ANNUAL REPORT 2023



INNOVATING ORTHOPAEDIC HEALTHCARE

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH




RISKS
















Welcome to
Cappagh Kids
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Join the Superbug resistance.
RESIST

Contents

01 The National Orthopaedic Hospital Cappagh 02
- Overview 03
- National Footprint 04
- Surgical, Operational and Strategic Highlights 05
- Chairman's Foreword 06
- CEO's Statement 07
- NOHC Development Plan 09

02 Board & Executive 10
- Board of Directors 11
- Board Meeting Attendance 13
- Executive Management Team 14

03 Our People & Culture 15

04 Creating a Sustainable Future 19

05 Mission, Vision, Values, Purpose & Strategy 23
- Mission, Vision, Values, Purpose 24
- NOHC Strategy 2022-2025 25

06 Innovation Performance & Quality Practices 28

07 Operational Excellence 31
- Theatre Activity 32
- Inpatient Services 33
- Inpatient & Outpatient Services 34
- Outpatient Services 37
- Support Services 38

08 Research & Education 39
Advancing Orthopaedic Healthcare 40
Shaping Future Healthcare Professionals 41

09 Financial Performance 43

01

The National Orthopaedic Hospital Cappagh

"The best way to predict the future is to create it."
Abraham Lincoln



Overview

The National Orthopaedic Hospital Cappagh (NOHC), Ireland's largest elective orthopaedic hospital, was established in 1908 by the Sisters of Charity. In 2005, its ownership was transferred to the Sisters of Mercy, thus continuing the long tradition of clinical excellence synonymous with this great institution. As a distinguished member of the Royal College of Surgeons in Ireland (RCSI) Hospital Group, the Hospital offers a comprehensive range of orthopaedic and musculoskeletal services, including:

- **Adult Orthopaedics and Major Joint Replacement**: Providing thorough care for adult patients with upper and lower limb conditions and major joint replacements.
- **Spinal Surgery**: Surgical treatments for a variety of spinal conditions.
- **Specialist Bone Tumour Service**: Serving as the National Referral Centre for Bone and Soft Tissue Tumours and the Surgical Oncology Centre for the National Sarcoma Service, NOHC delivers specialised care for patients with bone cancers and related issues.
- **Paediatric Care (Cappagh Kids)**: Dedicated services catering to the orthopaedic needs of children.
- **Rehabilitation of Older Adult Patients**: The Hospital supports older adults recovering from acute illnesses or injuries through the Centre for Rehabilitation.
- **Rheumatology**: Professional diagnosis and treatment of rheumatic diseases.
- **Sports & Exercise Medicine**: Specialized care for sports-related injuries and conditions aimed at helping patients achieve optimal physical performance.

A comprehensive radiology suite, expert therapy services, and dedicated nursing care support the Hospital's services. Moreover, NOHC houses the National Bone Bank, which collects bone allografts and imports tissue allografts for national distribution.

As a teaching hospital, NOHC promotes high standards of education and medical innovation, fosters a culture of continuous learning, and nurtures the talents of future surgeons, doctors, nurses, and allied healthcare practitioners.

This blend of specialised services, research and education ensures that NOHC remains a leader in orthopaedic and musculoskeletal healthcare throughout Ireland.



136 Hospital Beds



6 Surgical Theatres (5 Major and 1 minor)



37 Consultant Orthopaedic Surgeons



18 Consultant Anaesthesiologists



4 Consultant Radiologists



c. 600 Dedicated Staff



7,428 Theatre & Plaster Bay Procedures



26,000 Attendees



Committed to Research & Innovation



Teaching Hospital Since 1921



1,000 Students Annually



€69 Million Turnover

National Footprint



Surgical, Operational and Strategic Highlights

Surgial Activity Highlights

+1%
Increase in Theatre and Plaster Bay Activity

+18%
Increase in Total Hip Replacement/Revision Surgery

+18%
Increase in Total Knee Replacement/Revision Surgery

+15%
Increase in Paediatric Day Case Procedures

>200
Completed > 200 Same Day THR Surgeries

+51%
Increase in Spinal Decompresssions

+10.3%
Improvement in Theatre Efficiencies

+14%
Increase in Inpatient Discharges

Operational Highlights

+7%
Increase in Scheduled Outpatient Clinics

-10.3%
Reduction in Energy Usage

+51%
Improvement in Training Compliance

⊂150
Listed in Top 150 Best Employers for the 2nd year

Year end Waiting Lists

4,045 Patients on the Inpatient or Day Case List.

5,804 Patients on the Outpatient List.

Strategic Highlights

HSE Approval

Received HSE approval for expansion plans. Preliminary Business Case and Strategic Assessment Reports completed and approved.

Theatre Upgrades

Completed the successful installation of Air Handling Units in two theatres with minimal service disruption.

Radiology Upgrades

Works completed on X-ray room refurbishment, and the development of a new ultrasound room.

Improving Access

NOHC continued to work with the HSE, NTPF, CHI and IEHG to increase capacity and improve access to care.



(Pictured L-R Mr Paul Curtin (Chair of the Medical Board), Mr Adrian Cassar Gheiti (Consultant Orthopaedic Surgeon), Prof. John O'Byrne (Clinical Director Adult Services), An Taoiseach Leo Varadkar TD, Angela Lee (Chief Executive Officer) and Colin Byrne (Chair of the Board of Directors) during An Taoiseach's visit to the Hospital in May 2023.

Chairman's Foreword



2023 was a challenging year for the Hospital for several reasons, but overall and generally, the standard of medical care provided to the patients was excellent due the skill and commitment of the consultants, medical staff, management and everyone who works at the Hospital.

Providing medical care is a very complex business, and it requires an exceptionally high degree of excellence, dedication and knowledge to ensure that patients get the best possible and appropriate treatment available, resulting in successful outcomes.

The demand for adult orthopaedic services continues to grow at a pace due to (among other things) an increased ageing population. Notwithstanding that, waiting lists have been reduced at the Hospital (although in some cases, of course, they are still too long) due to increased productivity, with more patients being treated this year than in previous years. This is a testament to the hard work and competence of all of the relevant medical staff and other staff of the Hospital. In particular, I would like to thank Mr Paul Curtin (Chair of the Medical Board) and Professor John O'Byrne (Clinical Director of Adult Services) for their support and astute guidance throughout the year.

I would like to thank all the consultants and medical personnel who work in Cappagh Kids and, in particular, Mr Paul Connolly (Clinical Director of Paediatric Services) for his incredible hard work and commitment throughout what was at times a very difficult year.

Angela Lee (CEO) and her executive management team manage the Hospital with great know-how and adroitness. I hugely admire how much they achieve each year, notwithstanding the myriad of issues they face on a daily (and, in some cases, hourly) basis. The Hospital is very fortunate to have such dedicated and professional personnel at the helm, and I cannot thank them enough for what they do for the Hospital and its patients.

During the year, Dr Declan Herbert, Joe Keeling, Sr Sheila Cronin, Mr Paul Curtin and Maribe Fallon stepped down from the Board due primarily to the expiration of their terms of office. All of those Board members gave considerable time and their expertise on a voluntary basis (notwithstanding the considerable responsibility which they undertake as directors) and without which the Hospital would be in a much poorer position today. I would like to thank each and every one of them for their selfless contribution.

In particular, the contribution of Sr Sheila over twenty years or more to patient care and other aspects of the Hospital cannot be overstated. Some people devote their lives to the care and wellbeing of others, and Sr Sheila is one of those people, and it was a privilege to have worked with her.

During the year, we welcomed Petra Augustinovic onto the Board, and we look forward to working with her in the years ahead.

I would like to thank Sean O'Neill, Chair of the Board of Directors of the Cappagh Foundation and his fellow directors and staff for the work they do to raise as much needed funds as they can for the Hospital.

I would like to acknowledge with many thanks the financial and other support given by the Department of Health, the HSE, the IEHG, CHI 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.

I hope I have not left anyone out, but again, I wish to express my sincere thanks to each and every person who works in (or who contributes in some way to running) the Hospital with the aim of ensuring the well-being of its staff and achieving the best possible outcomes for its patients.

MR COLIN BYRNE
CHAIRPERSON

CEO's Statement



The Annual Report 2023 marks a significant milestone for the National Orthopaedic Hospital Cappagh as we commemorate 115 years of dedicated service to patient care. This report demonstrates our enduring commitment to excellence and showcases steady progress towards the Hospital's strategic goals. Through the collaborative efforts of the Board of Directors, management and our staff, we have continued to uphold our mission of providing high-quality orthopaedic care while adapting to the increasing demand for services and the evolving needs of our patients.

Irish people continue to experience significant delays accessing public healthcare, with over 63,000 people waiting for an initial orthopaedic appointment as per National Treatment Purchase Fund (NTPF) data at December 2023. Given current demographics, the demand will continue to grow with an increased and ageing population. A sustained investment in orthopaedic capacity is required to address the demand.

IMPROVING ACCESS TO CARE

Evolving to meet future needs

The primary focus of the Hospital's Strategic Plan 2022-2025 is the expansion of services to enable the treatment of more patients. NOHC developed a Strategic Assessment Report and a Preliminary Business Case in 2023 for the development of a new ward block, High Dependency Unit (HDU) and three additional operating theatres. This significant capital project was approved by the HSE in October 2023, and I look forward to progressing with the development in 2024.

The Hospital is committed to working with the Department of Health, the HSE and the NTPF to ensure people receive the specialist care they need, when they need it. During the year, I had the pleasure of presenting the Hospital expansion plans to An Taoiseach, Leo Varadkar, and to the CEO of the HSE, Mr. Bernard Gloster during their visits to the Hospital. Their support for the expansion of services was very encouraging.

Driving Operational Efficiency

In line with the government's Waiting List Action Plan which aims to address the increasing hospital waiting lists and times, we continue to develop innovative processes and practices, while ensuring our resources are utilised to maximum effectiveness. In 2023, we continued to drive operational efficiency so that more people could avail of surgery at NOHC. The Day Case Total Hip Replacement initiative celebrated 200 programme participants during the year and extended its remit to partial knee replacement surgery.

Another significant development during the year was the introduction of a Theatre Efficiency Programme, using lean principles to increase the mean work output per theatre. This resulted in increased surgical throughput. The length of patient's stays also continued to be reduced for almost all procedures.

A Rapid Access Carpal Tunnel clinic was established by one of our upper limb surgeons in collaboration with a member of the Occupational Therapy team who specialises in hand therapy. Prior to this, patients with carpal tunnel syndrome endured a wait time of up to four years for their first appointment. The new Rapid Access Clinic offers patient appointments within two months of referral, and surgery within two months of consultation.

Increased Activity

NOHC increased surgical activity in 2023 compared to the previous year. This was partly due to downtime in two theatres for essential upgrades in 2022. There was a notable increase of 18% in both hip and knee replacement and revision surgeries during the period. We also continued our collaboration with CHI, removing 574 non-complex patients from their waiting list, as well as treating a number of spina bifida patients.

Financial Cost Pressures

In 2023, the Hospital faced a considerable financial burden due to medical and surgical inflation, increased activity and underfunding. As a result, a year-end deficit of €0.5m was recorded. We will continue to develop value for money initiatives and explore additional funding streams to ensure that our facilities and resources are fully optimised in order to treat more patients.

Prioritising Clinical Excellence

Work on the development of a Consultant Peer Review Portal commenced in 2023. This is the first platform of its kind in Ireland and will ensure high surgical standards prevail. It will enable surgeons review their colleague's surgical outcomes and radiology, and will facilitate shared learning. We expect to launch the platform in Q4 2024.

We continued to espouse high standards in medical and nursing training throughout the year, hosting the Cappagh Foundation Day in May and the National Orthopaedic Nurses Conference in October. We also procured a high-fidelity manikin for multidisciplinary clinical training.

Cultivating a Caring Culture

The Hospital continues to enjoy impressive staff retention rates and was listed among Ireland's Top 150 Employers by the Sunday Independent for the second year. We take great pride in our people, and this acknowledgement speaks to the unique culture and shared purpose within the organisation. By caring for staff, recognising ability, developing potential and valuing people, we will continue to attract and retain great people.

ACKNOWLEDGEMENTS

Board of Directors

In 2023, there were some notable changes on the Board of Directors. June saw the resignation of Dr Declan Herbert and Mr Joe Keeling. In December, Sr Sheila Cronin, Mr Paul Curtin and Ms Maribe Fallon retired from the Board. A new member, Ms Petra Augustinovic joined the Board in December, and further new members will join in the new year.

I wish to sincerely thank the Chairperson, Mr Colin Byrne for his invaluable guidance and support during the year. I also wish to thank our retired and current Board members for their support and exceptional contribution to the Hospital.

CEO's Statement

ACKNOWLEDGEMENTS (CONTD.)

Operating Partners

From 2nd January 2024, NOHC transitioned from the Ireland East Hospital Group (IEHG) to the Royal College of Surgeons Hospital Group (RCSI HG). I wish to take this opportunity to thank Mr Declan Lyons and the team at IEHG for their support over the years. I look forward to working with the team in RCSI HG as the health system transitions to the new Regional Health Areas in 2024.

I wish to also thank the HSE Acute Hospital Division and the team in HSE Estates, with whom I have worked closely throughout the year. Their support and assistance with our development plans have been invaluable. I would also like to thank the HSE Climate Action & Sustainability Office and the Sustainability Energy Authority Ireland, who continue to assist with the Hospital's sustainability transformation.

I also wish to acknowledge and sincerely thank the NTPF for their ongoing support with waiting list initiatives in 2023 and beyond.

I also wish to acknowledge the work of the Chair and the Board of the Cappagh Hospital Foundation.

NOHC Staff

A special thanks to my colleagues on the Executive Management Team. During the year we had some changes to the team, Maria Kearns (Head of HR), Helen Moore (Financial Controller) and Pat O' Neill (Head of Facilities) left the Hospital. I wish each of them well in their new endeavours. In the year, we welcomed Johanne Carey to the role of Head of HR and Eoin Corrigan as Financial Controller.

At the end of the year, Mr Paul Curtin stepped down as Chair of the Medical Board after six years of outstanding service to the Hospital. It was my great pleasure to work closely with him throughout these years. Despite the pandemic and many other challenges, his vision and drive for development and continuous improvements led to a huge amount being achieved during his tenure. Ms Nolle Cassidy has now stepped into the role and I look forward to continuing to work closely with Ms Cassidy and colleagues on the Medical Board. Special thanks also to our Clinical Directors, Prof John O'Byrne (Clinical Director for the Adult Service) and Mr Paul Connolly (Clinical Director for the Paediatric Service) for their support, assistance and wise counsel throughout the year.

I wish to thank departmental managers and staff across all disciplines for their ongoing contribution to the Hospital and commitment to excellence. We are very fortunate to have such a great team who work together and go above and beyond to deliver what is required, sometimes in challenging circumstances. I very much appreciate your support and assistance.

LOOKING FORWARD WITH OPTIMISM

Sustainability

Sustainability is woven into the fabric of our organisation. We will continue our purposeful drive to reduce carbon emissions and achieve green flag status.

Digital Transformation

We will explore new systems and platforms to improve patient communications and operational efficiencies. We will endeavour to invest in the best technologies that offer improved efficiencies with the highest patient safety standards.

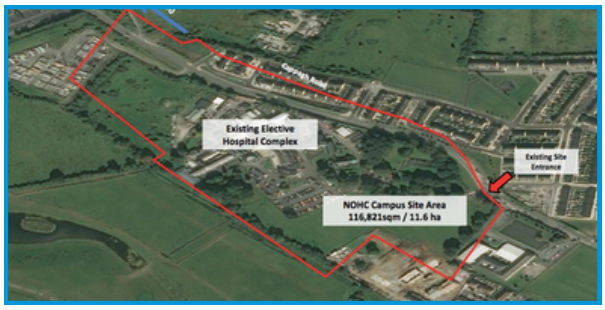
Meeting the Needs of Patients

The National Orthopaedic Hospital Cappagh has taken care of vulnerable patients for 115 years, and we will continue to advocate for funding and support so that patients can receive timely access to care. We will progress with our development plans, and pledge to treat more patients, reduce national waiting lists and demonstrate our resolute determination to unburden the health service and improve lives.

MS ANGELA LEE
CHIEF EXECUTIVE OFFICER

NOHC Development Plan

The National Orthopaedic Hospital Cappagh site covers an area of 11.6 hectares (29 acres) and offers significant potential for development and growth. A recent Fingal County Council Planning Report noted that the site has been developed haphazardly, with various architectural detailing and styles. To maximise the site's development potential and address clinical adjacencies in a planned and systematic way, NOHC engaged RKD Architects to develop a Master Plan for the entire campus.



Aerial view of NOHC site

A Road Map for Infrastructural Growth

The Site Master Plan defines short-term and long-term land use requirements as a framework for present and future use, considering the positioning of suitable infrastructure in appropriate locations to enable further growth, clinical adjacencies, optimal patient flow and changing technology.

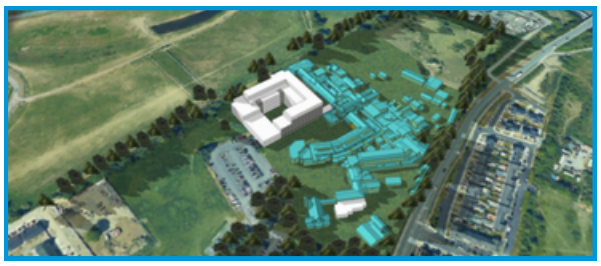
A vision and a clear action plan were developed to create a physical and functional environment that would facilitate the achievement of NOHC's strategic objectives.

Phase 1 - Master Plan Capital Development

The proposed construction of a 76 Bed Ward Block, 10 Bed High Dependency Unit (HDU), 3 additional Operating Theatres and Ancillary Infrastructure.

Progress to date:

- A Strategic Assessment Report (SAR) and Preliminary Business Case (PBC) as per the Public Spending Code were completed in 2023.
- The project was approved by HSE National Capital Steering Committee, HSE Executive and HSE Board (Oct 2023).
- The project is included in the HSE Capital Plan (2023 and 2024).
- A design team was appointed (2024) from the HSE framework to take the project through all stages, from preliminary design to detailed design, planning, construction and handover.



Phase 1 - Master Plan New Ward Block, High Dependency Unit (HDU) and Theatres (shown in white in the drawing above).

Benefits of Phase 1 Construction

The development will add much-needed extra capacity

- 4 additional HDU beds
- 30 additional single-occupancy rooms
- 46 replacement single rooms
- 3 additional operating theatres

Phase 2 & 3 Master Plan Capital Development

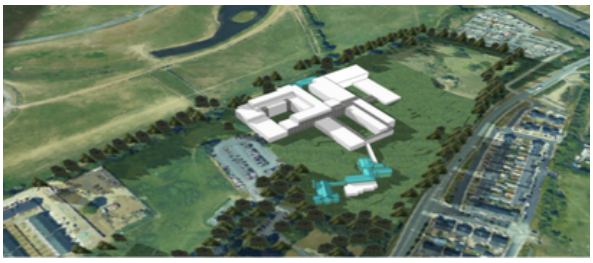
Phases 2 and 3 will follow, adding further capacity and supporting infrastructure, and enabling the decommissioning of certain areas of the existing hospital.



Phase 2 & 3 - Master Plan (shown in amber in the drawing above).

Completed Master Plan

The completed Master Plan will result in the demolition of certain areas as identified in the HSE 2019 Condition Survey. Areas to remain include the Convent Building and adjoining annex where currently the Paediatric OPD and Academic Facilities are located.



Plan for Car Park and other site works to be developed. There is ample space for further expansion on the site to accommodate future healthcare requirements.

NOHC will work with the HSE, the Department of Health and other key stakeholders to develop the campus in a planned and systematic way in order to fully optimise its significant potential.

02

Board and Executive

"Efforts and courage are not enough without purpose and direction."
John F. Kennedy



Board of Directors

Role of the Board

The Hospital's Board of Directors is responsible for providing leadership and strategic direction. They support the Hospital's mission, vision, values, and purpose by providing leadership and governance on strategic, financial, risk and other related matters.

Board Structure

The composition of the Board is determined by the Articles of Association which states that the Board will comprise at all times a majority of Non-Executive Directors. Membership of the Board should reflect diversity in terms of gender, skills and competency to lead the company effectively.

Changes to the Board of Directors in 2023

A number of members of the Board tendered their resignations, having served one or more terms, including Mr Paul Curtin, Sr Sheila Cronin, Ms Maribe Fallon, Dr Declan Herbert and Mr Joe Keeling. We are grateful for their dedication and commitment to the Hospital.

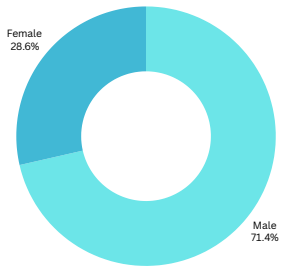
Ms Petra Augustinovic joined the Board in December 2023. With an ICT background, Ms Augustinovic is uniquely placed to help the Hospital improve its technological capabilities.

Sub-Committees Reporting to the Board

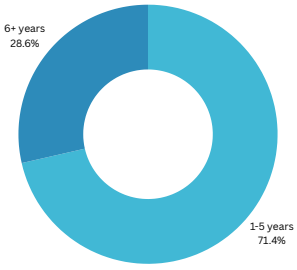
- Research and Ethics
- Patient Care and Mission Effectiveness
- Remuneration Committee
- Nominations Committee
- Finance Committee

Board Gender Balance, Tenure & Expertise as at 31.12.2023

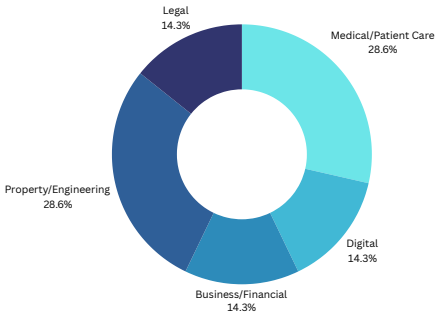
Gender Balance



Tenure



Expertise



Board of Directors

Board of Directors 2023

Under the guidance of Chairperson Mr. Colin Byrne, the following individuals served as members of the Board of Directors in 2023.

Mr Colin Byrne
Chairperson
Appointed to the Board 21.02.2017

Mr Shane Deasy
Vice-Chairperson
Appointed to the Board 21.02.2017

EX-OFFICIO MEMBERS

Ms Angela Lee
CEO
Appointed to the Board 21.06.2011
Chairs numerous Hospital Committees
Resigned from the Board on 13.12.2023

Mr Paul Curtin
Consultant Orthopaedic Surgeon
Appointed to the Board 01.08.2018
Chair of the Medical Board
Resigned from the Board on 13.12.2023
after 2 terms of service

Prof. John O'Byrne
Clinical Director Adult Services
Consultant Orthopaedic Surgeon
Appointed to the Board 05.02.2021
Member of the Research & Ethics Committee, and the Medical Board

Mr Paul Connolly
Clinical Director Paediatric Services
Consultant Paediatric Orthopaedic Surgeon
Appointed to the Board 02.06.2022
Member of the Medical Board

NON-EXECUTIVE DIRECTORS

Sr Sheila Cronin
Appointed to the Board 21.02.2006
Resigned from the Board on 13.12.2023

Ms Maribé Fallon
Appointed to the Board 12.09.2019
Resigned from the Board 13.12.2023

Ms Michele Jackson
Appointed to the Board 29.02.2020
Chair of the Nominations Committee

Dr Declan Herbert
Appointed to the Board 11.12.2018
Resigned from the Board 07.06.2023

Mr Joe Keeling
Appointed to the Board 03.12.2021
Resigned from the Board 07.06.2023

Ms Tara Lilywhite
Appointed to the Board 03.12.2021

Mr Brian Madden
Appointed to the Board 23.11.2022

Ms Petra Augustinovic
Appointed to the Board 13.12.2023

Recognising the invaluable contributions of Sr Sheila Cronin



NOHC acknowledges the outstanding service of Sr Sheila as a member of the Board of Directors of the National Orthopaedic Hospital Cappagh DAC (formally Cappagh National Orthopaedic Hospital Ltd) over 18 years, resigning in December 2023.

Sr Sheila chaired the Hospital's Patient Care and Mission Effectiveness Committee and the Clinical Governance and Clinical Risk Committee until her departure from the Board.

We thank Sr Sheila for her 18 years of remarkable service, her unwavering commitment, strategic insights and relentless pursuit of excellence in patient care.

We wish Sr Sheila the very best in her future endeavours. She will always be a cherished member of our hospital community.

Board Meeting Attendance

Board Member	08 Feb	26 Apr	07 Jun	19 Jul	20 Sep	02 Oct	22 Nov	13 Dec	Mtgs/ Year	Present	Absent
Mr Colin Byrne	✓	✓	✓	✓	✓	✓	✓	✓	8	8	0
Mr Shane Deasy	✗	✓	✗	✓	✓	✓	✓	✗	8	5	3
Ms Angela Lee	✓	✓	✓	✓	✓	✓	✓	✓	8	8	0
Mr Paul Curtin	✓	✓	✓	✓	✓	✓	✓	✗	8	7	1
Prof. John O'Byrne	✓	✓	✓	✓	✓	✓	✓	✓	8	8	0
Mr Paul Connolly	✓	✓	✓	✗	✓	✓	✓	✓	8	7	1
Sr Sheila Cronin	✓	✓	✓	✓	✓	✓	✓	✗	8	7	1
Dr Declan Herbert	✓	✗	✗	Resigned					3	1	2
Ms Maribe Fallon	✓	✓	✗	✗	✓	✗	✓	✓	8	5	3
Ms Michele Jackson	✓	✓	✓	✓	✓	✓	✓	✓	8	8	0
Mr Joe Keeling	✗	✗	✗	Resigned					3	0	3
Ms Tara Lilywhite	✗	✓	✓	✓	✓	✓	✓	✓	8	7	1
Mr Brian Madden	✗	✓	✓	✓	✓	✓	✓	✓	8	7	1
Ms Petra Augustinovic	Joined the Board in December 2023							✓	1	1	0



Executive Management Team

Executive Management Team Structure

The Executive Management Team, led by CEO, Angela Lee is responsible for the day-to-day running of the Hospital.

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

Mr Eoin Corrigan
Financial Controller

Ms Johanne Carey
Head of Human Resources

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

Dr Brid McGrath
Chair of the Department of
Anaesthesiology



03

Our People and Culture

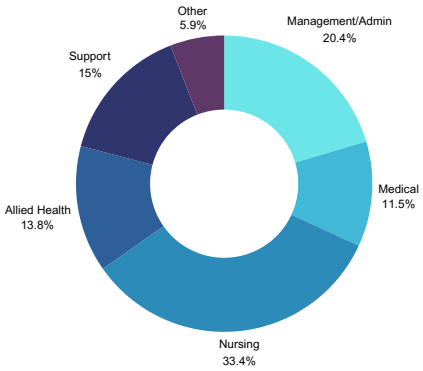
"Strength lies in differences, not in similarities."
Steven Covey



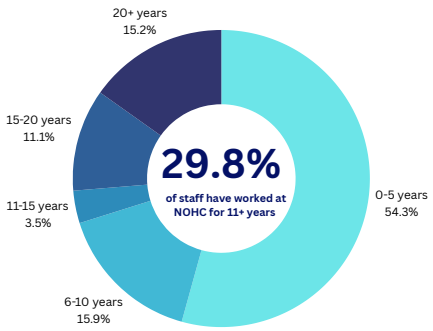
Our People and Culture

Staff Overview

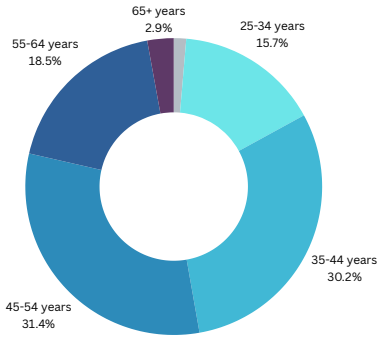
Discplines



Years of service



Staff Age Profile



High Levels of Staff Satisfaction

- **90%** are proud to work at NOHC
- **89%** feel their opinions are valued
- **86%** satisfied with day-to-day quality of communication
- **85%** agree there are set and shared goals
- **82%** feel involved in decisions
- **71%** have sufficient resources to do their job

Gender Pay Gap Report 30.06.2023

In 2023, 75% of NOHC's workforce was female, and once again, women were well-represented in Board, Executive positions and Senior Management roles. Our efforts to achieve better gender balance in 2023 have succeeded in Quartiles 1, 2 and 3.

The gender pay gap in Quartile 4 (Upper) remains stubbornly wide, with a mean gap of 16.23% and a median gap of 7.09% in favour of male employees; however, the latter shows the most significant improvement on last year's figures, reducing by 6.25%. Progress towards gender pay parity in this Quartile will be slow-paced, and change will only come as more female medical students pursue higher surgical training in orthopaedics and join our staff.

Workforce At NOHC	Median Hourly Pay Gap	Mean Hour Pay Gap	Median Bonus Pay Gap	Mean Bonus Pay Gap
*575	-2.37%	18.54%	N/A	N/A

*Figures quoted as at 30.06.2023

Our People and Culture

Training

NOHC is committed to creating and maintaining a safe and positive working environment, ensuring that employees have the right skills and knowledge to undertake their roles to the required standard and minimise risk to themselves, service users, visitors and colleagues. In 2023, we introduced new measures to improve mandatory training compliance rates, including:

- Monthly Induction Days covering up to 10 mandatory training courses
- Themed months targetting low compliance courses
- Departmental and individual competitions
- Increased mandatory training frequency
- A positive approach to learning



Promoting Healthy Living



During the year, Healthy Ireland and Occupational Health collaborated to promote a Tobacco-Free Campus, positive mental and physical health, and workplace wellbeing. Occupational Health organised frequent vaccination clinics and encouraged vaccine uptake.

We welcomed guest speakers to the Hospital to discuss topics that included bereavement and cancer awareness and the Hospital received a HSE Tobacco Free Campus Award.

Healthy Ireland and the Green Energy Committee promoted two events, Marchathon and Walktober, motivating individuals to walk to work instead of driving, for the benefit of their health and the environment. They also promoted the Bike to Work Scheme as an alternative mode of transportation. Both campaigns enjoyed considerable staff participation.

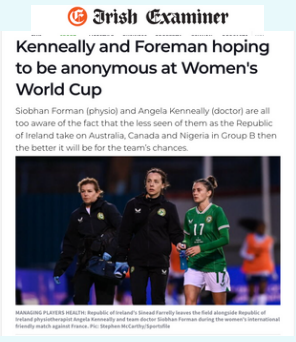
NOHC Staff Choir



NOHC's staff choir was established in November and began rehearsing in preparation for the festive season. On 20th December, patients and staff at the Hospital were treated to a repertoire of Christmas carols and excerpts from The Grinch!

The choir was thrilled with their audiences' enthusiastic response and plans to put on another performance in 2024.

Recognition


Irish Examiner

Kenneally and Foreman hoping to be anonymous at Women's World Cup

Siobhan Forman (physio) and Angela Kenneally (doctor) are all too aware of the fact that the less seen of them as the Republic of Ireland take on Australia, Canada and Nigeria in Group B then the better it will be for the team's chances.

We proudly supported the Irish Women's Football Team in the World Cup 2023, confident in the knowledge that they were under the capable care of our very own Dr Siobhan Forman.



Congratulations to Prof. Stephen Eustace who received a Merit Award from the Players Football Association (PFA) for his excellent work in helping injured players return to sport.

Our People and Culture

Fond Farewells

With heavy hearts, we bid farewell to our dear colleague Margaret Cavanagh on July 10, 2023. Margaret dedicated over 40 years of service at NOHC before retiring in November 2021. Known as an exceptional Nurse, Margaret was highly regarded for her expertise in Oncology and her compassionate care for each patient. Her colleagues remember her as an empathetic, witty and consummate professional. Margaret's significant contributions were recognized when she had the honour of opening the CT Centre in 2022.

We also remember with fondness our nursing colleague, Vivienne Foley who passed away during the year.

May they both rest in peace.



Caring for our Carers

As a hospital, we have a responsibility to not only care for our patients but also to provide support for our staff. Throughout 2023, the Healthy Ireland Committee held several events promoting good health, well-being and camaraderie.

- Men's Health Awareness Week- included health screening for male staff coordinated by Occupational Health
- Founders Day Staff BBQ in September 2023
- Cancer Awareness event in September 2023 in collaboration with Irish Cancer Society
- Mental Health Awareness event in October to mark World Mental Health Day with Guest speaker David Gillick
- Bereavement & Grief support talks provided in November 2023
- Staff Health & Wellbeing Strategy launched in 2023
- Menopause Support (NOHC were Finalists in Workplace Excellence awards)
- Pride Events supported by Healthy Ireland in June 2023
- Staff Health & Wellbeing Survey completed



A Big Thank You to Our Biggest Supporters

We wish to express our sincere gratitude to the staff, patients and patient families, and businesses who fundraised to help us improve the patient experience for others.















04

Creating a Sustainable Future

"Sustainability is no longer about doing less harm, it's about doing more good."
Jochen Zeitz



Creating a Sustainable Future

NOHC Green Energy Committee Overview

Formed in 2019, the Green Energy Committee has been actively working to diminish the Hospital's carbon footprint. The Committee consists of 23 staff members who are assisted by our partners from the Health Service Executive (HSE), Sustainable Energy Authority of Ireland (SEAI), National Transport Authority (NTA) and An Taisce. In 2023, notable achievements were made with the release of the Climate Action Plan 2023, the development of sustainability priorities, enhancements in infrastructure and operations, and numerous engaging campaigns to elicit staff support.

Climate Action Plan 2023

On June 8, 2023, the NOHC published its second Climate Action Plan. The plan delineates measures to realise the national climate objective of transitioning to a climate-resilient, biodiversity-rich, environmentally sustainable, and carbon-neutral economy by 2050. Aligned with the government's binding carbon budgets and sector-specific emission constraints set in July 2022, the plan sets a baseline for emissions from 2016-2018, and does not anticipate emission growth between the baseline and target years, despite the planned expansion of the Hospital and services. A copy of the Climate Action Plan 2023 is available at www.nohc.ie.

Emissions	Unit	Thermal Emissions	Transport Emmissions	In-Target Electicity Emissions	Total In-Target Emissions
Baseline Emissions 2016-2018 avg	[kgCO2]	726,395.2	7,790.5	844,263.1	1,578,448.9

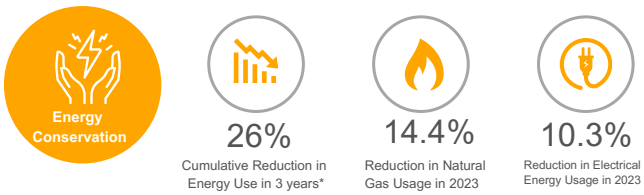
Sustainability Priorities 2023 - 2025

NOHC's Sustainability Strategy for 2022-2025 is a comprehensive plan to promote sustainability within the organisation. The strategy was developed and approved by Senior Management, and informed by internal surveys gauging staff knowledge, practices, and attitudes related to sustainability.

We identified key areas for improvement and created a roadmap to achieving our sustainability goals. To ensure the success of the Sustainability Strategy, NOHC has delivered a series of Information and Education Sessions equipping staff with the knowledge and tools necessary to adopt sustainable behaviours. Sustainability Priorities for 2023-2025 include:



Sustainability Progress 2023



Key Focus for 2024

- Continue to reduce the usage and cost of energy
- Improve the efficiency of the basement plant room which supplies hot water to the hospital

Other Activities to improve energy efficiency

- Developed a natural gas plan
- Appointed energy champions
- Undertook a window replacement programme
- Installed electric metering
- Installed new heat pumps
- 'Reduce Your Use' campaign
- Developed a lighting upgrade programme
- Commenced a PC replacement programme

*Cumulative reduction despite a 10% increase in usable floor space.

Creating a Sustainable Future

NOHC GREEN ENERGY COMMITTEE

Sustainability Progress 2023 Continued

Sustainable Travel





Installed a 40-space secure bike shelter and encouraged cycle to work scheme



Initiated NTA Travel Survey



Encouraged Car Pooling

Key Focus for 2024

- Cycle to work scheme
- Tax Saver promotion

Other Activities to improve Transport & Travel

Participation in the NTA Marchathon and Walktober programmes promoting greener commutes to and from work.

Litter & Waste Management





Trinity Bins Installed Hospitalwide



NOHC registered for An Taisce Green Campus Programme



Introduced Keep Cups to replace disposable alternatives.

Key Focus for 2024

- Conduct tender for managed print services
- Reducing food waste, paper consumption and single-use products

Other Activities to improve Transport & Travel

- External litter bins installed
- Introduced disposable cup charge
- Distributed desktop recyclers
- Undertook a reduce paper usage initiative
- Introduced food composter
- Conducted waste management and site survey
- Commenced theatre waste management, reduction and improvement project

Catering Management





Sourcing seasonal fruit and vegtables



Plant-based & vegan menu options



Introduced two beehives to the campus

Key Focus for 2024

- Extend vegan menu options
- Source local suppliers of fresh produce

Other Activities to improve Transport & Travel

- Campaign for 'Stop Food Waste' Week
- Reduced beef purchases by 50%
- Introduced energy-efficient hot food trollies

Water Conservation





Commenced water metering project

Key Focus for 2024

- Introduce water butts on campus
- Review water metering data to identify areas for improvement.

Knowledge & Education





Introduced dedicated GEC Notice Board



Conducted Sustainability Educational Sessions socialising key priorities



Sustainability module embedded in Induction Days

Key Focus for 2024

- Appoint Sustainability Champions
- Secure An Taisce Green Flag Status

Creating a Sustainable Future

Improving Sustainability In the Operating Theatre

Healthcare systems are believed to be responsible for 5% of global greenhouse gas emissions. As part of NOHC's sustainability commitment, we tasked Arthur P. Drouaud, a visiting student from the George Washington University School of Medicine and Health Sciences, with analysing theatre carbon emissions and disposal costs for Hip and Knee surgeries.

Measuring the weight of clinical, domestic and recycled waste postoperatively, Arthur determined the carbon dioxide emissions and disposal costs. In a sample of 100 joint replacement operations, the study found that:

- blue wap accounted for c.13.5% of waste generated in the operating theatre
- the estimated total CO2 emissions for 2022 (based on 1,566 hip and knee joint arthroplasty) is 24,576 kgCO2e.
- the estimated total disposal costs for 2022 (based on 1,566 hip and knee joint arthroplasty is €29,228.
- revision surgeries use more single-use items and drapes, increasing domestic waste.
- kgCO2 emissions after 24 primary hip or knee replacement surgeries (assuming 2-3 day inpatient stay) equates to the emissions from one passenger on a flight from Dublin to New York.
- a variance in tray utilisation between TKR (packd by 6-8 surgical kits) and THR (packed by 4-6 surgical kits) contributes to higher domestic waste generation in TKR surgeries.

	Total Knee Replacement	Revsion Total Knee Replacement	Total Hip Replacement	Revision Total Hip Replacement
Carbon Emissions	15.82 kgCO2e	23.58 kgCO2e	14.64 kgCO2e	23.50 kgCO2e
Disposal Cost	18.16^€	24.78^€	14.64^€	22.27^€

Recommendations:
This initiative made several recommendations for carbon emission and cost reductions including:

- Consolidating surgical trays
- Developing comprehensive instructions for proper waste disposal including waste separation prior to the first incision to avoid waste contamination
- Reducing the consumption of CSSD/Blue Wrap and exploring ways to recycle the polopropylene component
- Implementing environmentally sustianable practice training for theatre staff.

SETTING OUR SIGHTS ON AN TAISCE GREEN FLAG STATUS

After dedicating recent years to enhancing our green agenda, we embarked on the next phase of our sustainability mission at NOHC.

In February 2023, the NOHC Green Energy Committee met with Deirdre O'Carroll, the Green-Campus Environmental Education Coordinator at An Taisce, to become Green Campus Partners. The coveted Green Flag recognises the Hospital's commitment to deliver high-quality care and improved health and wellbeing in an environmentally conscious and sustainable manner.

In the months that followed, the Committee conducted an environmental assessment and formulated a comprehensive roadmap for achieving the Hospital's Green Flag Status.



05

Mission, Vision, Values, Purpose, Strategy

"Efforts and courage are not enough without purpose and direction."
John F. Kennedy



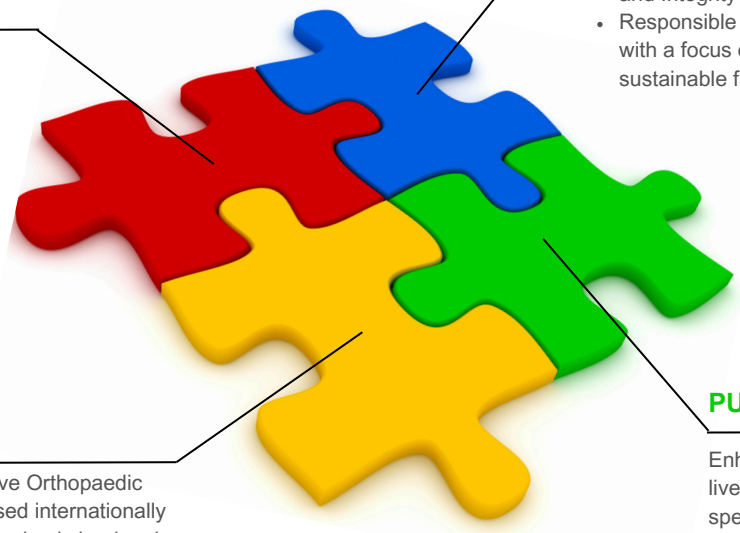
Mission, Vision, Values, Purpose, Strategy

VALUES

- Inclusive & Patient Centric
- Open & Collaborative
- Treating All with Compassion and Integrity
- Responsible and Innovative with a focus on a more sustainable future

MISSION

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



PURPOSE

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

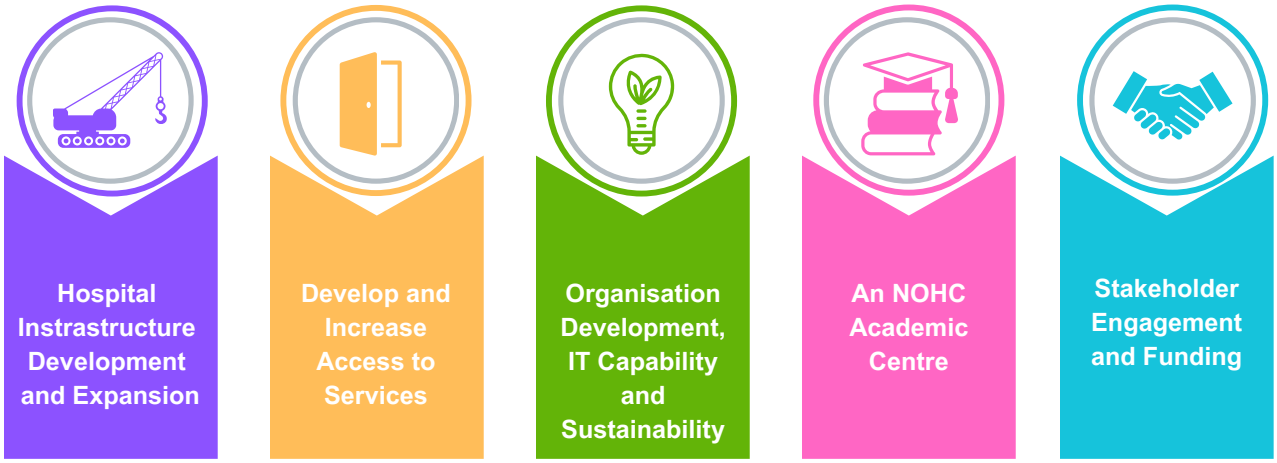
VISION

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



NOHC Strategy 2022-2025

Transforming Orthopaedic Healthcare, Enhancing Lives



Key Strategic Drivers

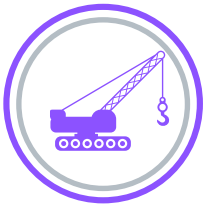
Strategic Drivers	Rationale
Long National Waiting Lists	According to the National Treatment Purchase Fund (NTPF) there were 63,364 adult and 2,855 paediatric patients waiting for a first orthopaedic appointment. In addition 9,633 adult and 218 paediatric patients were awaiting surgery as at 26.01.2024.
Increasing Population	Ireland's population is projected to increase from 5.089 million reaching 6.048 million by 2050, according to The Pensions Commission Population and Labour Force Projections.
Ageing Population	Central Statistics Office (CSO) data shows the population aged 65 and over is projected to double to 1.6 million by 2051 in Ireland.
Human, Economic and Social Costs of Delays in Accessing Care	Patients decondition, leading to reliance on social welfare and family caregivers.
Global Warming	Healthcare's carbon footprint is equivalent to 5% of global net greenhouse gas emissions, making it the fifth largest emitter on the planet. We have a duty to take action to minimise our environmental impact.
Resource Challenges	Public hospitals cannot compete with private hospital pay, incentives and remunerations, which impacts talent attraction and retention.
Ageing Infrastructure	Cappagh House was built in 1847, and additional buildings have been added to the campus since the hospital's establishment in 1908. The Hospital layout and architecture require constant updates, and the campus lands are underutilised.
Subpar ICT Infrastructure	The Hospital's ICT servers and platforms require significant investment.

NOHC Strategy 2022-2025

Strategic Enablers

World-renowned Medical and Surgical Expertise	Strong Leadership	Operational Excellence	Innovation Culture	Patient Centric Ethos
Committed, Capable and Caring Workforce	World-class Education	Intensive Research Programmes	Sustainability Mindset	Campus with Significant Development Potential

Strategic Progress



Hospital Instrastructure, Development and Expansion

- **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.**

- The Preliminary Business Case for a new ward block, HDU and operating theatres was approved by the HSE Executive Management Team, HSE Audit and Risk Committee and the HSE Board. The case was subsequently passed to the Department of Health in October 2023 for review and approval.
- Ms Angela Lee presented the Master Plan (Phase 1, 2 & 3) for the campus development to An Taoiseach during his visit to the Hospital in May 2023.
- NOHC engaged with HSE Estates, exploring Phase 1 options (development of Ward Block/HDU/Theatres), including shell and core construction and an agreement was reached for Phase 1 plans. The project is included in the 2023 and 2024 HSE Capital Plan.
- In February 2023, planning permission was granted for a new three-story build (adjacent to the current Cappagh Kids OPD) to facilitate a dedicated radiology suite and treatment rooms for Cappagh Kids, storage at the basement level, and expansion of the academic and research unit on the top floor. This project is progressing.
- The refurbishment of the Laboratory Biochemistry Room was well-progressed at the year end and is expected to be completed in Q1 2024.
- Work completed on converting the old recovery bay into a new theatre store.
- Discussions took place between NOHC and Fingal County Council on the layout of proposed roads through the campus as per the Fingal Development Plan.
- New Air Handling Units were installed in theatres 3 and 4, and all 5 theatres at NOHC are now operational.
- Work on a new ultrasound room in radiology was completed in 2023, complementing hospital services.



Develop and Increase Access to Services

- **To develop and expand services including the spine services, sports and exercise medicine, paediatric orthopaedic services.**
- **To uphold best practice models of care and pathways for improved patient outcomes and expedited care.**

- Five theatres were operational. Activity in 2023 has been strong, with an 18% increase in hip and knee surgeries.
- The Radiology Department's capacity was enhanced by adding a new ultrasound room.
- The Hospital is applying for a full-time NOHC Consultant Surgical Post to boost surgical activity.
- In 2023, NOHC met 95% of CHI surgery targets for non-complex surgeries.
- NOHC continued to support the transfers of patients from Mater and Cavan hospitals.
- Ongoing efforts are being made to reduce patient length of stay and optimise in-patient bed capacity, including an increased number of day case surgeries.
- Patient waiting lists decreased with support from the National Treatment Purchase Fund (NTPF).

NOHC Strategy 2022-2025

Strategic Progress



Organisation Development, IT Capability and Sustainability

- **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**

- The Hospital appoionted a new Head of HR (Johanne Carey) during the year.
- Significant progress was achieved in developing a Consultant Peer Review Portal to ensure consistent high standards in surgical practice.
- Approval was granted by the Board for the implementation of a Healthcare Logic Data Analytics Solution to facilitate performance visualisation. Discussions are ongoing with HSE regarding implementation.
- Ongoing recruitment to expand the ICT team.
- An ICT Consultancy was appointed to advocate for the Hospital's network and server requirements to the HSE.
- During the year, NOHC conducted remediation work for the transition to Microsoft 365.
- An upgraded Human Resource Information System identified by HR is pending funding approval.
- The launch of NOHC's Learning & Development Strategy in 2022 contributed to improved mandatory training compliance in 2023.
- The NOHC Staff App underwent further development and a pilot programme is forthcoming.
- The Green Energy Committee at NOHC effectively decreased energy consumption and costs hospitalwide, while also advocating for a sustainability mindset.
- The Hospital released its updated Climate Action Plan during the year.



An NOHC Academic Centre

- **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.**

- Website updates were performed.
- The Cappagh Foundation Day, held in May 2023, welcomed esteemed Consultants: Dr Rachel M. Thompson from the Orthopaedic Institute for Children at UCLA, Dr Elizabeth W. Hubbard from the Texas Scottish Rite Hospital for Children, and An Taoiseach, Mr. Leo Varadkar TD.
- A high-fidelity manikin for MDT training simulations was acquired and is expected to be delivered in Q1 2024.
- Ongoing plans are in place to showcase women in orthopaedic surgery at NOHC.
- Nurse Education at NOHC successfully hosted the 23rd Orthopaedic Nurses Conference in October 2023.
- The Research and Academic Centre continues to explore a potential collaboration between NOHC and the UCD Schools of Biomedical Engineering.
- Efforts are ongoing to expand the academic facilities at NOHC as part of Phase 3 of the Cappagh Kids Radiology Unit project.
- Building relationships with international universities is a priority for NOHC Research & Education. and the faculty recently welcomed students from George Washington University, Washington DC.



Stakeholder Engagement and Funding

- **To promote NOHC as the major centre for elective orthopaedic Services**
- **To make storng representations for capital funding enabling critical development**
- **To optimise NTPF initiatives for increased revenue generation**

- The Hospital welcomed An Taoiseach, Mr Leo Varadkar TD and the CEO of the HSE, Mr Bernard Gloster, during the year.
- Annual Report disseminated to key decision makers.
- Ongoing engagement with the Minister's Office, Department of Health, HSE Estates, NTPF, CHI, RCSI Hospital Group regarding capital projects.
- Alignment with Cappagh Hospital Foundation regarding funding objectives, campaigns and awareness.

06

Innovation Performance and Quality Practices

There's a way to do it better - find it.
Thomas Edison



Innovation Performance & Quality Practices

Improving Access to Services

Theatre Efficiencies Programme

As demand for orthopaedic services grows, improving access to care is a key focus for NOHC. In 2023, Dr. Colm Geraghty spearheaded a Theatre Efficiencies Programme at the Hospital to boost theatre output. By analysing historical procedure timing data to estimate theatre session end times, Dr. Geraghty devised a tool for theatre scheduling optimisation.

After a 4 week off-line trail, the new process was implemented, and work output per session increased, delivering meaningful value gains.

Carpal Tunnel Syndrome

Carpal Tunnel Syndrome (CTS) is a common condition with straightforward treatment approaches. However, due to long national waiting lists for consultations and surgery, some patients are waiting up to four years before receiving treatment. In late 2023, Consultant Orthopaedic Surgeon Ms. Ciara Fox introduced a Rapid Access Clinic at NOHC to expedite the treatment of CTS patients. Those with hand pain, weakness, or suspected CTS are promptly assessed by Ms. Fox and a hand therapist within two months of referral. If surgery is necessary, patients receive a date for surgery on the day of attendance, which is usually within two months.

Enhanced Recovery Programme

Introduced in 2018, the Enhanced Recovery Programme (ERP) gained momentum as three Consultant Orthopaedic Surgeons joined the panel. Under the ERP programme, patients return home on the day of their surgery; however, not everyone is suitable and programme participants must satisfy strict eligibility criteria. In 2023, the ERP team performed 63 hip replacement/revision surgeries. In addition, the programme expanded to include partial knee replacement surgeries, successfully completing two procedures during the year.

This initiative delivers benefits for patients, the Hospital and the economy.



Members of the ERP celebrate a milstone of 200 Same Day Dishcarge Hip and Knee Replacement Surgeries

Enhancing Lives

Restoring Mobility using 3D Technology

Patients who undergo hip replacement and subsequent hip revision surgeries can experience acetabular degeneration over time. This is especially true of patients who require early-age hip replacement surgery. Each procedure can damage the pelvic bone, and when surgical options are exhausted, patients can become immobile and endure chronic pain. Given the complexity of the pelvic bone structure, conventional implants cannot address the problem. That is why Consultants at NOHC turned their attention to 3D Technology in search of a solution.

Using CT scans, NOHC commissions 3D-generated models of the damaged pelvis and proposed implant. An identical titanium implant is generated once surgeons are satisfied with the fit. Implantation is time-sensitive, and surgery must be undertaken within six weeks of the MRI scan to avoid further acetabular deterioration and implant obsolescence. This new approach to treatment is restoring near-normal walking for this patient cohort.

Solving Complex Problems

NOHC's Complex Knee Clinic is conducted by four highly skilled Consultant Orthopaedic Surgeons: Prof. John O'Byrne, Mr Peter Keogh, Mr Adrian Cassar Gheiti and Mr Sven O'hEireamhoin. Together, they work collaboratively to evaluate and treat patients with complex primary and revision knee conditions that result in instability, immobility, swelling, chronic pain, and a diminished quality of life.

In 2023, the clinic saw 51 new patients and 105 returning patients. Complex Knee Clinic patients benefit from the combined knowledge and expertise of this specialised consultant team, with each intricate knee surgery being performed by a minimum of two of the experts.



Innovation Performance & Quality Practices

At NOHC, we believe that a commitment to quality improvement creates an environment where patient safety is prioritised and continuous learning is encouraged. Below are some of the many projects we have undertaken to ensure our patients receive quality care.

Quality Safety Walkarounds

In 2023, we initiated Quality Safety Walkarounds, tasking senior managers with scheduled visits to designated departments within the Hospital to elicit feedback and suggestions for quality and safety concerns from staff and patients. In all, 15 visits were undertaken. In response, an action list was prepared to resolve the issues raised and implement measures for improved standards.The initiative's efficacy was demonstrated by communicating feedback and actions to the staff.

Review of Incident Reporting Process

In 2023, a review of the Incident Reporting Process highlighted the need for simplified report forms and pathways and enhanced staff training. Working in consultation with hospital staff, the Risk and Safety office devised a new approach to incident reporting and implemented staff training sessions to familiarise employees with the new process.

Introduction of Risk Assessment Tool & Risk Register

Risk Management aims to identify, assess, and prioritise risk so as to minimise negative consequences, including unintended harm, to patients, staff and others.

In 2023, NOHC introduced the revised HSE Risk Assessment (RA) tool. Departmental risk registers were rolled out across the Hospital to facilitate risk management at a local level.

Nutrition & Hydration

Optimal nutrition and hydration are integral to patient care and essential for positive health outcomes. At NOHC, we adopt a collaborative approach to managing Nutrition and Hydration (N&H), encouraging input from the Executive Management Team, Nursing, Dietetics, Catering, and Quality and Risk departments.

Our commitment to patient wellbeing was evident in 2024, with a low incident rate and only 6 patient cases brought to the N&H Committee’s attention. We furthered this commitment by successfully recruiting a new Speech & Language Therapist for the Centre for Rehabilitation. Additionally, we updated the Quality Improvement Plan for Nutrition & Hydration, reaffirming our dedication to maintaining high standards of care. We will continue to focus on incident reporting and reviewing the process to ensure its effectiveness.

Hand Hygeine

In September 2023, an action plan was initiated to improve hand hygiene compliance at NOHC. Hane Hygiene Champions were trained in all areas and quarterly audits conducted to gauge conformance.

Accessibility

Established in 1908, the Hospital's original layouts were created before modern accessibility standards were set. Despite various infrastructure enhancements over the years, a modernisation that includes universal design principles is needed. Additionally, there is a focus on optimising hospital communications for better comprehension, especially for individuals with disabilities.

In 2023, the Hospital formed an Accessibility Committee to identify and eliminate accessibility barriers. This committee welcomes input from service users, staff, and visitors facing accessibility issues. They will use this feedback to develop a prioritised action plan to ensure that the Hospital environment and communications are accessible to everyone.

Assisted Decision Making

The introduction of the Assisted Decision-Making (Capacity) Act 2015 is a law that establishes a new legal framework for supported decision-making in Ireland. In 2023, a Committee led by the Medical Social Work Department and Nursing ensured the Hospital is fulfilling its obligations in this regard. Several meetings and awareness days were held so that staff could learn about how this Act impacts patients and processes.

Open Disclosure

Open Disclosure signifies our dedication to engaging with patients in an open, honest, timely, and transparent manner whenever an issue arises concerning their care, especially if they experience harm due to treatment or if there is any suspicion of potential harm resulting from care provided at the Hospital. In 2023, NOHC encouraged mandatory training and organised educational sessions to highlight policy changes in line with the Patient Safety (Notifiable Incident and Open Disclosure) Act 2023.

Official Languages Act

the Hospital is working on a robust plan to meet its obligations under the Act.

07

Operational Excellence

"Excellence is not a skill. It is an attitude."
Ralph Marsten



Theatre Activity 2023

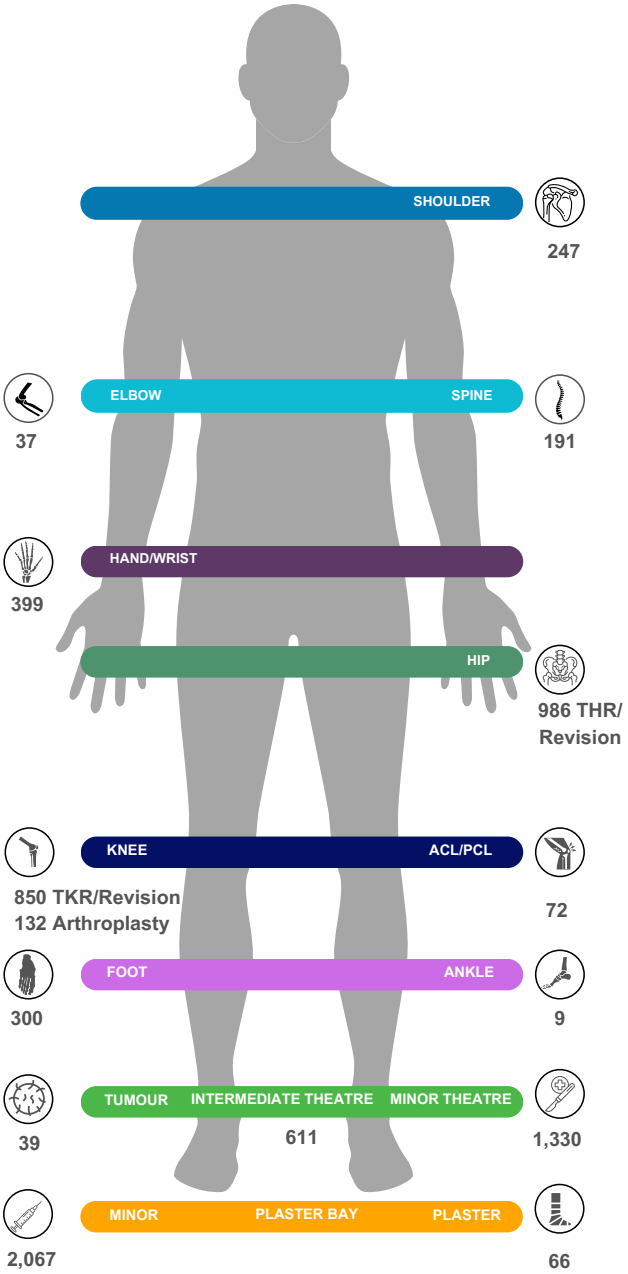
Surgial Activity Overview

HIGHLIGHTS

+18% THR activity

+18% TKR actvity

7,428 Surgical and plaster bay procedures



In 2023, hip and knee replacement surgeries experienced a notable 18% rise during the year, with 65 of the 1,836 procedures carried out under the Enhanced Recovery Programme (ERP). Anticipated growth is expected as more consultants join the ERP panel.

In 2023, inpatient discharges increased by 14% to 3,554 and day case activity exceeded expectations by 3% with 10,260 discharges.

Paediatric Orthopaedics

HIGHLIGHTS

523 Surgical procedures

700 New patient consultations

Despite facing resource challenges, Cappagh Kids carried out 523 surgical procedures in 2023 and welcomed 700 new patients.

Throughout the year, NOHC collaborated with CHI to successfully remove 574 non-complex patients from the CHI waiting list in 2023, meeting 96% of the set target. Moreover, 24 Spina Bifida patients were taken off the CHI waiting list. The remaining Spina Bifida patients have been scheduled for an appointment in 2024 and will undergo surgery shortly thereafter.

Bone Tumour Centre

HIGHLIGHTS

+14% New patient consultations

+48% Patient referrals since 2021

The Bone Tumour Centre at NOHC serves as the main referral facility for bone and soft tissue tumors and a surgical Oncology Centre for the National Sarcoma Service based at St. Vincent's University Hospital.

There has been a growing demand for services at the Bone Tumour Centre each year. In 2023, the service saw 279 new patients, marking a 14% rise from 2022, and attended to 885 review patients, showing a 3% increase in activity. Notably, there has been a 48% increase in new referrals since 2021, prompting considerations for service infrastructural expansion.

Inpatient Services

Centre for Rehabilitation

HIGHLIGHTS

+84% Patients discharged home

The Centre for Rehabilitation provides rehabilitation services for patients from Connolly Hospital and NOHC. It specifically serves patients aged 65 years and above, with an average patient age of 81 years in 2023. Patients from Connolly Hospital need intensive inpatient rehabilitation after an acute medical episode, while those from NOHC may face postoperative complications hindering independent living.

In 2023, the Centre admitted 162 new patients and discharged 165. Of those discharged, 65 returned to home living unaided, and 75 patients received Home Care Packages to enable their return home.

11 patients were transferred to the care of a nursing home, and a further 8 were returned to Connolly Hospital for emergency care. Sadly, 2 patients passed away during the year. Our thoughts and prayers are with their families.

Many of the patients at the Centre for Rehabilitation are rehabilitating following a hip fracture, and patients often experience a poor recovery despite successful surgical repair and rehabilitation. In 2023, Therapy Services Department worked with the Centre on a Retrospective review of functional mobility at 30 days and discharge using New Mobility Scores (NMS) to determine if social factors, such as social support and socioeconomic status, affect physical functional recovery and mortality in older adults with hip fractures.

Their findings demonstrated that patients do not return to independent baseline mobility at 30 days following a hip fracture, and Therapy Services believes the scope of research needs to be extended to 12 months.

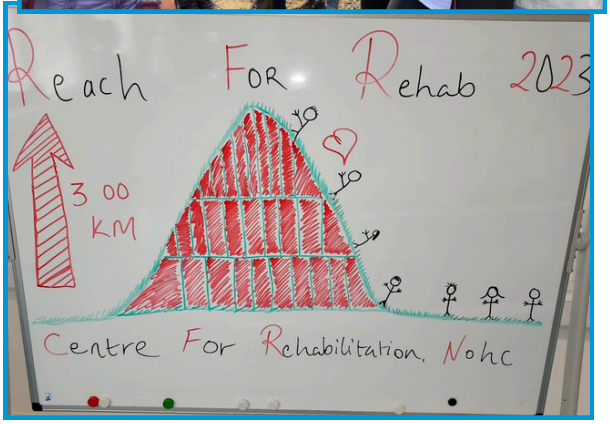
In September 2023, staff at the Centre for Rehabilitation held a “Reach for Rehab” fundraiser involving staff, patients and visitors to the Hospital in their challenge to travel 300 km and raise money to develop a Tranquility Garden for patients of the service. A battle plan was drafted and those who couldn’t make the sponsored walk in Glendalough were put through their paces at the Hospital!

Congratulations to everyone who participated.









Inpatient and Outpatient Services

Radiology Department

HIGHLIGHTS

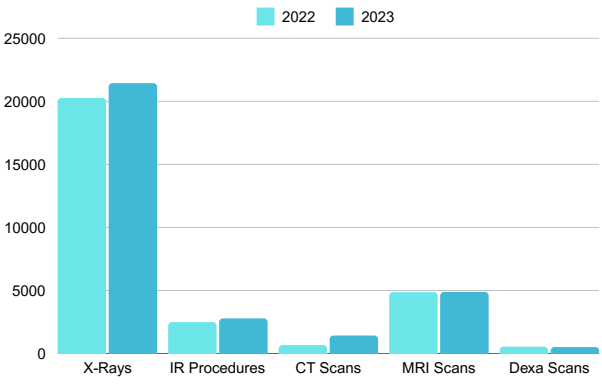
+6% X-ray

+12% Interventional Radiological Procedures

+113% CT Scans

In recent years, the increasing number of adult, paediatric, and joint register patients at NOHC has placed pressure on the Radiology Department waiting room. By January 2023, the construction of a new, larger waiting room for the Radiology Department was finished. In addition an Ultrasound room was introduced in May 2023. These positive changes aim to enhance the overall patient experience and services at NOHC.

During the year there was an increase in X-rays, Interventional Radiological (IR) procedures, MRI and CT scans. The Hospital continued to provide CT services for Connolly and Mater acute hospitals.





The National Bone Bank

HIGHLIGHTS

98 Femoral Head Allografts supplied surgery

The National Bone Bank is located at NOHC. It actively seeks patient consent for femoral head donation. This crucial component, often discarded during total hip replacement surgery, is invaluable to reconstructive surgical procedures.

In 2023, bone donations significantly decreased, with only 46 femoral head harvested compared to 134 in 2022. Despite this drop, there was a high demand, with 98 femoral head allografts utilised in surgeries such as Primary and Revision Total Hip Replacements, Revision Knee Replacements, and Spinal and Tumour surgeries. Notably, 15 allografts were employed at NOHC, and 79 were distributed to hospitals nationwide.

Moreover, the National Bone Bank played a significant role in importing and distributing structural allografts from the USA. In 2023, of the 45 Structural Allografts at NOHC, 36 were used in paediatric surgeries. A further 146 structural allografts were deployed to hospitals across the country.

Pathology/Laboratory

HIGHLIGHTS

+18% Laboratory testing

At the year end, 178,624 internal and 5,532 external laboratory tests were conducted at NOHC for the calendar year 2023. This represents an increase of 9,758 tests on the previous year. Work continued on the Laboratory expansion and the team conducted a survey which indicated high satisfaction rates among service users.



Inpatient and Outpatient Services

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. In addition, the department treats semi-professional and recreational athletes, helping them back to fitness, participation and competition. In 2023, the department welcomed 187 new and 460 review patients for treatment.





Medical Social Work

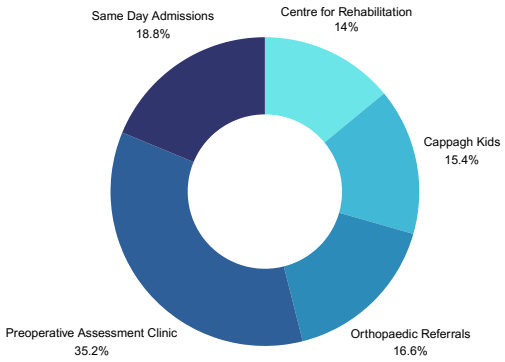
HIGHLIGHTS

1,040 Referrals

The Medical Social Work (MSW) service provides practical, welfare, and emotional support to patients and their families. The team assisted with supporting patients in the approach to surgery and assisted with discharge planning by arranging convalescence, home care packages, and other community supports.

In 2023, the MSW team received 1,040 referrals. Notably, referrals from the Centre for Rehabilitation increased by 25% due to higher patient turnover, which required more support for discharge planning. In November 2023, the team successfully piloted a new group work programme for patients.

Additionally, the MSW team helped patients with delayed transfers and discharges, decreasing bed days lost. The service also supported the implementation of the Assisted Decision Making Capacity Act and promoted Children First Awareness and Adult Safeguarding Days.



Rheumatology

The Rheumatology Department at NOHC offers care for individuals with various musculoskeletal conditions and systemic autoimmune disorders. In 2023, the department held 29 clinics, treating 97 new and 83 review patients.



Inpatient and Outpatient Services

Therapy Services

HIGHLIGHTS

+15% New MSK Attendees

+12% Review MSK Attendees

+113% CT Scans

Sports & Musculoskeletal (MSK) Physiotherapy-led Injection Clinic

The Sports & MSK Physiotherapy-led injection clinic provides joint and soft tissue injections to reduce pain, inflammation, and stiffness in the knees, shoulders and lateral hip/trochanteric bursa. The Clinic was established in 2015 and is run by two Clinical Specialist Physiotherapists. Since its establishment, the clinic has treated 2,102 patients and continues to see increasing patient numbers. In 2023, the clinic served 355 patients. Ten hospital consultants refer patients to this service, with an average waiting time of 2 to 4 weeks.

Musculoskeletal (MSK) Triage Clinic

The MSK Triage Clinic provides a specialised assessment service for patient referrals, aimed at establishing the most effective clinical pathway. In 2023, the clinic reviewed 1,903 new patients, recommending 16% to the Consultant-led Clinics at NOHC. Additionally, 809 patients were reviewed throughout the year.

Outpatient Physiotherapy Services

In 2023, there was a notable increase in demand for physiotherapy services, evidenced by a significant rise in outpatient referrals. The service received 1,414 referrals, marking a 3.5% increase from 2022. Among these, 467 were acute postoperative referrals, while 947 were non-urgent routine referrals. Patients referred to this service must choose to opt-in for treatment, and 89% of those referred agreed to do so.

Paediatric Physiotherapy Services

Physiotherapy consultations for children grew by 24% in 2023, with the service seeing 2,305 children, some with rare bone diseases and others who are undergoing lengthy treatment programmes to correct limb deformity and inequality.

Occupational Therapy

Hand therapy services experienced high demand, with referrals increasing by 17.8%. This growing patient volume has resulted in extended waiting times of up to 12 months, underscoring the necessity for additional resources to guarantee timely care.

Paediatric Occupational Therapy

The paediatric occupational service also saw a substantial rise in referrals in 2023. This service, which offers pre-assessment, limb reconstruction, upper limb and hand therapy, and connects with the onsite Ottobock prosthetic services, received 166 referrals, representing a remarkable 123% increase from 2022.

GLA:D Programme

The GLA:D Programme is designed for individuals with hip and knee osteoarthritis, and promotes exercise and education to extend joint longevity. Programme participants are equipped with skills to maintain an active lifestyle, manage symptoms, and alleviate pain. In 2023, 83 patients were referred to the GLA:D programme at NOHC. Of these, 83 underwent triage, 25 took part, and 14 successfully completed the programme. Those who completed the programme saw improvements such as reduced pain, decreased need for pain medication, enhanced mobility, and an overall better quality of life.



Nurse Services

The nursing team continued to provide exceptional care to patients throughout their hospital journey.

Clinical Nurse Specialist-led Infected Joint Service

In April 2023, a Clinical Nurse Specialist-led service was piloted to treat patients with joint infections who require long-term antibiotics and Outpatient Parenteral Antimicrobial Therapy (OPAT). The Infection Prevention Control Clinical Nurse Specialist Team now reviews these patients, and cases are discussed at monthly multidisciplinary team meetings.

Thirteen patients participated in the pilot scheme, and a 6-month post-treatment staff survey demonstrated a high degree of satisfaction; we expect this programme to persist and expand in 2024.

Regional and National Presentations

A number of poster and oral presentations were accepted at regional and national conferences including:

- Pre-operative hydration in elective othopaedic patients: An enhanced recovery initiative, Selvi Subramanian, CNM2
- Improving Patient Flow, Annmarie McGovern, ADON;, Maria Carey, RN; and Natalie Mahon.
- Implementation of Day Care Total Hip Replacement Surgery, AnnMarie Flanagan, CANP.

Outpatient Services

Outpatient Clinics

HIGHLIGHTS

+7% OPD Clinics Held

11,313 Consultations

Although, outpatient clinic visits remained consistent with last year, totalling 11,313 consultations, the operational efficiency is notably affected by the significant number of patients who miss appointments (DNAs). To enhance attendance, NOHC updated patient appointment letters by simplifying the language and content. Additionally, to enhance care accessibility, more orthopaedic, oncology, sports, exercise, and musculoskeletal clinics were conducted throughout the year, marking a 7% rise in the number of clinics held in 2022.

Speciality	Clinics Held	New Patients	Review Patients
Orthopaedic	691	2,379	4,240
Oncology	165	279	885
Sports & Exercise	93	187	460
Rheumatology	29	97	83
Musculoskeletal (MSK)	391	1903	809
Paediatrics		700	815

Preoperative Assessment Clinic (PAC)

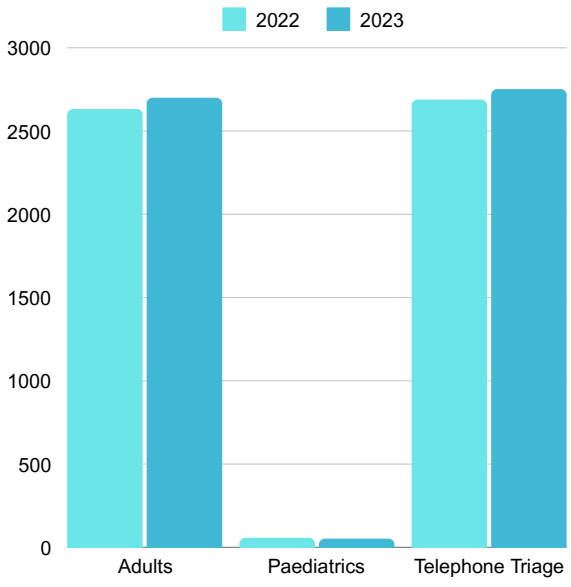
HIGHLIGHTS

+13% Attendees

The Preoperative Assessment Clinic is crucial for evaluating patients' readiness and suitability for surgery and offering preoperative education and guidance. In 2023, the clinic saw 5,049 patients, a 13% rise in attendees on 2022 figures.



Preoperative Assessment Clinic Attendees 2022 & 2023



Support Services

Restaurant

The Restaurant continued to work with dietetics to formulate health promoting menus for patients and staff at the Hospital and address the needs of patients with nutritional deficiencies, allergies and swallowing problems. The team also explored opportunities to improve menu diversity, providing greater vegan options and dishes appealing to cultural differences.

Information Communications Technology

It's been another busy year for Information Communications Technology (ICT) at NOHC. A new Patient Management System (iPMS) was successfully launched in Q1 2023 thanks to the determination of the iPMS Steering Committee and cooperation of staff across the Hospital.



Members of the iPMS Implementation Team celebrate the launch of the new electronic patient management system.

At the year-end, a new Consultant Peer Review Portal was developed to ensure high surgical practice standards was well advanced. We envisage this platform being piloted in Q4 2024.

The Hospital's Board of Directors approved a Healthcare Logic Data Analytics Solution (Performance Visualisation Platform), and the ICT department is in discussions with the HSE regarding its implementation in 2024.

During the year, a tender was issued to find a suitable partner for ICT Managed Services, but it was cancelled due to a poor response. Recognising the need for improved networks and services, ICT appointed a company to represent the Hospital's network and server needs to the HSE and a second company to assist the NOHC's migration to Microsoft 365. The ICT Team also assisted in developing a Managed Print Service Tender for circulation.

Working in collaboration with the HR department, ICT has identified a suitable Human Resource Information System (HRIS) to streamline processes and enhance efficiency in human resources management at the hospital. However, HSE funding has yet to be secured.

As the year drew to a close, work on the Internal Communications App was 80% complete. However, the project was deprioritised in favour of the Consultant Peer Review Portal and work on the App is expected to resume in 2024.

Facilities

The Facilities Department is responsible for maintaining the Hospital facilities, transitioning to a more sustainable model, and playing a key role in developing future Hospital expansion and campus development plans.

Maintaining and Enhancing aged Infrastructure

The Ultra Clean Ventilation Systems were successfully installed in theatres 3 and 4 in December 2023. This ensured that all five theatres were fully operational at the beginning of the year. During the year, an adjacent recovery bay was also transformed into new theatre stores.

Furthermore, in January 2023, NOHC opened a new, larger Radiology Waiting Room to accommodate the growing number of patients at the Hospital. This expansion was further bolstered by the introduction of an ultrasound room, another significant step in our commitment to enhancing the Hospital's radiology services.

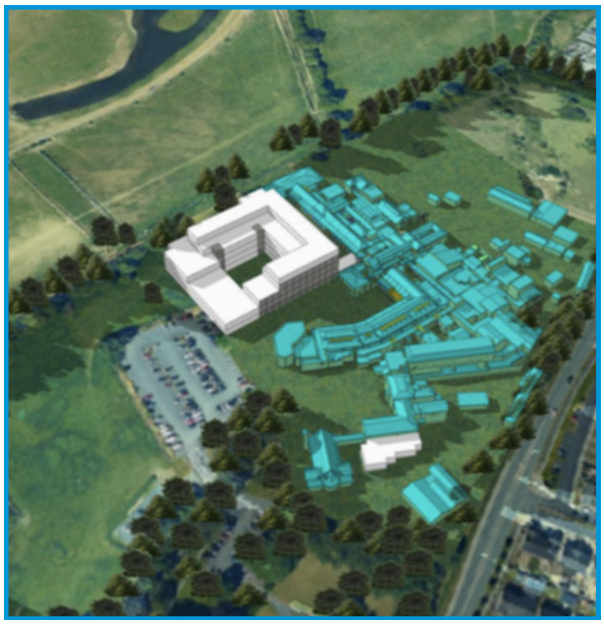
Work is continuing on the refurbishment of the Laboratory Biochemistry Room and further works on the Laboratory extension are being scoped, for implementation in 2024.

Driving Expansion To Meet Growing Demand

In addition to maintaining and enhancing hospital facilities, the department collaborated with architects and planners to support management submissions to the Board of Directors, Health Service Executive, and Department of Health regarding the Hospital's expansion plans.

Planning permission was granted for a three-story build at the Cappagh Kids Outpatient Clinic.

Phase 1 of the Hospital's Master Plan, which includes the construction of a new High Dependency Unit, Ward Block and additional Operating Theatres, was approved by the HSE in October 2023.



08

Research & Education

"Imagination is the highest form of research"
Albert Einstein



Advancing Orthopaedic Healthcare

Research Highlights

17 Research Applications Submitted

14 Applications Approved

Research Committee Lead:
Mr James Cashman

Researchers:
Prof. John O'Byrne
Mr Peter Keogh
Mr Adrian Cassar Gheiti
Mr Paddy Kenny

Research Assistant
Ms Ciara Doran

Medical research is critical 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 continuous 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.

Publications

During the year, 36 articles relating to NOHC were published in a variety of national and international medical journals, including the renowned Journals of Perioperative Priactice, Interprofessional Care and The Cureus Journal of Medical Science.

Publishers	Articles
Skeletal Radiology Journal	2
Journal of Perioperative Practice	3
Radiology Case Reports	2
Journal of Interprofessional Care	1
Anaesthesia	3
Arthroplast Today	2
Journal of Knee Surgery	2
Bone Joint Open Journal	2
Regional Anesthesia Pain Medicine	7
The Cureus Journal of Medical Science	3
Surgeon: Journal of RCS Edinburgh & Ireland	1
International Joint Surgeons Case Report	2
Irish Journal of Medical Science	4
Journal of Orthopaedics	1
SICOT-J	1

Irish National Orthpaedic Register (INOR)

The Irish National Orthopaedic Register (INOR) aims to improve the quality of services and care provided to patients having joint replacement surgery. By using patient scoring systems and recording implant performance and patient outcomes, INOR aims to monitor the safety and effectiveness of implants and support hospitals should an implant recall occur. The data collected under this initiative provides excellent insights into the long-term performance of implants and the efficacy of surgical techniques. In 2023, 4,273 INOR patient reviews took place.



Shaping Future Healthcare Professionals

Research and education play a crucial role in healthcare innovation. Education equips us with the fundamental principles of medicine, while research enables us to implement these principles into innovative practices.

2023 EXCELLENCE AWARDS

The Cappagh Foundation Day

Themed 'Limb Reconstruction and Neuromuscular Surgery - the Paradigm of Modern Surgical Care', the Cappagh Foundation Day 2023 featured renowned orthopaedic experts from the USA and hospitals across Ireland. We were delighted to welcome Consultant Orthopaedic Surgeons Rachel Thompson MD (UCLA) and Elizabeth W. Hubbard MD (Texas Scottish Rite for Children) to share their expertise. Their presentations sparked rich conversations, in-depth discussions and idea exchanges to enhance patient care.

An esteemed guest, An Taoiseach Leo Varadkar, addressed the audience, reiterating the government's ongoing dedication to improving healthcare accessibility, affordability, and effectiveness.



Dr Michael Floyd Memorial Prize Winners

Congratulations to this year's Dr Michael Floyd Memorial Prize winners, Dr Maab Ali (Anaesthesiology) and Dr Rosanne-Sara Lynham (Orthopaedics), who were presented with their prizes by Dr Marie-Therese Floyd at the Cappagh Foundation Day 2023.



The Cappagh Resident's Prize

Honoring orthopedic excellence and innovation, the Cappagh Foundation Day provides a platform for upcoming orthopaedic surgeons to showcase their research and vie for the esteemed Cappagh Residents Prize. Congratulations to Fergus McCabe, recipient of the 2023 Cappagh Residents Prize, for his outstanding research paper titled "A Novel Scoring System Incorporating Sarcopenia to Predict Post-operative Survival in Spinal Metastasis."



RSCI Abrahan Colles Medal

In memory of the late Abraham Colles (1773-1843), a former Professor of Anatomy, Surgery, and Physiology, as well as the President of the Royal College of Surgeons in Ireland (RCSI), the esteemed Abraham Colles Medal in Orthopaedics is awarded by the Department to the RCSI undergraduate student who demonstrates exceptional performance in each Intermediate Cycle. Around 300 students undergo clinical orthopaedic examinations at the National Orthopaedic Hospital Cappagh, and the top three students are selected as finalists to vie for this prestigious award. The recipient of the RCSI Abraham Colles Medal for 2023 is Omar Alhajji.

Catherine Cummins Medal

We are also thrilled to announce that Nurse Fidelma Kenny has been awarded the prestigious Catherine Cummins Medal, one of the highest honours bestowed by our hospital. This award, named after the Hospital's founder, recognises Fidelma as the Postgraduate student who achieved the highest average grade across three modules.



Shaping Future Healthcare Professionals

MEDICAL & SURGICAL EDUCATION

Research and education play a crucial role in healthcare innovation. Education equips us with the fundamental principles of medicine, while research enables us to implement these principles into innovative practices.

MSK/ORTHOPAEDIC SURGICAL CLINICAL ATTACHMENTS
623 RCSI, UCD and GEM students

DEPARTMENT OF ANAESTHESIOLOGY
132 Final Med Students

MEDICINE FOR THE ELDERLY
84 RCSI Students

GP TRAINING SCHEME
6 TCD Students

SUMMER CLINICAL ATTACHMENTS
6 Students from George Washington University, DC, USA; McMaster University, Ontario, Canada; Queens College, Belfast, Trinity College, Dublin (TCD) and University of Limerick (UL)

RCSI LECTURERS: Dr Fred Kenny | Dr Nicolas Christodolou | Dr Emily Crilly | Dr Abdul Aziz Mirdad

Medical & Surgical Students

RCSI Undergraduate Students and Graduate Entry Medical Students took up placements at the Hospital in January 2023. The Research & Education Centre also welcomed UCD undergraduate students to the Hospital from August to November 2023. In addition NOHC facilitated students in Medicine for the Elderly, Anaesthesiology and accommodated Summer Clinical Attachments.

GP Medical Teaching Programme

Working with the Irish College of General Practitioners, as part of the GP Medical Training Scheme, the Hospital offers trainee GPs 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 also learn about Interventional Radiological (IR) procedures in theatre. In 2023, we welcomed six trainee GPs from Trinity College Dublin to the Hospital.

Nurse Education

The National Orthopaedic Hospital Cappagh (NOHC) annually recognises and celebrates the hard work of its nursing students on Irish National Orthopaedic Nurses Day. In 2023, we celebrated the accomplishments of eight remarkable women who completed their Post Graduate Diploma or Certificate in Nursing (Orthopaedic Nursing) at NOHC.



Katie Murray, Thokozile Ndlovu, Nisha Rajesh, Sarah Reynolds - Post Graduate Diploma in Nursing (Orthopaedic Nursing); Maurene Cruz Sampayan, Emma Irwin Gomes, Patricia Yaranon, and Fidelma Kenny - Post Graduate Certificate in Nursing (Orthopaedic Nursing).

Casting Education

Nurses and Doctors from Trauma and Orthopaedic units nationwide received training and education over one and two-day courses in Casting and Splinting Techniques. The MSK Casting & Splinting Professional Certificate (RCSI) commenced in September, and five students graduated in 2023.

National Orthopaedic Nurses Conference 2023 welcomed 180 delegates

The 23rd National Orthopaedic Nurses Conference was held on October 18, 2023. We were delighted with the level of attendance and enthusiasm of attendees, the calibre of presentations and demonstrations, and the positive post-event feedback received. Furthermore, the conference provided participants with a chance to mingle with peers and reconnect with former colleagues.



09

Financial Performance



Financial Performance

Statement of Income and Retained Earnings for the Financial Year Ended 31st December 2023

	2023 €'000	2022 €'000
TURNOVER		
Revenue grants (HSE)	**54,551**	48,913
Active Rehabilitation Unit (HSE)		1,265
Patient income	**8,986**	9,419
Other income	**3,504**	3,321
Capital grant amortisation	**1,587**	1,231
	68,628	64,149
COSTS		
Staff costs	**(41,997)**	(38,791)
Non-pay costs	**(25,545)**	(24,011)
Depreciation	**(1,587)**	(1,231)
	(69,129)	(64,033)
OPERATING (DEFICIT) / SURPLUS	**(501)**	116
Interest payable and similar charges	**(11)**	12
(DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	**(512)**	128
Taxation	-	-
(DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES AFTER TAXATION	**(512)**	128
RETAINED EARNINGS AT THE BEGINNING OF THE REPORTING PERIOD	**1,695**	1,567
RETAINED EARNINGS AT THE END OF THE REPORTING PERIOD	**1,183**	1,695

Financial Performance

Balance Sheet as at 31st December 2023

	2023 €'000	2022 €'000
FIXED ASSETS		
Tangible assets	**22,330**	20,890
CURRENT ASSETS		
Stocks	**950**	1,060
Debtors	**10,277**	11,797
Cash at bank and in hand	**1,292**	2,364
	12,519	15,221
CREDITORS:		
Amounts falling due within one year	**(10,484)**	(12,655)
Amounts falling due after one year	**(2,503)**	(1,475)
TOTAL CREDITORS	**(12,987)**	(14,130)
TOTAL ASSETS LESS LIABILITIES	**21,862**	21,981
CAPITAL GRANTS	**(20,650)**	(20,257)
NET ASSETS	**1,212**	1,724
Financed by:		
CAPITAL AND RESERVES		
Called up share capital presented as equity	**-**	-
Retained earnings	**1,183**	1,695
Other reserves	**29**	29
SHAREHOLDER'S FUNDS	**1,212**	1,724

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH

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