parking

102 additional car spaces, including 4 electric vehicle charging points and 2 special needs parking spaces.

**Status:** Appraisal









# Innovation Performance & Quality Practices

## Using 3D Technology to Improve Efficiencies and Patient Outcomes

3D printing is revolutionising orthopaedic surgery, facilitating the precision planning of surgical procedures and the creation of custom implants for better patient outcomes.

Using CT scans to create 3D-printed biomodels, orthopaedic surgeons can make titanium implants tailored to their patients' specific needs. Model bones can be printed with complex geometries that would otherwise be impossible to produce using traditional manufacturing methods. These models allow surgeons to make more informed decisions about surgery and create precise implants for the patient's body.

At NOHC, our surgeons use 3D-printed models to plan and perform spinal fusion surgery for scoliosis patients. As a result, these young patients benefit from reduced time in theatre and anaesthesia for faster recovery and improved health.

3D technology is also used to create custom implants for patients experiencing acetabular degeneration due to primary hip replacement and subsequent revision surgeries. These patients are often incapacitated and living in chronic pain. Using customised implants, surgeons can provide better outcomes restoring near-normal function and quality of life.

## Pioneering Surgical Procedures

The first Total Hip Replacement Surgery was performed at NOHC in 1969. Since then, the Hospital has continued to challenge conventions, embracing new practices and pioneering surgical procedures that place NOHC at the forefront of orthopaedic medicine.

In recent years, our expert surgeons have performed pioneering spastic nerve transfers, successfully operated on conditions previously considered inoperable, including rare hand conditions. They have adopted an innovative approach to limb lengthening for young patients with achondroplasia and performed a ground-breaking surgery for patients with Avascular Necrosis. We will continue to pursue new treatments to treat age-old problems.

## Improving Patient Flow

NOHC is committed to improving patient flow at the Hospital and treating more patients year-on-year. In 2018, we successfully introduced Same Day Surgery and Discharge for patients undergoing total hip replacement surgery and in 2022, we performed our first Same-Day Partial Knee Replacement Surgery and Discharge. We will continue to explore ways to free up hospital beds and increase patient throughput.

## Improving Environmental & Sustainability Performance

Hospitals have a distinctive environmental impact, as they are a large consumer of energy and materials. NOHC is committed to improving energy efficiency, waste management and water conservation and reducing operating costs. We want to enhance the Hospital environment for patients and staff, creating a green culture that empowers employees to be sustainably responsible. NOHC's Sustainability Strategy aims to minimize the environmental impacts associated with providing care and improving the health of patients, communities and the planet for generations to come.

## NOHC ranks 1st for Overall Patient Experience for the Second Year




The National Inpatient Experience Survey by the Health Information Quality Authority (HIQA) follows the patient's journey through the Hospital from admission to discharge. The survey questions are grouped into stages along the patients' journey. NOHC surpasses the national average across all stages of care and ranks first for the Overall Patient Experience for the second consecutive year.

**9.4**

**CARE ON THE WARD**
NATIONAL AVERAGE 8.2

**9.6**

**EXAMINATION, DIAGNOSIS & TREATMENT**
NATIONAL AVERAGE 8.0

**8.8**

**DISCHARGE OR TRANSFERS**
NATIONAL AVERAGE 6.9

**9.4**

**OVERALL HOSPITAL EXPERIENCE**
NATIONAL AVERAGE 8.1

# Spotlight on Sustainability

**The healthcare sector is a significant contributor to the anthropogenic greenhouse gas emissions that are accelerating the pace of global warming. Recognising the interdependence of planetary health and the health of our people, the National Orthopaedic Hospital Cappagh (NOHC) is committed to effecting meaningful change across the organisation to lessen the Hospital's environmental impact. We are embracing greener thinking and sustainable practices to drive cost efficiencies and deliver campus-wide sustainability solutions.**

The Cappagh estate spans 30 acres, comprising the original Cappagh House and outhouses constructed in 1842, and annexed buildings appending the original house built between 1908 and 2021. The Hospital's aged and augmented infrastructure and business nature present challenges and opportunities for the NOHC Green Energy Committee.

To date, the HSE Energy Bureau and SEAI have invested €591,000 in sustainability projects at the Hospital, committing €269,000 for projects in 2022.

The committee undertook a substantial lighting audit, redesigning lighting plans and introducing energy-efficient fixtures, bulbs and motion sensors, delivering energy reductions of 326,000 kWh. In addition, heating system sub-zoning and upgrade works resulted in a 7% reduction in energy usage despite a 10% increase in usable floor space. New windows and automated doors were installed at several locations for improved heat retention.

During the year, several campaigns encouraging sustainably responsible behaviours were initiated, including Green Energy Awareness Days, desktop recycling and waste segregation programmes. In addition, a new secure bike shelter with a capacity for 40 bikes was introduced to the campus to support the cycle-to-work scheme, and we welcomed our new resident bees.

The Hospital's Sustainability Strategy was well-progressed at the year-end and ambitious plans for the year ahead include implementing this strategy, installing a solar farm for power supplementation, and becoming a Green Flag Hospital campus. Furthermore, we will explore ways to improve environmental sustainability in the operating theatre, an area believed to be responsible for up to 33% of hospital waste. Guided by recommendations from environmental experts, we will work closely with the Board, Executive Management Team and Facilities Department to ensure sustainability remains at the forefront of infrastructural and service development at NOHC.





# Operational Excellence


Theatre Activity 28
Clinics & Services 30

# Theatre Activity

## Adult Orthopaedics

### Surgical procedures

| | |
|---|---|
| **Upper Limb** | |
| Shoulder | **228** |
| Elbow | **38** |
| Hand/Wrist | **374** |
| **Lower Limb** | |
| Total Hip Replacement and Revision | **835** |
| Total Knee Replacement and Revision | **721** |
| Ganz | **4** |
| Arthroscopy Knee | **123** |
| ACL/PCL | **68** |
| Foot | **466** |
| Ankle | **5** |
| **Spine** | **166** |
| **Other** | |
| Bone & Soft Tissue Tumours | **46** |
| Intermediate | **608** |
| Minor Theatre | **46** |
| **Plaster Bay - Minor Surgery** | |
| Inpatient | **37** |
| Daycase | **3,100** |
| **Plaster** | |
| Inpatient | **21** |
| Day Case | **445** |

### Top 5 surgical procedures

| | |
|---|---|
| Total hip replacement and revision | **835** |
| Total knee replacement and revision | **721** |
| Foot surgery | **466** |
| Hand surgery | **374** |
| Shoulder surgery | **228** |

**Maintaining surgical activity despite operational challenges**

In July 2022, Theatres 3 and 4 were upgraded, leading to some downtime n Q4. Despite this, NOHC maintained surgical throughput on par with 2021, which is a testament to the great efforts and commitment of our people.

**Same-Day Surgery & Discharge Programme Extension**

The Same Day Surgery & Discharge Programme introduced in 2018 offers patients undergoing total hip replacement surgery the opportunity to discharge home on the day of surgery. Participating patients must satisfy strict criteria and receive extensive education before surgery. This initiative delivers benefits for the patients, hospital, and health service, improving patient outcomes, increasing bed capacity at the Hospital, and reducing the cost of care. As previously mentioned, the Same-Day Surgery & Discharge Programme was extended to include patients undergoing partial knee replacement surgery in 2022.



# **Theatre Activity** continued

## Paediatric Orthopaedics Cappagh Kids

| | |
|---|---|
| **1,611 (928)** | Daycase reviews |
| **257 (333)** | Daycase admissions |
| **397 (175)** | Inpatient discharges |
| **1,096 (1,018)** | Outpatient Appointments |

### Demand for services at Cappagh Kids continued to grow, as Day Case, Inpatient, and Outpatient activity increased significantly in 2022.

The official launch of the Cappagh Kids Outpatient Department took place in September 2022. The event harked back to the Hospital's foundation in 1908 and was a wonderful day of celebration. We were joined on the day by our courageous Cappagh Kids and their families, the inspirational Paralympian Swimmer Ellen Amy Keane; Ministers Roderic O'Gorman, Minister for Children; and Anne Rabbitte, Minister for Disability, along with other public representatives and dignitaries.

The Cappagh Kids Outpatient Department was willed into being by the passionate staff, parents and patients, who recognised the need for a dedicated orthopaedic outpatient service and rallied to support this vision. We are thrilled to welcome more Cappagh Kids to our care.












### Bone Tumour Centre

In 2022, the Bone Tumour Centre welcomed 244 new patients, representing an increase of 30% on last year's figures.

The service also held 133 clinics during the year, reviewing 859 patients. We recognise there is a real need for the relocation of this service to an expanded purpose-built area, to facilitate the growing numbers of patients attending the service.

# Clinics & Services

## Outpatient Clinics Held

| Clinic | New Attendees | Review Appointments | Clinics Held |
|---|---|---|---|
| Orthopaedic | 3,036 | 4,036 | 657 |
| Rheumatology | 250 | 88 | 31 |
| Bone Tumour Centre | 244 | 859 | 133 |
| Sports & Exercise Medicine | 250 | 370 | 87 |
| Musculoskeletal | 1,661 | 723 | 373 |
| Joint Register | - | 5,624 | - |
| Preoperative Assessment | 2,689 | 2,360 | - |
| Total Clinics Held | | | 1,281 |

## Radiology

**20,267** X-ray
**2,491** Interventional Radiology
**4,867** MRI Scans
**668** CT Scans
**544** Dexa Scans

The new CT Scanning Suite is dedicated to Mr. Brian Hurson, Orthopaedic Surgeon and Ms Margaret Cavanagh, Clinical Nurse Manager (Oncology) in recognition of their contribution to the hospital over many years.

The opening of the 1.5 MRI is dedicated to the memory of former surgeon, the late Mr. Frank McManus, who sadly passed away in 2020.





## Laboratory

**143,020** Internal Tests
**4,806** External Tests

The Pathology Department, which is accredited to ISO15189, provides laboratory diagnostic services for the Hospital's inpatient and outpatient departments, including Blood Transfusion, Haemovigilance, Biochemistry, Haematology and Microbiology testing. In 2023/24, implementation of the NTAG (Intra Op Haemorrhage) and IVDR is required.

The challenges, during 2022, include staff recruitment, limited laboratory space and securing funding for equipment replacement including the Laboratory Information System (LIS).



# **Clinics & Services** continued

## Centre for Rehabilitation

| | | | |
|---|---|---|---|
| **150** | Admissions | **81** | Average Age |
| **135** | Discharges | **182** | Average LOS |

In 2022, the Centre for Rehabilitation held a Tea Party celebrating its 10th anniversary. A number of past patients of the service joined in the festivities, and the day was a great success.





The Centre was awarded funding from the SPARK initiative to purchase an electronic dynamometer which measures grip strength and the force generated by various muscles or groups of muscles. Poorer grip strength has been associated with greater mortality from any cause among older adults and is often used as a proxy for overall muscle strength. A reduced grip may indicate sarcopenia, or loss of muscle mass, which occurs with age.

Many of the patients we treat at the Centre for Rehabilitation suffer from cognitive decline. During the year, the service conducted a Dementia friendly upgrade to ensure that our facilities are optimised to meet the needs of patients with Dementia and Alzheimer's Disease. We also upgraded bathrooms, improving the patient experience.

## Sports & Exercise Medicine

The Department of Sports & Exercise Medicine continues to provide fitness assessments, imaging and treatments for high-profile sports personalities, including the members of the Women's National Football Team. The Department undertakes annual fitness screening for a number of professional football teams i. In addition, the department treats semi-professional and recreational athletes, helping them back to fitness, participation and competition.

## National Bone Bank

| | |
|---|---|
| **134** | Femoral Heads Harvested |
| **118** | Femoral Heads used for Reconstruction Surgery (21 at NOHC) |
| **182** | Structural Allografts Issued (45 at NOHC) |

The National Bone Bank continues to request patient consent for femoral head donation. This bone is typically discarded during total hip replacement surgery and is useful in reconstructive surgery. The service harvested 134 femoral heads in 2022, supplying more than 30 hospitals with bone allograft. The effects of Brexit impacted local demand, and the service responded by extending its product range under licence.

## Therapy Services

| | |
|---|---|
| **29,677** | Physiotherapy Sessions |
| **3,500** | Occupational Therapy Sessions |
| **2,384** | MSK Clinic Attendees |
| **5,624** | Joint Register Clinic Attendees |
| **5,049** | Preoperative Assessment Clinic Attendees |
| **300** | Joint Injection Interventions |

2022, saw a 42% Increase in hand therapy referrals and a 180% increase in paediatric occupational therapy referrals. The Physiotherapy and Dietetics teams developed a Sarcopenia Management Pathway leading to improvements and some reversals of Sarcopenia in rehabilitation patients. The Physiotherapy Rehab team also contributed to a multi-site data collection investigating the long-term rehab outcomes for hip fracture patients. This data will be presented at the 2023 IGS conference. In addition, the internationally recognised GLA:D conservative management programme for hip and knee pain was introduced by Physiotherapy. NOHC is one of the pilot sites for the National GLA:D Research Programme led by the University of Limerick.

## Nursing

### Discharge Lounge

Building on the success of the Discharge Lounge for surgical patients introduced in late 2021, the Lounge facilitated 44% of patient discharges in 2022. A patient satisfaction survey yielded excellent feedback about the transfer experience.

### Quaity Corridor

In line with the nursing service plan, space was created on our main corridor to showcase poster presentations of quality initiatives undertaken by staff at the Hospital during the year.

# **Clinics & Services** continued

## Medical Social Work

| | |
|---|---|
| **1,129** | Referrals to the service |
| **117** | Centre for Rehabilitation |
| **183** | Cappagh Kids |
| **1,102** | Orthopaedic Referrals |
| **385** | Pre Assessment Clinic |
| **291** | Same Day Admissions |

Medical Social Work experienced a 19% increase in referrals in 2022. The department continued to provide practical, welfare and emotional supports for paediatric, adult and older adult patients. They also assisted discharge planning for patients requiring community, convalescent, homeless shelter and home care services post-discharge. In addition, the service worked with disciplines across the Hospital in preparation for the implementation of Assisted Decision-Making Act in 2023.

## Restaurant

In late 2022, the Restaurant introduced Scanbox insulated food transport carts for the patient service. These new carts provide hot and cold holding and preserve food quality. In addition to the daily food service, the Restaurant catered for hospital events and worked closely with the Green Energy Committee promoting non-disposable cups and reducing food waste

## Facilities

**2022 was a busy year for the Facilities team, who were involved in a number of projects hospital-wide.**

A planning application was lodged in December 2022 for a Radiology Centre and additional clinical areas, education facilities and storage.

The convent renovation was completed in 2022, with the relocation of the CEO's Office, Board Room and Professorial Unit to the refurbished building. The newly renovated space also includes a Prayer Room and Ablution Room. Work will now begin on the Laboratory expansion into the old Professorial Unit.

During the year, theatres 3 & 4 were upgraded with new Ultra Clean Ventilation Systems. Renovation works commenced in earnest on the 31st of October, completing on the 23rd of December 2022.

At the year end, works were also well-progressed on a new Radiology Department waiting area to accommodate increasing patient numbers.

Sustainability is at the core of all new development plans, and the Department will continue to prioritise projects to lessen NOHC's impact on the environment. To this end, a design team has been appointed to prepare an outline design and planning application for a solar farm installation.

In 2022, the Facilities Department supported the Green Energy Committee's endeavours to improve the Hospital's energy efficiency and reduce energy consumption through lighting, heating, window and door upgrades. In addition, a new secure bike shelter was introduced to the campus, and it is hoped that staff living locally will rethink their mode of transport and cycle to work.

Other Projects include:

- Bathroom refurbishment in the Centre for Rehabilitation
- Installation of copper silver ionisation systems
- Introduction of 2 Portakabins for additional office space
- Planning Application Lodged for increased car parking spaces
- Commenced Theatre Store relocation
- Fire safety upgrade works to doors, walls, ceilings, floors and partitions in accommodation areas.



# Research & Education


Advancing Orthopaedic Healthcare 34
Shaping Future Healthcare Professionals 37

# Advancing Orthopaedic Healthcare

**Medical research plays a critical role in advancing orthopaedic healthcare by providing new insights into disease prevention, diagnosis, and treatment. Through rigorous scientific investigation, we can explore new approaches to managing health conditions and improving patient outcomes. Additionally, medical research keeps us abreast of the latest developments, enhances critical thinking skills and encourages a lifelong commitment to learning in medicine.**

The National Orthopaedic Hospital Cappagh fosters a culture of learning, leading and participating in research programmes to ensure that innovative treatments are developed, patients receive better care, and our people are equipped with the latest knowledge and tools to provide high-quality care.

## Research Highlights

**25** Research Applications Submitted

**22** Applications Approved

**29** Publications

**Research Team**
Research Committee Lead: Mr James Cashman

**Researchers**
Professor John O'Byrne, Mr Adrian Cassar Gheiti, Mr Peter Keogh and Mr Paddy Kenny

**Research Assistant**
Ms Ciara Doran

## Collaborative Grants between NOHC AND RCSI in 2022

Scheme: SFI-IRC Pathway
- Grant number: 21/PATH-S/9306
- Award Amount: €552,140
- Duration: 4 Years

Scheme: HRB Emerging Investigator Award
- Grant No: EIA-2022-009
- Total Award Amount: €729,486
- Duration: 4 years

Scheme: SFI-CDA
- Grant Number: SFI/CDA/4996
- Total Award Amount: €593,401
- Duration: 4 Years

Scheme: SFI-FFP/495306
- Total Award Amount: €583,102
- Duration: 4 years

## NOHC Research Publications 2022

1. **Glomangiomatosis of the lower leg.**
   Glynn D, Hynes J, Richards K, O'Toole G, O'Keane C, Kavanagh E.
   Radiol Case Rep. 2022 Jan 18;17(3):963-966. doi: 10.1016/j.radcr.2022.01.008. eCollection 2022 Mar.
   PMID: 35106104 Free PMC article.
   https://pubmed.ncbi.nlm.nih.gov/35106104/

2. **Influence of a Preadmission Procedure-Specific Consent Document on Patient Recall of Informed Consent at 4 Weeks After Total Hip Replacement: A Randomized Controlled Trial.**
   Power FR, McClean A, Cashman J.
   J Patient Saf. 2022 Jan 1;18(1):e243-e248. doi: 10.1097/PTS.0000000000000756.
   PMID: 32740133 Clinical Trial.
   https://pubmed.ncbi.nlm.nih.gov/32740133/>

3. **Knowledge of face masks and attitudes to re-sterilisation among healthcare workers.**
   O'Byrne C, Kenny F, Eustace S, Gibbons JP.
   Ir J Med Sci. 2022 Feb;191(1):97-102. doi: 10.1007/s11845-020-02493-z. Epub 2021 Feb 8.
   PMID: 33559047 Free PMC article.
   https://pubmed.ncbi.nlm.nih.gov/33559047/

4. **Hand dominance and experience improve bimanual performance on arthroscopic simulator task.**
   Feeley AA, Gibbons JP, Feeley IH, Fitzgerald E, Merghani K, Sheehan E.
   Knee Surg Sports Traumatol Arthrosc. 2022 Feb 25. doi: 10.1007/s00167-022-06920-9. Online ahead of print.
   PMID: 35212804
   https://pubmed.ncbi.nlm.nih.gov/35212804/

5. **What Is the Superior Technique for Long Construct Spinopelvic Fixation in Adult Spinal Deformity Surgery: Iliac Screws or S2-Alar-Iliac Screws.**
   Welch-Phillips A, Ross TD, McDonnell JM, Ahern DP, Butler JS.
   Clin Spine Surg. 2022 Feb 1;35(1):4-6. doi: 10.1097/BSD.0000000000001121.
   PMID: 33290328 No abstract available.
   https://pubmed.ncbi.nlm.nih.gov/33290328/

6. **Interprofessional education and practice guide: profiling readiness for practice-based IPE.**
   O'Leary N, Salmon N, O'Donnell M, Murphy S, Mannion J.
   J Interprof Care. 2022 Feb 22:1-6. doi: 10.1080/13561820.2022.2038551. Online ahead of print.
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# Advancing Orthopaedic Healthcare continued

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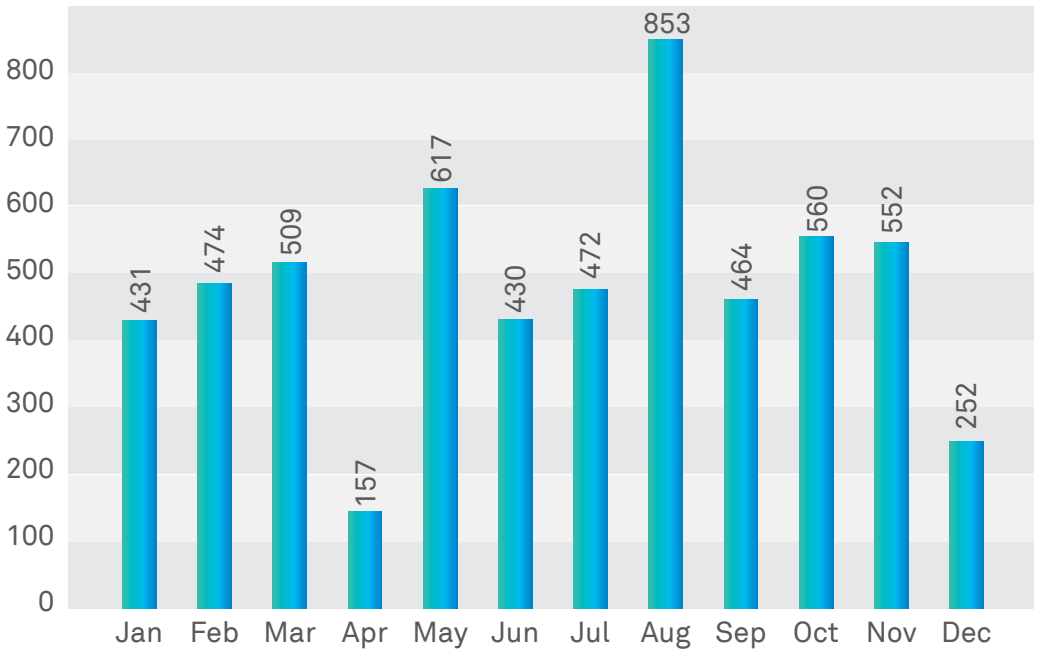
## Irish National Orthopaedic Register (INOR) - Attendees 2022




6 Month Reviews:
**1,602,**
9 Revised = 0.56%

2 Year Reviews:
**1,333,**
7 Revised = 0.53%

5 Year Reviews:
**1,391**
9 Revised = 0.65%

10 Year Reviews:
**862**
6 Revised = 0.69%

15 Year Reviews:
**607**
6 Revised = 1.0%

# Shaping Future Healthcare Professionals

**The relationship between research and education is crucial for healthcare innovation. Education provides us with the principles of medicine, while research allows us to apply these principles to innovative practices and treatments.**

## Research & Education Centre Relocation

In October 2022, the Research & Education Centre relocated to refurbished offices on the 2nd floor of the convent building. The area incorporates common, locker and lecture rooms.

NOHC welcomes students from University College Dublin (UCD) and the Royal College of Surgeons in Ireland (RCSI) UCD Undergraduates attended NOHC from August to November 2022, and RCSI Undergraduate and Graduate Entry Medical Students will commence studies at the Hospital from January to May and June 2023, respectively.

## Cappagh Foundation Day 2022

The Cappagh Foundation Day took place on the 27th of May, 2022. The event was chaired by Mr Niall Hogan, Consultant Orthopaedic Surgeon, and featured guest speaker Professor David Beverland, MD, FRCS, Musgrave Park, Hospital, Belfast. This years theme 'Evolution of Total Knee Arthroplasty: Robot Wars! This year's theme engaged an audience of more than 60 surgical, medical, allied healthcare and nursing professionals.

## 2022 EXCELLENCE AWARDS

## Dr Michael Floyd Memorial Board

Presented by the Department of Anaesthesiology, the Dr Michael Floyd Memorial Medal is awarded to the Best Orthopaedic Surgery and Anaesthesiology Trainee.
The 2022 winners were:
Anaesthetics: Dr Ayeslegul Turgay
Orthopaedics: Dr Eamonn Coveney

## Cappagh Residents Prize

Each year, we invite trainees from all disciplines to initiate and participate in research programmes at the Hospital. The Cappagh Residents Prize celebrates their excellent work and recognises the trainee responsible for producing the best research paper.

Mr Niall Hogan, Consultant Orthopaedic Surgeong and Dr Eoghan Hurley, winner of the Cappagh Residents Prize



NOHC's 2022 Cappagh Prize Winner, Dr Eoghan Hurley, is the first to receive this coveted prize on three occasions.

## RCSI Abraham Colles Medal

In honour of the late Abraham Colles (1773-1843), former Professor of Anatomy, Surgery and Physiology, and President of the Royal College of Surgeons in Ireland (RCSI), the prestigious Abraham Colles Medal in Orthopaedics is presented by the Department to the RCSI undergraduate student who excels in each Intermediate Cycle.

Up to 300 students undertake clinical examinations in orthopaedics at the National Orthopaedic Hospital Cappagh, and the top 3 students are shortlisted to compete for this prestigious prize. The RCSI Abraham Colles Medal winner for 2022 is Terence Murphy.

## Catherine Cummins Medal

Congratulations to Laura Hayes, the 2022 recipient of the Catherine Cummins Medal and bursary awarded to the graduate nurse who achieves the highest average mark from the orthopaedic specialist components of the programme. This Catherine Cummins Medal honours the memory of Sr Polycarp (birthname Catherine Cummins), founder of the Hospital in 1908.

## MEDICAL & SURGICAL EDUCATION

## Medical Students Education

RCIS Undergraduate Students and Graduate Entry Medical Students took up placements at the Hospital in January 2022. The Research & Education Centre also welcomed UCD undergraduate students to the Hospital from August to November 2022. In addition NOHC facilitated students in Medicine for the Elderly, Anaesthesiology and Radiology.

## GP Medical Teaching Programme

In July 2022, a GP training programme was established at NOHC. Working in conjunction with the Irish College of General Practitioners, as part of the GP Medical Training Scheme, the Hospital offers trainee GP's 4-month rotations to improve their knowledge and expertise of orthopaedic and musculoskeletal conditions. Over the course of 4 months, GPs gain experience in the MSK, Physio-led Injection Clinics and the orthopaedic wards. They will also learn about Interventional Radiological (IR) procedures in theatre. Although this initiative is in its infancy, we hope to increase programme capacity in the coming months, welcoming more GP trainees to NOHC.

# Shaping Future Healthcare Professionals continued

## Education at NOHC

**MSK / Orthopaedic Surgical Clinical Attachments**

**349** RCSI | **299** UCD



**General Medicine Students**

**4** RCSI SC2 | **88** RCSI Graduate Entry Medical



**Medicine for the Elderly**

**72** RCSI Students



**Anaesthesiology**

**18** SC2 Students: Final Med



**GP Training Scheme**

**6** GP's completed 4 month Ortho / MSK rotations



**Summer Clinical Attachments**

**11** Students from TCD, UCD and RCSI

## NURSE EDUCATION

### National Orthopaedic Nurses Conference

On 19th October 2022, Nursing celebrated a return to in-person events with the return of the National Orthopaedic Nursing Conference. Organised by the NOHC Nurse Education Team, the event welcomed presenters from healthcare professions presenting a wide range of topics. There was150 attendees and delegates viewed posters showcasing the developments impacting patient care in orthopaedics.

### Nurse Placement

In line with the national requirements, we increased undergraduate student nurse placements from 16 in 2021 to 47 in 2022. Student nurses were assigned to the inpatient surgical wards, Cappagh Kids Ward and the Centre for Rehabilitation.

### Post Graduate Education

- 9 Registered Nurses achieved a Post Graduate Diploma in Nursing (Orthopaedic Nursing)
- 1 Registered Nurses was awarded a Post Graduate Certificate in Nursing (Orthopaedic Nursing)
- 2 Registered Nurses received a Post Graduate Diploma in Nursing

## CASTING & SPLINTING

- 80 participants attended the 1 and 2 day courses in Basic Casting Techniques over the course of 2022.
- 4 Nurses commenced the MSK Casting & Splinting Professional Certificate (RCSI) in September 2022 (due to finish in May 2023).

## THERAPY SERVICES

### Physiotherapy Practice Education

- Total of 23 Student placements facilitated
- 19 Students from UCD Masters Programme
- 4 Students RCSI Undergraduate Programme

### Occupational Therapy Practice Education

- 3 Students from Trinity, University of Limerick and University of Galway.

Facilitated medical students observational sessions in Physiotherapy Outpatients, MSK Triage, PAC, Centre for Rehabilitation (PT & OT & Dietetics).

Conducted educational sessions for medical students and NCHDs as part of their placements and rotations.

Provided education to primary care HSCP colleagues as part of the collaborative interface Triage Clinic format established in 2022. This is a key objective of the National MSK Triage Programme.

# 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 2022

| | 2022 €'000 | 2021 €'000 |
|---|---|---|
| **TURNOVER** | | |
| Revenue grants (HSE) | **48,913** | 42,416 |
| Active Rehabilitation Unit (HSE) | **1,265** | 2,626 |
| Patient income | **9,419** | 8,868 |
| Other income | **3,321** | 3,004 |
| Capital grant amortisation | **1,231** | 1,086 |
| | **64,149** | 58,000 |
| **COSTS** | | |
| Staff costs | **(38,791)** | (34,219) |
| Non-pay costs | **(24,011)** | (21,873) |
| Depreciation | **(1,231)** | (1,086) |
| | **(64,033)** | (57,178) |
| Operating surplus | **116** | 822 |
| Interest payable and similar charges | **12** | (49) |
| **Surplus on ordinary activities before taxation** | **128** | 773 |
| Taxation | **-** | - |
| **Surplus on ordinary activities after taxation** | **128** | 773 |
| **Retained earnings at the beginning of the reporting period** | **1,567** | 794 |
| **Retained earnings at the end of the reporting period** | **1,695** | 1,567 |

# **Balance Sheet** as at 31st December 2022

| | 2022 €'000 | 2021 €'000 |
|---|---|---|
| **FIXED ASSETS** | | |
| Tangible assets | **20,890** | 17,762 |
| **CURRENT ASSETS** | | |
| Stocks | **1,060** | 657 |
| Debtors | **11,797** | 6,787 |
| Cash at bank and in hand | **2,364** | 6,124 |
| | **15,221** | 13,568 |
| **CREDITORS:** | | |
| Amounts falling due within one year | **(12,655)** | (9,392) |
| Amounts falling due after one year | **(1,475)** | (1,249) |
| **NET CURRENT ASSETS** | **(14,130)** | (10,641) |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | **21,981** | 20,689 |
| **CAPITAL GRANTS** | **(20,257)** | (19,093) |
| **NET ASSETS** | **1,724** | 1,596 |
| **Financed by:** | | |
| **CAPITAL AND RESERVES** | | |
| Called up share capital presented as equity | **-** | - |
| Retained earnings | **1,695** | 1,567 |
| Other reserves | **29** | 29 |
| **Shareholders' funds** | **1,724** | 1,596 |

# Notes

# Notes

National Orthopaedic Hospital Cappagh
Cappagh Road, Finglas, Dublin, D11 EV29.
**nohc.ie**

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH