

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH

ANNUAL REPORT 2024

CREATING HIGH-QUALITY ACCESSIBLE HEALTHCARE FOR ALL

Contents

01 The National Orthopaedic Hospital Cappagh 01
- Celebrating Our Past 02
- The National Orthopaedic Hospital Cappagh Today 04
- Specialist Services 05
- National Footprint 06
- Chairperson's Foreword 07
- CEO's Statement 08

02 Activity Highlights 10

03 Corporate Governance 12
- Board of Directors 14
- Organisational Chart 15

04 Mission, Vision, Values, Purpose & Strategy 16
- Mission, Vision, Values, Purpose 17
- Strategic Drivers 18
- NOHC Strategy 2022-2025 19
- Strategic Progress 20

05 Innovation to Enhance Quality 27
- Same-Day Surgery and Discharge for Hip and Knee Replacements 28
- The Complex Knee Clinic National Referral Centre 29
- Innovation and Digital Infrastructure 30
- The National Bone Tumour Ablation Unit 31
- Enhanced Diagnostic and Treatment Capability 32
- Innovation Performance & Quality Practices 33
- Feedback from Our Patients 35

Contents

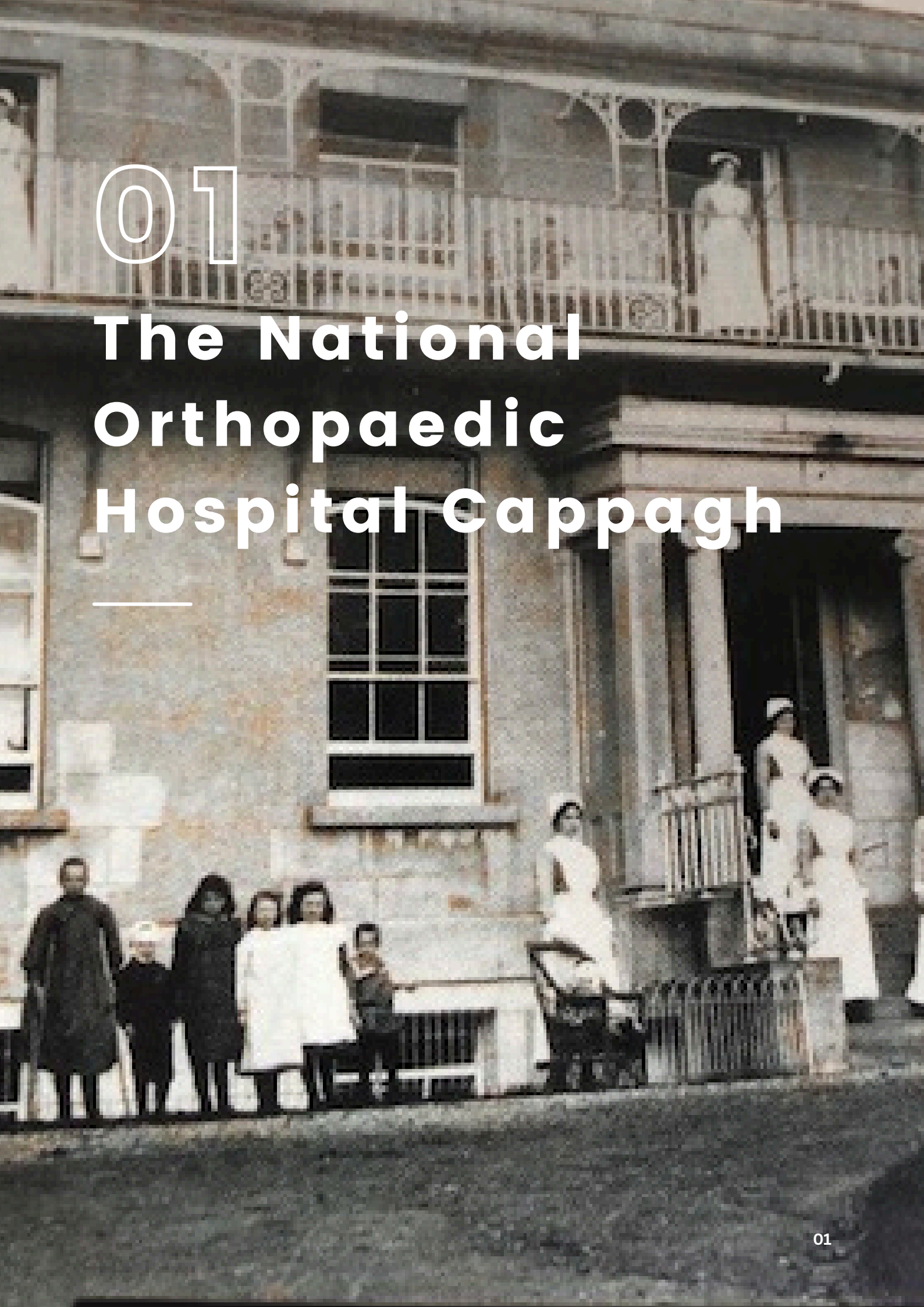
06 Operational Excellence 36
- Surgical Highlights 37
- Specialist Service Highlights 38
- Inpatient & Outpatient Services 39
- Outpatient Services 43
- Support Services 44

07 Research & Education 45
- Medical & Surgical Education 46
- Knowledge Sharing 47
- Nurse Education 48
- Research & Ethics Committee 49
- Research at NOHC 50

08 Our People & Culture 51
- Celebrating Extraordinary People 53
- Ela’s Story 55
- Caring for Our People 56

09 Creating a Sustainable Future 57
- Sustainability Progess Update 58
- Key Projects 61

10 Financial Performance 62



01

The National Orthopaedic Hospital Cappagh

Celebrating Our Past

Founded in 1908 by the Sisters of Charity, the National Orthopaedic Hospital Cappagh (NOHC) is rooted in the principle of providing for those in need. In 2006, the Sisters of Mercy replaced the Sisters of Charity, guided by their commitment to 'giving and receiving compassion so that there may be space for everyone in the community of life.' While the daily management of the NOHC does not involve the religious orders, we remain dedicated to their founding mission of delivering medical care and education, addressing unmet needs, and confronting injustices.



Founding Religious Order, The Sisters of Charity

1908-1928

On her passing in 1907, Lady Mary Martin entrusted the House and Lands at Cappagh to the Sisters of Charity, with the express instruction for 'The establishment of an open-air orthopaedic hospital'. St Mary's Convalescent Home opened its doors on September 8, welcoming 12 children from Temple Street Children's Hospital who were suffering from various diseases of the day, including tuberculosis, poliomyelitis, and rickets. These children required long-term convalescence in the countryside, and Cappagh was then an ideal rural location close to Dublin.

A school was established in 1920 to educate young patients; it received recognition from The National Board of Education by 1923 and later expanded to include technical classes for older students. At its peak in 1966, the school employed six teachers and accommodated 120 students, with the last full-time teacher retiring in 2005.

From 1908 to 1921, the house was managed by Matron Miss Mary Sexton and nursery nurses, who travelled daily from Temple Street by pony and trap.

In 1921, Mother M. Polycarp Cummins, the Rectress of Temple Street, was transferred to Cappagh to enhance the Hospital's capacity by an additional 60 beds. She introduced three old army huts to the estate, to enable the treatment of more patients. She also introduced heliotherapy at the Hospital, and patients were taken from the Hospital's wards onto the verandas and into the neighbouring fields each day, regardless of the weather, to benefit from sunlight and fresh air for healing purposes.



Archbishop William Walsh visit 1908

1929-1948



St Polycarp's Boys Ward

Encouraged by surgeon, good friend, and colleague, Henry McAuley, St Polycarp underwent orthopaedic training in the UK. In the late 1920s, thanks to the exceptional efforts of the Sisters of Charity, Cappagh was regarded as one of the finest clinics in Europe.

Records from 1929 show that the staff included four nursing sisters, four teaching sisters, a sacristan, a missioner, a Sister-in-charge, a housekeeper, and a companion.

In 1932, Sister Polycarp made the decision to acquire the Congress Altar, which was originally located at O'Connell Street Bridge for the Eucharistic Congress held earlier that same year.

By 1935, St Anne's Nurses' Home was completed and many of those working at Cappagh were accommodated on the Hospital's grounds

A camogie field and a tennis court were introduced to offer recreational facilities for the staff and patients were taken on two-week vacations to Port Stewart.

From 1945 to 1955, there was a decrease in poverty-related diseases and fewer children being admitted, alongside a rise in road traffic accidents corresponding to the growing number of automobiles. During this period, hospitals began to care for more adult patients.



Patient beds on the veranda, winter 1935

1949-1968

Over the years, the Hospital has had the pleasure of hosting numerous visitors, including the Indian ambassador in 1953, Chipperfield's Circus, and Olympian Ronnie Delaney. Children from the Hospital also enjoyed outings to Toyland, Dublin Zoo, and Dublin Airport.

In 1956, Mr Paddy MacAuley joined the visiting staff of the Hospital, a significant appointment that would play an important role in the institution's history. Working with paediatric patients, Mr McAuley was a pioneer in the surgical correction of unequal limb length. His arrival greatly enhanced the Hospital's orthopaedic and surgical capability. Mr MacAuley worked at the Hospital until his retirement in 1989, some 34 years later. During this time, he inspired colleagues, medical students, and nurses, and performed life-altering surgeries for many young patients.

In 1959, Sir Joseph Eugene Butler established the country's first Occupational Therapy Department at the Hospital.

And later in 1961, a modern operating theatre opened at Cappagh, heralding a new era for the Hospital.

In 1963, the Department of Health requested the establishment of a special unit for the treatment of children with asthma.



Archbishop Charles McQuaid visit 1960



Celebrating Our Past

1969-1988

In September of 1969, Cappagh Hospital conducted the first joint replacement surgery in Ireland. A team, led by Orthopaedic Consultant Mr Joe Gallagher (1925-1993), completed the country's first Charnley hip replacement surgery. Due to the high risk of infection, the female patient was admitted ten days before surgery and kept in isolation. This practice is in stark contrast to modern-day procedures, as patients can now avail of same-day hip-replacement surgery and discharge.

Mr Gallagher continued to work at the Hospital up to his retirement in 1991, having completed 32 years of service at Cappagh.



Operating Theatre, 1970

The inaugural hip replacement surgery in 1969 sparked a surge in hospital services, leading to 68 surgeries at Cappagh in 1970. To lower infection risks, a Clean Air Flow System was implemented in 1971. By the mid-1970s, the Hospital had assembled a robust team of consultants and was actively involved in Orthopaedic Surgical Training. In 1975, it hosted an international orthopaedic conference. The Hospital also launched several new facilities, including a Hydrotherapy Department in 1973, and expanded its surgical theatres throughout the 1970s and 1980s.

A hydrotherapy pool and x-ray machine were installed, and an orthotics department was established during this period. A notable improvement was observed in 1972, when the average length of stay for patients decreased significantly from 63 days to 28 days.

The Cappagh Research and Development Trust was established in 1988.

1989-2008

During the 1990s, Cappagh Hospital focused on education by partnering with the Royal College of Surgeons in Ireland to offer diplomas in Orthopaedic Nursing. Key developments included the opening of new outpatient and imaging departments, the establishment of a Board of Management, and the inauguration of the Lady Martin Auditorium by Health Minister Brian Cowen. The Hospital also treated Bosnian patients and their families at the request of the Irish Government.



Certificate in Orthopaedic Nursing, 1990

In addition, the National Bone Bank was established on-site in 1998, to facilitate bone donation for national supply, and the Laboratory at Cappagh was the first in the country to receive Clinical Pathology Accreditation (UK).

IIn 2005, Ms Mary McGrath retired as the principal of Cappagh after dedicating 39 years to teaching at the Hospital, thereby concluding 85 years of patient education at NOHC. The school at Cappagh, which had been in operation for 85 years at that time, provided patients with academic education, offered arts and crafts, and conducted technical classes supervised by a Dublin County Vocational Worker.



Education in 1994

2009-2025

At the turn of the century, the Hospital underwent upgrades, improving patient and staff accommodations and adding an MRI facility. Key developments included the expansion of the Orthotic Department, an overhauled medical library, the opening of a Pre-Operative Assessment Clinic, and the introduction of a High Dependency Unit in 2004.

The first Cappagh arthroplasty meeting took place in May 2001, and by 2005, the Hospital became the first public facility to achieve full accreditation, establishing the Cappagh Joint Register for joint replacement data that same year.

In 2008, the Hospital celebrated its 100th anniversary with a centenary book detailing its history and the challenges faced by early patients, honouring the vision of the Sisters of Charity and the dedication of its staff. In 2012, a Specialist Rehabilitation Unit opened to aid patients' recovery after acute medical episodes.

Recent years have seen significant infrastructural improvements to the Hospital, including the installation of advanced diagnostic equipment (CT, MRI, upgraded X-ray) from 2020 to 2022, the construction of a new Admissions building, and upgraded theatre facilities. The renovated convent building now houses office space, the professorial unit, and the Cappagh Kids Outpatient Department, while inpatient wards were revamped for paediatric care.

As patient numbers and services have increased, additional clerical office space have been created.

The Hospital now cares for a growing number of patients with over 600 dedicated staff and consistently ranks among the top hospitals in the HIQA National Inpatient Experience Survey.

The National Orthopaedic Hospital Today

The National Orthopaedic Hospital Cappagh (NOHC) is the largest orthopaedic centre in Ireland. The hospital provides treatment for patients of all ages with orthopaedic and musculoskeletal conditions that affect the upper and lower limbs and spine. Annually, the hospital undertakes over 4,200 surgical procedures, including approximately 2,000 joint replacement surgeries.

- 130 Inpatient Beds
- 6 Surgical Theatres 5 major and 1 minor
- 38 Consultant Orthopaedic Surgeons
- 11.6 Hectare Campus with future development potential located close to the city centre
- Geriatrician-led Centre for Rehabilitation
- Teaching Hospital since 1920 welcoming 1,000 students annually
- 17 Consultant Anaesthesiologists
- Approximately 600 staff members fostering a diverse and inclusive culture
- Consistently surpasses national average across all stages of care in the HIQA National Inpatient Experience Survey
- Committed to research & innovation for improved efficiencies and outcomes
- Featured among Ireland's Top 150 Best Employers by The Sunday Independent 2022, 2023, 2024
- Diagnostic Centre including X-ray, MRI, CT, and DEXA
- Home to the National Bone Bank
- National Referral Centre for bone & soft tissue tumours
- MSK Triage Clinics determining clinical pathways for patients.
- Pathology service for blood transfusion, haemovigilance, biochemistry, haematology, microbiology testing.
- Pre-operative Assessment Clinic to evaluate patient suitability for surgery
- Expert nursing staff and accredited nurse education programmes
- Therapy Services: Occupational Therapy, Physiotherapy, Dietetics, Psychology, Podiatry, Speech & Language
- Medical social work for adult, paediatric, and Centre for Rehabilitation patients
- Strong commitment to sustainability
- On-site Pharmacy
- Restaurant, vending room, and vending stations service healthy food



We are committed to creating a culture and an experience with humanity at its heart, supporting patients and their families throughout the hospital journey towards recovery and enhanced quality of life.

Specialist Services

ADULT ORTHOPAEDICS

Diagnosis, treatment, and management of patients from 18+ years with orthopaedic and musculoskeletal conditions.

- **38 Consultant Orthopaedic Surgeons**
- **Upper Limb**
- **Lower Limb**
- **Spine**
- **Enhanced Recovery programmes for Same-Day THR, TKR, Partial Knee Replacement**
- **Rapid Access Clinics**
- **Complex Clinics for the treatment of patients with challenging orthopaedic conditions and poor surgical outcomes.**
  - Complex Knee
  - Complex Hip
  - East Coast Hand Clinic
  - Congenital Upper Limb Deformity Clinic

RADIOLOGY SERVICES

Diagnosis, treatment, and surveillance for all patients

- **4 Consultant Radiologists**
- **Diagnostics**
- **Interventional radiology treatments**
- **Disease surveillance**
- **Joint register imaging**
- **X-ray**
- **DEXA Scan**
- **CT**
- **MRI**
- **Ultrasound**

CAPPAGH KIDS PAEDIATRIC SERVICES

Diagnosis and treatment of patients from 2-18 years.

Treating congenital, acquired, and degenerative conditions.

SPORTS & EXERCISE MEDICINE

- **2 Doctors and 1 Clinical Specialist Physiotherapist**
- **Diagnosis, treatment, and management of conditions affecting sports participation and performance.**



BONE TUMOUR CENTRE

Treatment of patients 18+ years for bone and soft tissue tumours.

- **2 Consultant Orthopaedic Oncology Surgeons**
- **National Referral Centre for bone & soft tissue tumours**
- **Surgical Oncology Centre for the National Sarcoma Service**

- **The service is experiencing a rise in secondary cancers, particularly metastatic bone disease, requiring radical surgical intervention and disease management.**

RHEUMATOLOGY

Managing adult patients with rheumatological diseases that affect the joints, soft tissue, connective tissue, bones, and organs, causing pain, swelling, and stiffness.

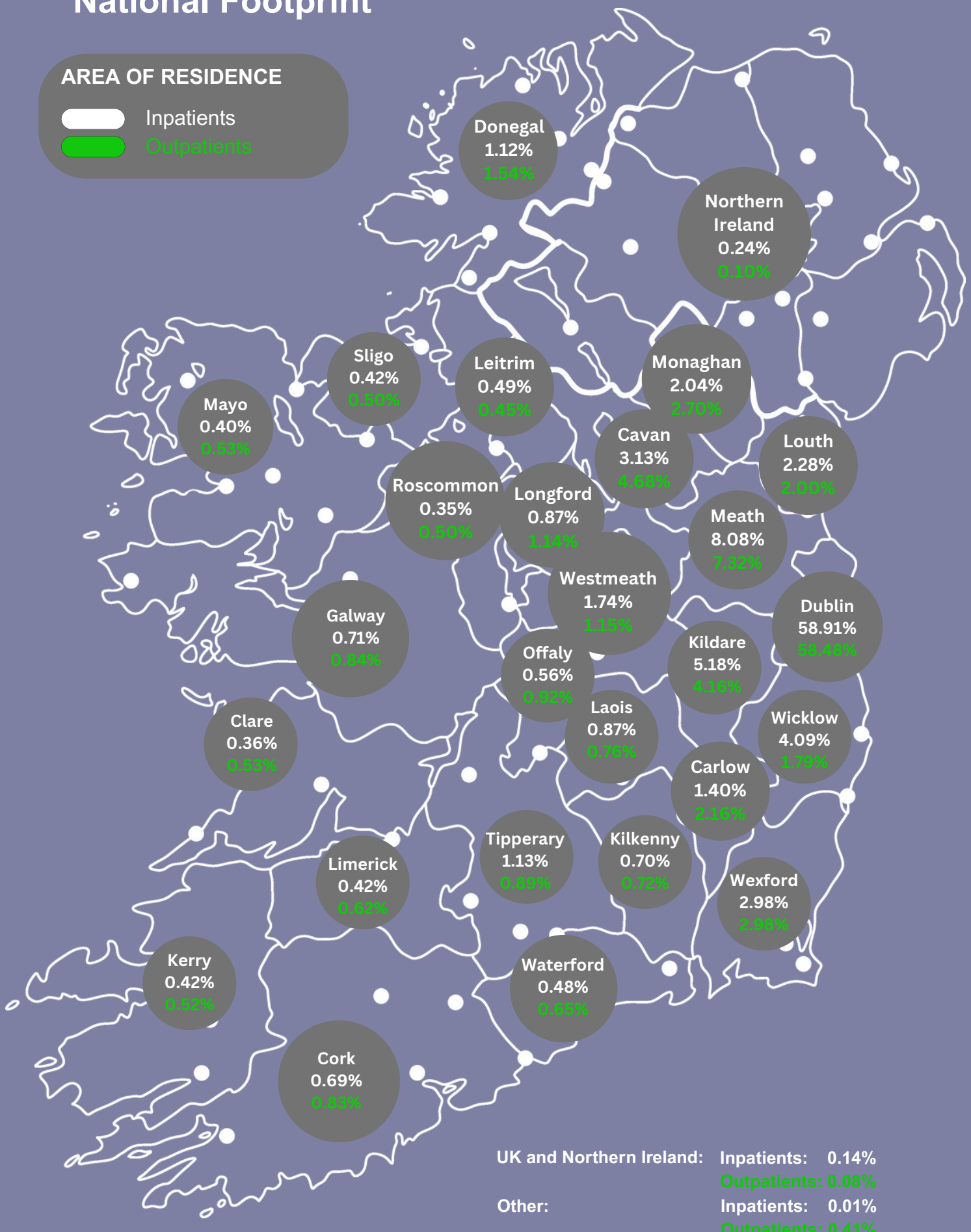
- **2 Consultant Rheumatologists**

CENTRE FOR REHABILITATION

Personalised inpatient rehabilitation for patients recovering from an acute illness/injury.

- **Consultant-led Geriatrician Service**
- **6-week inpatient programme**
- **Accepts patients from Connolly Hospital and NOHC**
- **Comprehensive therapy services including physiotherapy, occupational therapy, speech & language, dietetics, and podiatry**

National Footprint



UK and Northern Ireland: Inpatients: 0.14%
Outpatients: 0.08%

Other: Inpatients: 0.01%
Outpatients: 0.41%

Chairperson's Foreword



MR COLIN BYRNE
CHAIRPERSON

2024 was another successful year for the National Orthopaedic Hospital Cappagh (the "Hospital") as it continues to provide exceptional and unparalleled care to patients due to the high standard of medical (and other) care provided to those patients by the consultants, medical (including, in particular, nursing) staff, and everyone who works at the Hospital. There are a large number of long-serving medical and other staff members at the Hospital, which, together with the newer members of staff, ensures a genuine and unique patient care experience which can be difficult to replicate in the bigger hospitals. We live in an ever-changing society where core values are being diluted and where there is little or no understanding of the complexities and difficulties of running a medical facility such as the Hospital, whose main activity involves operating on patients with all of the inherent risks associated with that. Notwithstanding all of that, the Hospital maintains, on a consistent basis, the highest of standards across all of its services.

I would like to thank Mr Paul Curtin (the new Clinical Director of Adult Orthopaedic Services) for his unrelenting support for the Hospital and his aim of ever-improving medical care for the Hospital's patients.

I would also like to thank all the consultants and medical personnel who work in Cappagh Kids. Mr Jacques Noel was appointed Clinical Director during the year, and what a wise appointment that has turned out to be due to (among other things) his calmness in dealing with high-profile and sensitive matters.

Ms Noelle Cassidy took over as the Head of the Medical Board, and she, like so many others, has made a telling and worthwhile contribution to the Hospital and its patients over many years.

The Hospital is managed by a small but extremely dedicated and talented executive team led with outstanding skill, expertise, and nuanced knowledge of the healthcare industry by Angela Lee (CEO). I hugely admire how much they achieve each year, notwithstanding the very many and real obstacles and challenges they have to navigate on a daily (and in some cases, an hourly) basis. Aoife Gallagher (COO and deputy CEO) is a long-serving member of the senior executive team, whose lengthy experience of working in the Hospital and the environment (both regulatory and otherwise) in which it operates is invaluable.

Gary Gray joined as the new Head of Finance and has hit the ground running in what obviously is a very challenging role with constant pressure on the finances. In addition, Martin Healy was appointed Head of Engineering and has competently taken command of the Hospital's ambitious expansion plans and infrastructural projects. We are blessed to have such committed, hardworking, accomplished, and professional personnel running the Hospital for the benefit of its patients and staff.

During the year, Shane Deasy and Michele Jackson stepped down from the Board due primarily to the expiration of their terms of office. They both provided very significant and valuable input to the many issues facing the Hospital, and moreover did it in a way that was collaborative, helpful and empathetic. I am deeply grateful to them both as I am to Mr Paul Connolly and Prof John O'Byrne, both of whom also stepped down during the year following completion of their roles as clinical directors. Prof O'Byrne is a stalwart of the Hospital, wise and astute and someone I always seek out for advice and guidance when serious issues arise.

All of the Board members give considerable time, energy and the benefit of their wisdom and expertise on a voluntary basis (notwithstanding the considerable responsibility which they undertake as directors) and without which the Hospital would be much the poorer. During the year, we welcomed Elaine Hanly and Colette Cotter onto the Board and they have done a fantastic job from the off. We are very lucky to have their (and the other members of the Board) quality and skillset.

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

I would like to acknowledge with many thanks the financial and other support given (among others) by the Department of Health, the Health Service Executive (HSE), the Royal College of Surgeons in Ireland (RCSI), the HSE Dublin and North East Region, Children's Health Ireland (CHI), and the National Treatment Purchase Fund (NTPF).

I hope I have not left anyone out but again, I wish to express my sincere and heartfelt thanks to each and every person who works in (or who contributes in some way, no matter how small, towards the running of) the Hospital with the common and worthy aim of ensuring the wellbeing of its staff and achieving the best possible medical outcomes for its patients.

MR COLIN BYRNE
CHAIRPERSON

CEO's Statement

At the National Orthopaedic Hospital Cappagh (NOHC), we take pride in delivering high-quality patient care, consistently ranking among the leading public hospitals in the HIQA National Inpatient Experience Survey. Our expert team of highly trained specialists, supported by a committed and dedicated workforce across all areas, ensure that our patients are at the centre of everything we do. We are committed to continuous improvement and are constantly refining our systems and practices to ensure the highest quality of care and support for all who rely on our services.



MS ANGELA LEE
CHIEF EXECUTIVE OFFICER

EVOLVING TO MEET FUTURE NEEDS

We recognise that the demand for orthopaedic services is rising due to a growing and aging population. A large number of people are experiencing lengthy delays in accessing public orthopaedic care, with over 59,700 waiting for initial appointments as of 31st December 2024. Sustained investment in orthopaedic capacity is crucial to address the growing demand for services.

Recognising future needs, the primary focus of the Hospital's Strategic Plan 2022-2025 is infrastructural development, and particularly the expansion of infrastructure and services to enable the treatment of more patients.

Following approval by the HSE of NOHC's Strategic Assessment Report and Preliminary Business Case in October 2023, the Hospital appointed a Design Team in early 2024 to complete the Phase 1 Preliminary Design for a new development. The development consists of a 76-bed ward block, 10-bed High Dependency Unit, three additional operating theatres, and other ancillary facilities.

This additional capacity will enable the Hospital to increase current capacity by 40%, thereby having a significant impact in reducing orthopaedic waiting lists nationally. I look forward to progressing to Phase 2 (Detailed Design and Planning) in 2025.

Next year we will also commence construction of a new €8m development to expand radiology services and provide additional clinical treatment facilities, which will assist in providing more timely access to treatment, thereby reducing waiting lists.

SIGNIFICANT STRATEGIC PROGRESS

As we entered the penultimate year of the Hospital's 2022-2025 Strategic Plan in 2024, I am very pleased to report that in addition to infrastructural development, the Hospital made significant progress on other key strategic priorities during the year including:

- Increasing activity and access to services
- Organisation development, staff development, IT capability, and sustainability
- Development of the Academic Centre

STRONG PERFORMANCE

The successful implementation of the HSE Waiting List Action Plan during the year resulted in positive reductions of 29% in outpatient and 9% in surgical waiting lists.

Hospital-wide activity for 2024 remained strong, with a notable 9% increase in hip and knee replacement and revision surgeries, 10% increase in spinal surgeries, and 29% increase in upper limb surgeries. Outpatients and Radiology also saw substantial increases in patient numbers.

A ten-year review of surgical activity revealed a 57% increase in surgical throughput since 2015, while OPD waiting lists showed a 168% rise in demand for orthopaedic services over the same period.

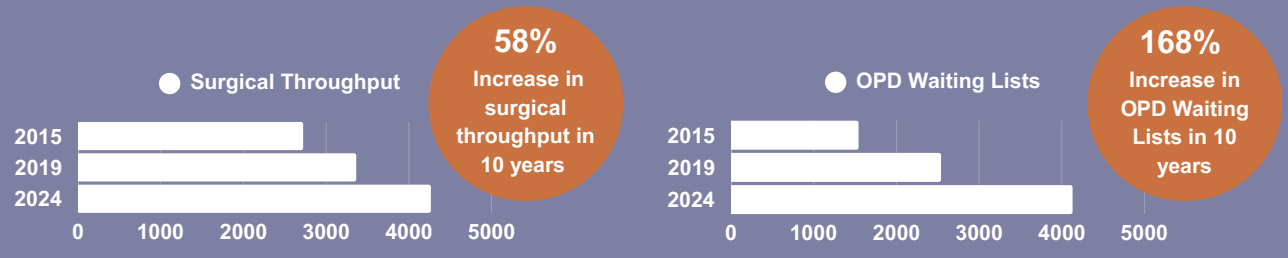
The Hospital continues to improve service efficiencies, particularly in relation to Length of Stay (LOS). The Enhanced Recovery programme has expanded from total hip replacement surgery to include both total and partial knee replacement surgeries, with the involvement of more orthopaedic surgeons in the programme.

DIGITAL TRANSFORMATION

Digital technologies play a vital role in enhancing patient engagement and standards of care. In 2024, we continued to leverage the benefits of 3D technologies. We made significant strides in the development of a surgical peer review portal, which will be rolled out in 2025. The Hospital also commenced development of a staff app to enable staff across all disciplines access to more timely communications.

During the year, the Hospital received funding from the HSE for essential upgrades to its server and network infrastructure. When the upgrades are complete in 2025, the Hospital will transition to Microsoft Office 365. The Hospital also introduced the Health Performance Visualisation Platform (HPVP), which provides real-time data to support NOHC's strategic and operational decision-making. Moving forward, we will continue to explore innovative technologies and platforms that promote clinical excellence and drive efficiencies.

10 Year Trend Analysis from 2015-2024



CEO's Statement Contd.

SUSTAINABILITY

NOHC continued to advance its sustainability agenda, achieving significant progress in reducing energy consumption and managing waste. The Hospital was proud to receive the Smarter Travel Mark award from Transport for Ireland (TFI), in recognition of its achievement in facilitating and promoting sustainable travel amongst staff and visitors. I commend NOHC's Green Energy Committee for their enthusiasm and dedication to change, inspiring others to follow their example.

ACADEMICS AND RESEARCH

We continued to espouse high standards in medical, nursing, and allied health professional training throughout the year. We were delighted to host the Cappagh Foundation Day on 10th May 2024, when we welcomed national and international guest speakers. The theme of the event was 'Metastatic Bone Disease (MBD), A Growing Challenge for Orthopaedics'.

The 24th National Orthopaedic Nurses Conference took place on 19th October 2024, when we welcomed colleagues from other orthopaedic services nationally.

PRIORITISING CLINICAL EXCELLENCE AND GOVERNANCE

In 2024, Professor John O'Byrne, Clinical Director for Adult Services, and Mr Paul Connolly, Clinical Director for Paediatric Services completed their terms of office. I wish to thank them both for their commitment and service to NOHC during their tenure as Clinical Directors.

Mr Paul Curtin now takes over as the Clinical Director for Adult Services, while Mr Jacques Noel stepped into the role of Clinical Director for Paediatric Services during the year. Additionally, Ms Noelle Cassidy took over as the Chair of the Medical Board on the completion of Mr Paul Curtin's tenure. I look forward to working closely with our new Clinical Directors and Chair of the Medical Board.

CULTIVATING A CARING CULTURE

The Hospital continues to enjoy impressive staff retention rates and has been listed among Ireland's Top 150 Employers by the Sunday Independent for the third consecutive year. We take great pride in our people, and this recognition reflects the unique culture and shared purpose within the organisation. By nurturing our staff, recognising talent, developing potential, and valuing individuals, we will continue to attract and retain exceptional people.

FINANCIAL COST PRESSURES

In 2024 the Hospital reported a deficit of €0.348m. The Hospital is committed to exploring opportunities to generate additional revenue, whilst continuing to introduce efficiencies and contain costs. We will work closely with the HSE to secure funding to further increase activity and reduce patient waiting times.

HSE RESTRUCTURE TO REGIONAL HEALTH AREAS

During the year the HSE transitioned to a new structure with the establishment of Regional Health Areas to align acute hospital services with services delivered in the community. A Regional Executive Officer (REO) was appointed to each region. NOHC is in the HSE Dublin and North East region (DNE). The DNE region is split into four Integrated Healthcare Areas (IHA), with an IHA Manager appointed to each area.

I look forward to working with our colleagues in the HSE DNE Regional Health Area, the REO Ms Sara Long, and the IHA Manager Ms Mellany McLoone, and teams, as we transition to the new HSE oversight structure.

ACKNOWLEDGEMENTS

Board of Directors

In 2024 there were some notable changes to the Board of Directors. Non-Executive Directors Michele Jackson and Shane Deasy stepped down from the Board, as well as Executive Directors, Mr. Paul Connolly and Prof John O'Byrne, following completion of their tenure as Clinical Directors.

I wish to express my sincere gratitude to Mr Colin Byrne, Chairperson of the Board, for his invaluable support and guidance throughout the year. I also want to thank each Board Member for their valuable time and the insights they provided to support the Hospital's strategy and operations. I wish to welcome new Board Members, Ms Elaine Hanly and Ms Colette Cotter, who joined the Board during the year.

I also wish to thank the Chair of the Cappagh Hospital Foundation, Mr Sean O'Neill and the Board of the Foundation for their ongoing support to the Hospital.

The Health Service Executive

I wish to thank colleagues in HSE Acute Hospital Division, the RCSI Hospital Group and the HSE Estates team, with whom I have worked closely throughout the year. I also wish to thank the HSE Climate Action & Sustainability Office and the Sustainability Energy Authority Ireland who continue to assist with the Hospital's sustainability transformation.

National Treatment Purchase Fund

I would also like to acknowledge the National Treatment Purchase Fund for their support and collaboration in reducing patient waiting times.

Our Staff

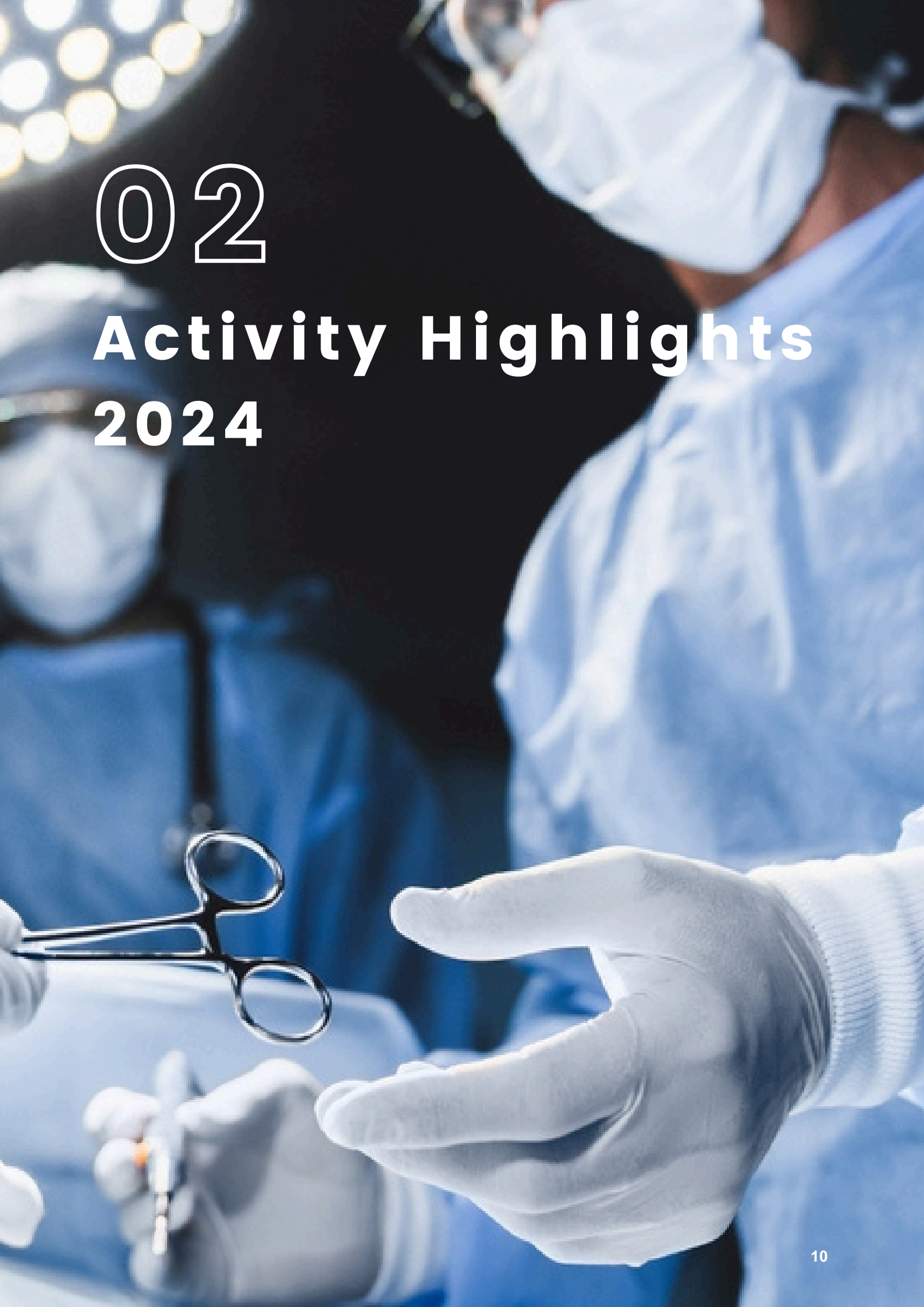
A special thanks to colleagues on the Executive Management Team. During the year, we had some changes to the team, and welcomed Gary Gray as Head of Finance and Martin Healy as Head of Engineering.

I wish to thank the medical board, department managers and staff across all disciplines for their ongoing contribution to the Hospital and commitment to excellence. We are very fortunate to have a great culture and work ethic in the Hospital. I very much appreciate the support and assistance of all, as we work together to ensure we deliver the best outcome for our patients.

LOOKING TO THE FUTURE

At the National Orthopaedic Hospital, our commitment is to provide high-quality accessible orthopaedic healthcare by expanding the NOHC campus and its services, investing in innovative technology and developing our staff. Our goals rely not only on the support of our people - we will continue to advocate for more funding in order to provide additional capacity, thereby enabling more timely access to high quality orthopaedic services for all.

MS ANGELA LEE
CHIEF EXECUTIVE OFFICER



02

Activity Highlights 2024


Surgical Procedures
4,267
OPERATING THEATRES


Welcomes
30,000
PATIENTS ANNUALLY


Surgical Procedures
382
PAEDIATRIC ORTHOPAEDICS

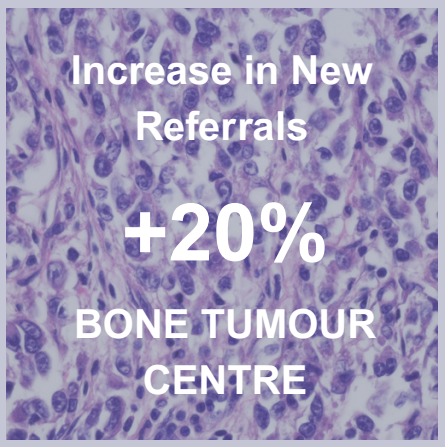

Clinics Held
1,372
OUTPATIENT DEPARTMENT

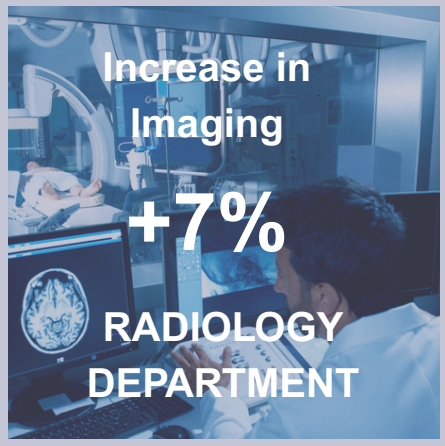

Increase in Attendees
+65%
RHEUMATOLOGY


Increase in Attendees
+8%
SPORTS & EXERCISE MEDICINE


Increase in Attendees
+6%
PRE-OPERATIVE ASSESSMENT CLINIC


Increase in Attendees
+52%
JOINT REGISTER


Increase in New Referrals
+20%
BONE TUMOUR CENTRE


Increase in Imaging
+7%
RADIOLOGY DEPARTMENT


Patient Discharges
150
CENTRE FOR REHABILITATION


Waiting List Reductions
-29% Outpatient
-9% Surgical
WAITING LISTS



03

Corporate Governance

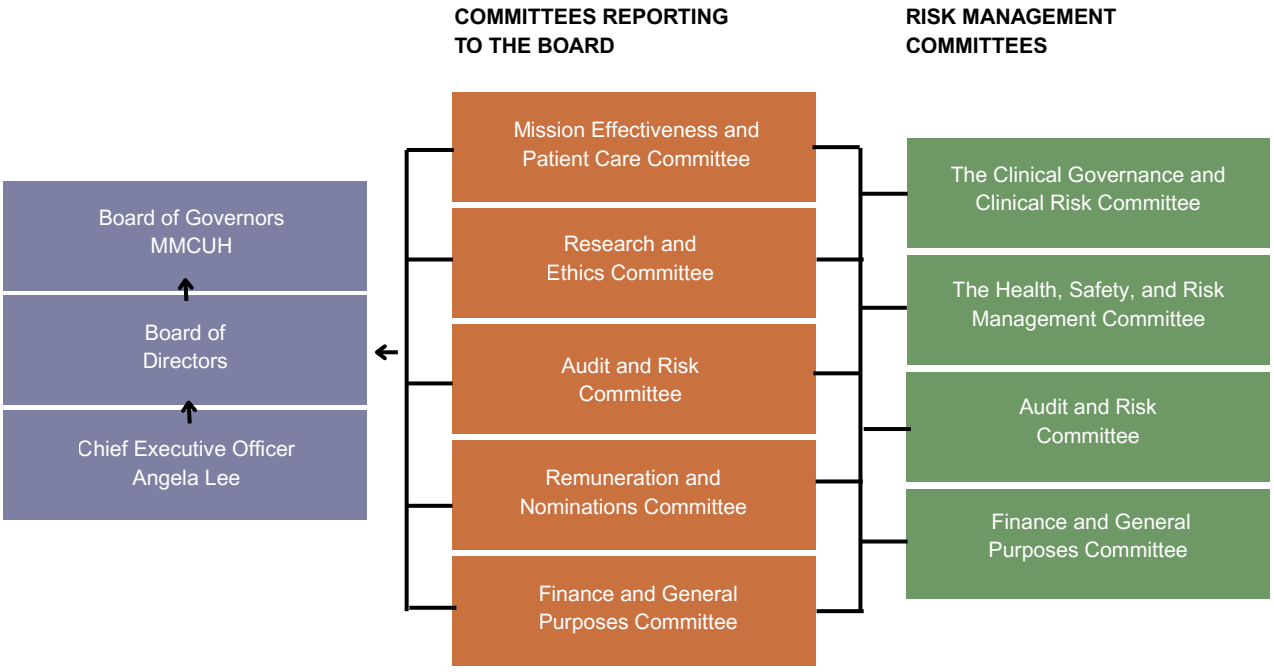
Corporate Governance

Company Structure

The National Orthopaedic Hospital Cappagh Designated Activity Company ("the Company", "the Hospital", or "NOHC") is a Designated Activity Company (limited by shares). The Company is a wholly owned subsidiary of Mater Misericordiae and the Children's University Hospitals Company Limited by Guarantee ("MMCUH", or the "Member"), a company limited by guarantee and not having a share capital. MMCUH is also the parent of Mater Misericordiae University Hospital DAC. The Company has been granted charitable exemption by the Revenue Commissioners. The Company operates the National Orthopaedic Hospital Cappagh, Dublin 11.

Code of Governance

An internal written code of governance is in place and includes a system of internal controls to ensure compliance with the HSE Service Arrangement and with all applicable laws and regulations.



Risk Management Committees	Chair	Remit
The Clinical Governance and Clinical Risk Management Committee	Ms Angela Lee Chief Executive Officer	Oversees the overall risk management programme for clinical risk, ensuring adequate clinical risk identification, analysis, and appropriate clinical risk mitigation initiatives are taken.
The Health, Safety, and Risk Management Committee	Ms Angela Lee Chief Executive Officer	Oversees the overall risk management programme relating to non-clinical risk, ensuring risk identification, analysis, and appropriate response to risks identified.
The Audit and Risk Committee	Mr Bill Cunningham (2024) Ms Anne Tynan (2025)	Reviews the company's internal controls, risk management, and monitoring and reviewing of the effectiveness of internal and external audits.
The Finance and General Purposes Committee	Ms Tara Lilywhite Non-Executive Director	Responsibility for monitoring the day-to-day financial management, advising the Board on financial and corporate affairs.

Board of Directors

The Hospital's Board of Directors is responsible for providing oversight, leadership and strategic direction by supporting the Hospital's mission, vision, values, and purpose.

CHAIR & DEPUTY CHAIR

Mr Colin Byrne
Chairperson
Appointed to the Board 21.02.2017

Mr Shane Deasy
Vice-Chairperson
Appointed to the Board 21.02.2017
Resigned from the Board 25.11.2024

EX-OFICIO MEMBERS

Prof John O'Byrne
Clinical Director Adult Services
Consultant Orthopaedic Surgeon
Appointed to the Board 05.02.2021
Resigned from the Board 12.12.2024

Mr Paul Connolly
Clinical Director Paediatric Services
Consultant Paediatric Orthopaedic Surgeon
Appointed to the Board 02.06.2022
Resigned from the Board 21.08.2024

NON-EXECUTIVE DIRECTORS

Ms Tara Lillywhite
Appointed to the Board 03.12.2021

NON-EXECUTIVE DIRECTORS

Mr Brian Madden
Appointed to the Board 23.11.2022

Ms Petra Augustinovic
Appointed to the Board 13.12.2023

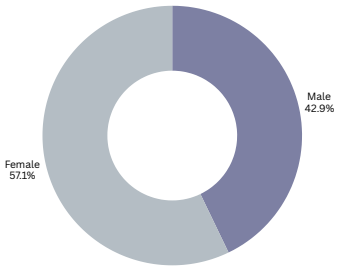
Ms. Elaine Hanly
Appointed 07.02.2024

Ms Colette Cotter
Appointed to the Board 10.04.2024

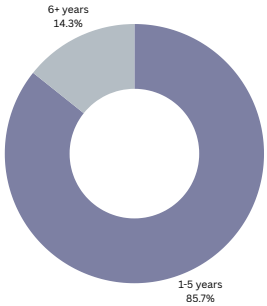
Ms Michele Jackson
Appointed to the Board 29.02.2020
Resigned from the Board 15.03.2024

Board Gender Balance, Tenure & Expertise as of 31.12.2023

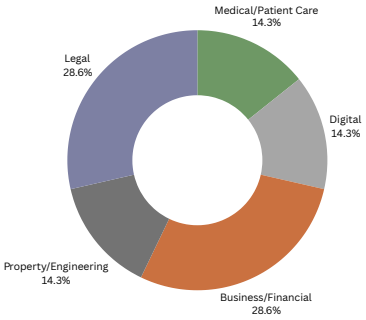
Gender Balance



Tenure



Expertise

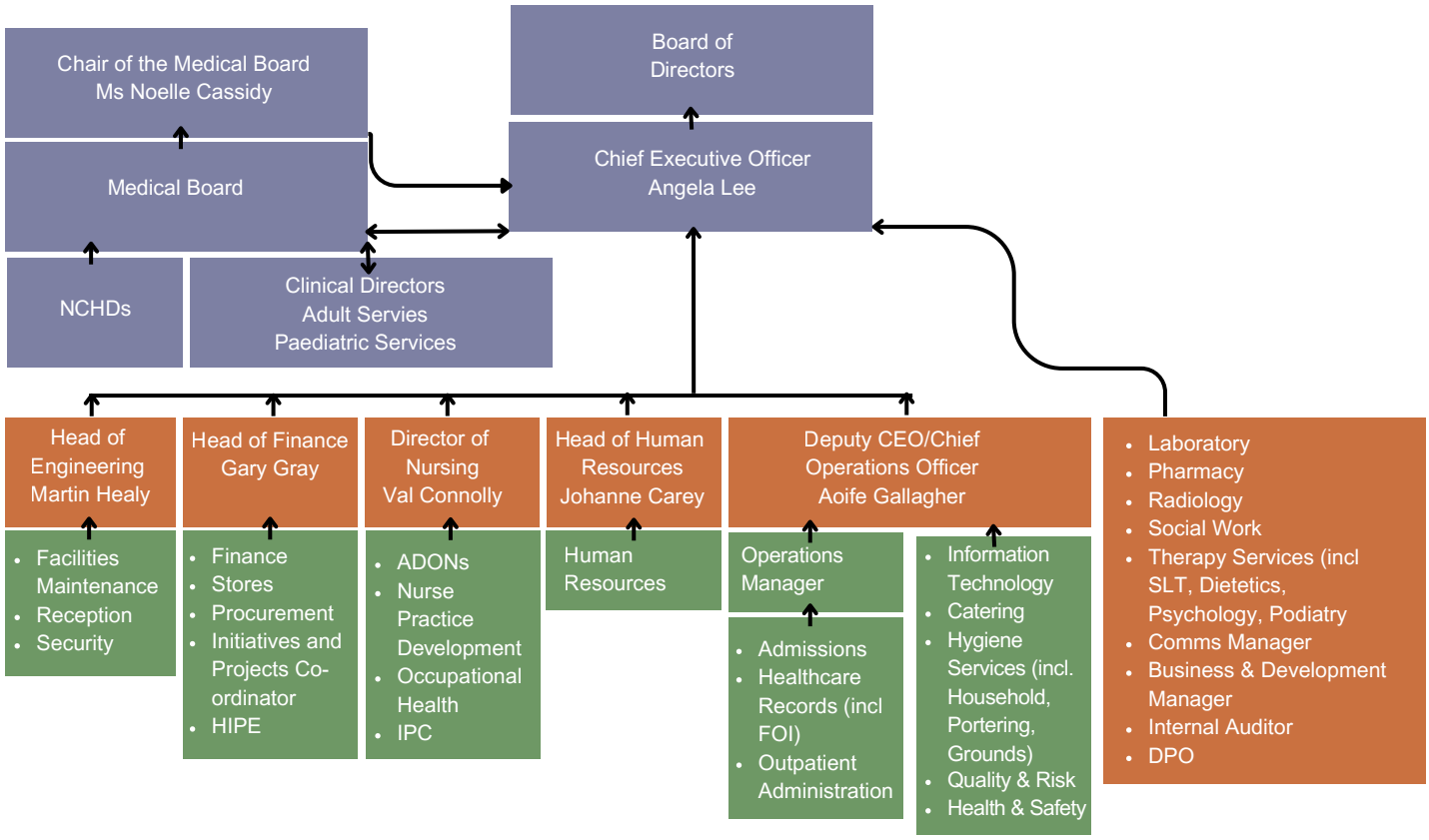


Board Meeting Attendance

Board Member	07 Feb	07 Mar	10 Apr	29 May	17 Jul	18 Sep	27 Sep	20 Nov	11 Dec	Mtgs/ Year	Present	Absent
Mr Colin Byrne	✓	✓	✓	✓	✓	✓	✓	✓	✓	8	8	0
Mr Shane Deasy	✗	✗	✗	✗	✗	✗	✗	✗	Resigned	8	5	8
Prof John O'Byrne	✓	✓	✓	✓	✓	✓	✓	✓	✓	8	8	0
Mr Paul Connolly	✓	✗	✓	✓	✓	Resigned				8	7	1
Ms Tara Lilywhite	✓	✓	✓	✓	✓	✗	✓	✓	✓	8	8	0
Mr Brian Madden	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	9	0
Ms Petra Augustinovic	✓	✓	✓	✓	✓	✗	✓	✓	✓	9	8	1
Ms Elaine Hanly	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	9	1
Ms Colette Cotter	–	–	✓	✓	✓	✓	✓	✗	✓	7	6	1
Ms Michele Jackson	✗	✓	Resigned							2	1	1

Organisational Chart

The organisational chart below is a visual representation of the Hospital's structure:





Executive Management Team at December 2024

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

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

Ms Noelle Cassidy
Consultant Orthopaedic Surgeon
Chair of the Medical Board

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

Mr Martin Healy
Head of Engineering

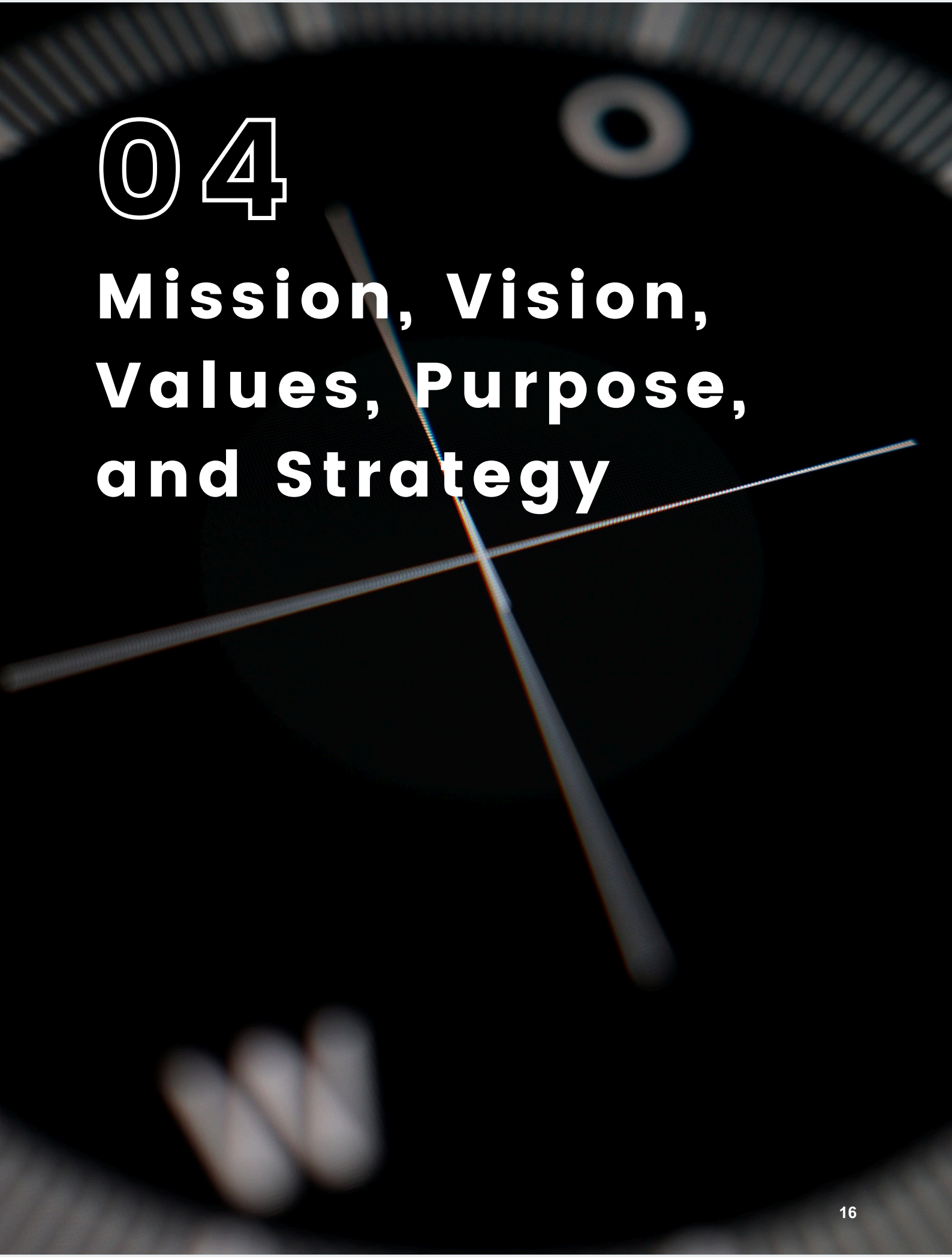
Ms Valerie Connolly
Director of Nursing

Mr Gary Gray
Head of Finance

Ms Johanne Carey
Head of Human Resources

Dr Omar Tujjar
Consultant Anaesthetist
Honorary Secretary of the Medical Board

Dr Brid McGrath
Chair of the Department of
Anaesthesiology



04

Mission, Vision, Values, Purpose, and Strategy

PURPOSE

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

MISSION

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

VALUES

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

VISION

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

Strategic Drivers

The National Orthopaedic Hospital Cappagh's Strategy for 2022-2025 acknowledges the ongoing healthcare challenges and the evolving Irish healthcare landscape, which is influenced by an expanding, ageing, and diverse population. It aims to tackle both the present and anticipated future demand for orthopaedic services.

ADDRESSING LONG WAITING LISTS AND TIMES:

According to the National Treatment Purchase Fund Open Data (as of December 2024), 59,764 adults were waiting for their first appointment with an orthopaedic consultant. Of these, 12% had been on the waiting list for one year or longer.

We recognise the significant human, social, and economic costs associated with delayed treatments, and we are dedicated to ensuring timely care for more patients.

OUR POPULATION IS AGEING AND WE ARE LIVING LONGER:

In Ireland, 833,300 people (or 15.5% of the population) are aged 65 and older. This figure is expected to grow to 1.9 million by 2057. Additionally, current life expectancies stand at 80.2 years for men and 83.9 years for women. However, these figures are projected to rise, reaching 86.2 years for men and 89.1 years for women by 2057.

The incidence of orthopaedic conditions increases with age, and we must improve access to care and enhance our services to enable people to enjoy better, healthier, and more independent lives.

OUR POPULATION IS GROWING:

The Central Statistics Office estimated Ireland's population at 5.38 million in April 2024, an increase of 98,700 on the previous year. Growth projections estimate the population will reach 7 million by 2057.

As the population grows, so too does the demand for orthopaedic services, and we must ensure that our services and staff are equipped to meet the needs of patients.

OUR NATION IS BECOMING MORE DIVERSE:

In 2024, it is estimated that 149,200 immigrants entered Ireland, and this trend is set to continue. Many of those arriving on our shores have conditions relating to delayed access to care in the country of origin.

Our services must adapt to the challenges presented by language and cultural barriers, as well as delayed treatment.

ENSURING THE BEST CARE FOR PATIENTS

Addressing talent acquisition and retention challenges for key positions in the public sector has become increasingly difficult in recent years. Competing with the pay and benefits offered by the private sector, relocation from Dublin, and emigration are proving challenging.

To ensure the best care for our patients, we must promote the Hospital's rich culture, job flexibility, the benefits of elective care, and opportunities for career progression to existing and potential employees.

WE MUST CARE FOR THE ENVIRONMENT

The healthcare sector represents 4.4 per cent of the world's greenhouse gas emissions. 71 per cent of these emissions are primarily derived from the healthcare supply chain through the production, transport, and disposal of goods and services.

We have a duty to take action to minimise our environmental impact by introducing sustainable practices across all operations.



59,764 people await a first orthopedic appointment as of 19.12.2024. 12% have been waiting 1 year or more. (Source NTPF)



Ireland's population is expected to grow by 30% by the year 2057. (Source: CSO)



Ireland's over 65 population is expected to grow by 44% by the year 2057. (Source: CSO)



By 2057, life expectancy is predicted to reach 86.2 years for men and 89.1 years for women. (Source: CSO)



Immigration will play a significant role in Ireland's population growth.



We must scale our workforce and services to meet patients diverse needs, competing with private healthcare providers to attract and retain talent.



Healthcare accounts for 4.4% of global greenhouse gas emissions.

NOHC Strategy 2022-2025

The strategic priorities outlined below aim to enhance the Hospital's capabilities, including infrastructural development, expanding services, developing and scaling the workforce, optimising IT systems, advancing research and education, reducing our carbon footprint, and collaborating with key stakeholders. These initiatives will enable us to serve more patients and make a significant contribution to reducing existing waiting lists, ensuring the future sustainability of orthopaedic services for all. As we enter the final year of the Strategic Plan 2022-2025, the Hospital reports substantial progress against these objectives. We will continue to drive initiatives under this strategy whilst also beginning work on our next Strategic Plan 2026-2030.



HOSPITAL INFRASTRUCTURE 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



DEVELOP AND INCREASE ACCESS TO SERVICES

- To develop services and expand activity
- To uphold best practice models of care and pathways for improved patient outcomes and expedited care



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



AN NOHC ACADEMIC CENTRE

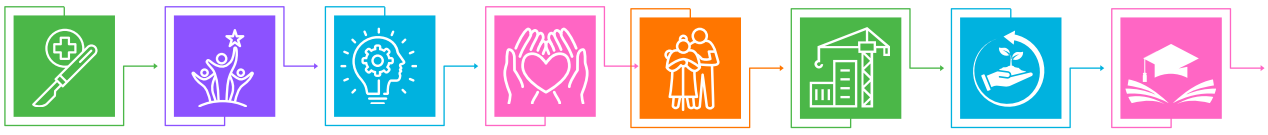
- To establish an Academic Centre and a dedicated facility for education and training
- To foster additional academic links with national and international academic institutions
- To establish NOHC as a key clinical site for research



STAKEHOLDER ENGAGEMENT AND FUNDING

- 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
- To promote NOHC, raising awareness of the expert services we provide

Strategic Enablers



World-renowned Medical & Surgical Expertise

Strong Leadership

Operational Excellence & Innovation Culture

Capable, Caring & Diverse Workforce

Patient-Centric Ethos

Campus with Significant Development Potential

Sustainability Mindset

Best-in-Class Research & Education

Strategic Progress



Hospital Infrastructure, 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.**



Projects Completed Under the Strategy 2022-2025:

Renovations & Refurbishments:
Convent renovation to include:

- Cappagh Kids Outpatient Department (reception, 4 consultation rooms and offices, physiotherapy room)
- Administration offices and boardroom
- NOHC Academic Centre (professorial unit, offices, library, classrooms, prayer room, casting & splinting classroom)
- MSW office
- E-Learning centre

Renovation of Cappagh Kids inpatient ward and bathrooms
Refurbishment of Laboratory biochemistry room
Renovation of the Centre for Rehabilitation bathrooms
Conversion of old recovery bay into theatre stores



Construction:
Construction of new admissions building
Introduction of modular builds for HR, quality & facilities offices

Radiology Upgrades and Expansion
Developed new Radiology waiting area for increased capacity
Created new ultrasound room
Upgraded X-ray room
Completed MRI upgrade
Introduced new CT suite

Sustainability Projects
Significant infrastructure and electrical improvements were implemented to lower energy consumption, reduce heat loss, and cut costs.

Key Projects Underway



Cappagh house was constructed in 1847, with numerous extensions added over the years. As older buildings require upgrades to their infrastructure, electrical systems, heating, and lighting to meet current safety standards, it is also essential for efficient energy consumption. Future plans for new structures will aim to enhance the existing buildings, boosting efficiency and energy ratings.

Major Development Plan
Design team appointed and Phase 1 Preliminary Design complete for the major development of a 76-bed ward block, 10-bed high dependency unit (HDU), three operating theatres, and ancillary facilities.

Next Steps: Detailed design and planning.

Cappagh Kids Radiology Department
Health Service Executive (HSE) approval to progress €8m Radiology Suite, clinical and equipment storage facilities.

Next Steps: Construction to begin in 2025.



Strategic Progress

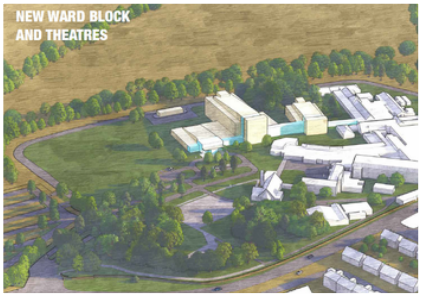
Hospital Infrastructure, Development, and Expansion contd.

Hospital Expansion Plan: 76-Bed Ward Block, Theatres, and 10-Bed High Dependency Unit (HDU)

In 2020, the National Orthopaedic Hospital Cappagh (NOHC) submitted a proposal to the Health Service Executive (HSE) for an expansion programme aimed at increasing the capacity for beds, theatres, and high dependency units (HDU) in response to the ongoing and increasing demand for services. The Hospital developed a Strategic Assessment Report (SAR) and a Preliminary Business Care (PBC) in 2023, which was approved by the HSE. In 2024, the Hospital appointed a design team and completed Phase 1 Preliminary Design for the project. The initial SAR and PCB are currently being updated to reflect some system changes, and we expect to move to Phase 2 Detailed Design and Planning in 2025.

Phase 1: Construction

- Reception area
- New admissions area
- 14-bay DOSA (same-day admissions ward)
- 12-bed recovery ward
- 76 ward beds
- 10 high dependency unit beds
- 5 operating theatres (3 fully equipped, 2 shell and core)
- Storage and support rooms
- Link corridor connecting to the existing hospital
- New car park, access road, and site services





NOHC's Expansion Plan Progress to Date

OCTOBER 2020
Original Capital Submission to the HSE for the development of:

- **10-bed high dependency unit (HDU)**
- **76 single occupancy bedrooms**
- **Expansion of Radiology Department**
- **Three operating theatres**
- **Additional support facilities**

MAY 2023
A Strategic Assessment Report (SAR) and Preliminary Business Case (PBC) were submitted to HSE Estates for review.

SEPTEMBER 2023
PBC approved by the HSE National Capital and Property Steering Committee.

OCTOBER 2023
PBC approvals from the HSE Audit and Risk Committee, Executive Management Team and Board. The project was included in the 2024 HSE Capital Plan.

FEBRUARY 2024
Design team services framework circulated.

APRIL 2024
Project included in 2024 HSE Capital Plan.

MAY 2024
A design team was appointed to commence Phase 1 Preliminary Design.

JUNE 2024
Project Board, Steering Group, Project Team and subgroups appointed to determine project terms of reference and governance.

SEPTEMBER 2024
Meeting with NOHC, HSE, and architects to discuss a cost plan presented by the design team.

NOVEMBER 2024
A Phase 1 cost report including notional construction value was submitted to HSE Estates. They requested updated SAR and PBC.

JANUARY 2025
Updated SAR and PBC to be submitted to HSE Estates for approval to progress to phase 2 to reflect the affordable option (as per the phase 1 design). Phase 1 (a) comprises:

- **New entrance, reception, and admissions area**
- **10-bed HDU**
- **5 operating theatres (3 fully fitted, 2 shell and core)**
- **76 single occupancy rooms over 3 floors and ancillary infrastructure. This is in progress (March 2025).**

A Feasibility Report will assess the civil infrastructure and essential clinical requirements and services needed for successful Phase 1 operations. This report will guide a separate capital submission for enabling works and support services, which will be presented to the HSE for approval.

Phase 1b will consider catering, outpatients, pre-operative assessment, rehabilitation and radiology under a separate capital submission.

Strategic Progress

Hospital Infrastructure, Development, and Expansion Contd.

NOHC Masterplan

A Masterplan was developed in 2022 to ensure that future Hospital developments are constructed in a controlled and systematic way. New developments will be undertaken on a phased basis, based on a HSE conditions survey carried out in 2018.

Cappagh Kids Dedicated Radiology Unit, Therapy, Storage, and Office Space

The Hospital received HSE approval for a new €8m development which will create additional radiology capacity and enable the separation of adult and paediatric patients. The project will also provide additional clinical space and storage for clinical equipment. Detailed design was completed in 2024, and construction will commence in 2025.

Laboratory Works

With the professorial unit moved to the renovated convent building, a contractor is set to begin laboratory renovations in 2025, enhancing facilities and maximising building utilisation.





3D Renders of Cappagh Kids Radiology Unit



Strategic Progress



Develop and Increase Access to Services

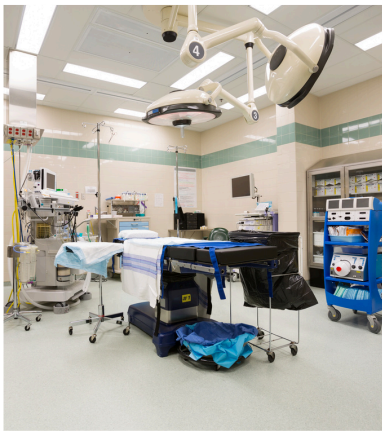
- **To develop capacity and expand services**
- **To uphold best practice models of care and pathways for improved patient outcomes and expedited care**



Projects Completed Under the Strategy 2022-2025

Efficiency Optimisation:

- 5 surgical theatres are now operational
- Initiated a successful theatre efficiency programme
- Increased outpatient consultations
- Reduced patient length-of-stay
- Implemented a discharge lounge to enhance patient discharge processes and increase bed turnover efficiency
- Scaled and developed staff in response to demand
- Supported patient transfers from other hospitals
- Assisted the National Treatment Purchase Fund and Children's Health Ireland in removing long-waiting patients from national waiting lists



Clinical Programme Development

- Established complex clinics accepting complex referrals from regional centres
- Extended enhanced recovery programme to four Consultant Orthopaedic Surgeons offering expanded services that include total and partial knee replacement

Enhanced Diagnostics, Treatment & Monitoring

- Introduced new ultrasound service
- Introduced a new CT scanner
- Upgraded MRI scanner
- Operated weekend shifts to facilitate demand for internal and external services.
- Increased Interventional Radiological Procedures

Enhanced Clinical Governance

Mr Paul Curtin was appointed Clinical Director of Adult Services and Mr Jacques Noel assumed the role of Clinical Director of Paediatric Services. The Hospital also sought and received HSE approval for its first full-time orthopaedic surgeon.



Key Projects Underway

We know that patients experience deconditioning when subjected to extended waiting periods for treatment. NOHC is dedicated to ensuring the prompt treatment of patients. We are committed to continually improving our operations and services, thereby increasing our capacity to treat a greater number of patients.

In line with the Waiting List Action Plan, the Hospital initiated the following:

- Increased OPD capacity using external sites - space is at a premium, however, we can treat more patients by hosting clinics at other locations
- Further development of the enhanced recovery programme
- Further development of the Hospital's spine and sarcoma services
- Working with NTPF to expedite the care of patients





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**



Projects completed under the Strategy 2022-2025 included:

Information Communication Technology

- IT Infrastructural Review
- Information Patient Administration System (iPMS) was launched in 2023
- Broadband upgrade
- Care4Today patient app launched

Human Resources

- Launched NOHC Learning & Development Strategy
- Implemented NOHC's Diversity & Inclusion Strategy
- Human Resources Information System identified for implementation

Green Energy Committee

- Climate Action Plan published annually
- Successfully reduced heat loss, improved energy efficiency and temperature control and reduced costs
- Introduced robust waste segregation and management programme
- Implemented lighting upgrades programme, introducing motion sensors, LED lighting, and illuminated poorly lit areas
- Launched NOHC Green Energy Sustainability Programme 2022-2025
- Introduced beehives on campus



Projects Underway

Consultant Peer Review Portal
We are developing a secure technology platform that facilitates both pre-operative and post-operative case review, ensuring that the highest standards of surgical practice prevail. The platform is expected to pilot and launch in 2025.

Health Performance Visualisation Platform (HPVP)
The HPVP enables real-time data utilisation to enhance Hospital operations and boost efficiency. It became operational in the Outpatient Department in December 2024.



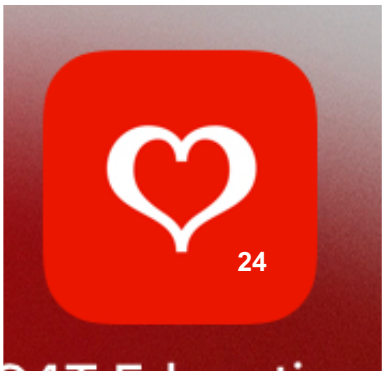
ICT Server and Infrastructure Upgrades
NOHC's server and IT infrastructure are outdated, and we are working to upgrade them. We received significant funding from the Health Service Executive (HSE) to upgrade the ICT infrastructure in 2024 and this work is ongoing.

Microsoft 365 (MS 365) Migration
We transitioned from Exchange 2016 to Exchange 2019 during the year in preparation for NOHC's ultimate transition to MS 365 in early 2025.

Managed Print Services Tender
The Managed Print Services Tender will be awarded in 2025.

Staff App
Development of a staff app is nearing completion and will be piloted in 2025. We anticipate that this new platform will connect and engage staff across the campus.

An Taisce Green Flag
NOHC is currently preparing a submission to secure An Taisce Green Flag status for 2025.



Strategic Progress



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**



Projects completed under the strategy 2022-2025

Educational Activities

The Cappagh Foundation Day
2022: Theme: Evolution of Knee Arthroplasty - Robot Wars
Guest Lecturers: Professor David Beverland, MD FRCS, Consultant Orthopaedic Surgeon, Musgrave Park Hospital, Belfast, Northern Ireland

2023: Theme: Limb Reconstruction and Neuromuscular Surgery - The Paradigm of Modern Surgical Care
Guest Lecturers: Dr Rachel M. Thompson, Associate Director, Centre for Cerebral Palsy (OIC/UCLA) and Dr Elizabeth W. Hubbard, Paediatric Orthopaedic Surgeon, Texas Scottish Rite Hospital for Children.



2024: Metastatic Bone Disease (MBD) - a Growing Challenge for Orthopaedics
Guest Lecturers: Mr Rob Pollock and Dr Rachael Baumber from the Royal National Orthopaedic Hospital (RNOH) NHS Trust, Stanmore, London and orthopaedic consultants from NOHC and Irish hospitals nationwide.

Hosted the Irish Paediatric Orthopaedic Society Meeting in Q4, 2024.

Hosted the National Orthopaedic Nurses Conference in Q4, 2024.

Training:
The Hospital introduced a high-fidelity mannequin for MDT training simulations in Q1 2024. Since its inception, the mannequin has facilitated excellent pre-operative preparation and team training exercises.

Research
We are pleased to confirm sustained research activity over the course of the 2022-2025 Strategy:

- 60 research applications were submitted for approval.
- The Research & Ethics Committee approved 48 submissions.
- 60 research papers were printed in national and international specialist publications.



Fostering International Collaborations and Academic Links
The Research and Academic Centre continues to explore a potential collaboration between NOHC and national and international universities.

Relocation of the Professorial Unit and Educational Facilities
In 2023, the professorial unit, lecture rooms, and library were relocated to the newly refurbished convent building.

Projects Underway

- We will continue to build relationships with international universities as a priority for NOHC Research & Education.
- We will celebrate the launch and publication of “Musculoskeletal Disease & Obesity”, which examines challenges in managing, both conservatively and surgically, musculoskeletal diseases in obese patients, co-authored by Prof J. O’Byrne and Prof A. Molloy from NOHC and Mr F. Rowan. This book is aimed at a multidisciplinary readership including clinicians, physiotherapists, rehabilitation specialists, general practitioners and sports physicians, and other allied health professionals involved in the treatment of musculoskeletal disorders.
- NOHC will support the British Orthopaedic Oncology Society conference which is being chaired by Prof Alan Molloy, in Dublin in July 2025.
- We look forward to hosting the Cappagh Foundation Day in September 2025.



Strategic Progress



Stakeholder Engagement and Funding

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



National Treatment Purchase Fund Initiatives
We collaborated with the NTPF to treat more patients under waiting list initiatives for inpatient and outpatient care.

Political Engagement
NOHC welcomed key political figures to the Hospital during the duration of the current strategy:
An Taoiseach, Leo Varadkar, T.D.
Minister for Health, Stephen Donnelly, T.D.
Mary Lou McDonald, T.D.
Jack Chambers, T.D.
Ann Rabbitte, T.D.
David Cullinane, T.D.
We also hosted an afternoon when Dáil Deputies visited the Hospital to learn more about the services provided at NOHC.



Departmental Engagement
The Hospital continues to engage with members of the Health Service Executive (HSE) leadership teams regarding strategic and operational matters.

Charitable Funding
The Hospital remains actively engaged with the Cappagh Hospital Foundation to support fundraising efforts, set goals, and secure funding for essential Hospital programmes. Major fundraising activities in recent years include the Annual Cappagh Hospital Foundation Sports Lunch, Cuppa for Cappagh, Leo Halpin's Annual Big Cappagh Walk, and the Boney Maloney Campaign.

Projects Underway



Community Engagement
We continue to increase our links with the local community, attending local events and supporting local causes.

Improving the Hospital Environment
NOHC is working with a group of volunteer artists to enhance the Hospital environment for patients, staff, and visitors. We are accepting art donations, and the artists have offered their time to create murals that boost aesthetics and lift spirits at the Hospital.

Fundraising for Cappagh Kids Radiology Unit
The Hospital will work closely with the Cappagh Hospital Foundation to raise funds to fit out the Cappagh Kids Radiology Unit, educational facilities, therapy, and office space.





05

Innovation To Enhance Quality



Same-Day Surgery and Discharge For Hip and Knee Replacements

Hip and knee replacement surgeries are some of the most successful surgical procedures performed in our healthcare system. The National Orthopaedic Hospital Cappagh performed approximately 1700 of these in 2024, with an approximately 50-50 split in hip and knee replacements. Joint replacement surgery gives our patients unparalleled improvement in pain relief, quality-of-life, and function. The risk of major complications, such as dislocation, infection, or fracture, is low. The success of this of surgery depends on the multidisciplinary input of our surgeons, anaesthetists, specialised nursing staff, and physiotherapists, among others.

Since 2018, we have employed a same-day discharge/outpatient joint replacement programme. This was initially driven by Mr James Cashman, a consultant orthopaedic surgeon, and Dr Brid McGrath, a consultant anaesthetist. At inception, this was in a very select group of patients with minimal comorbidities. Since that time, we have been able to develop the programme such that same-day discharge is a possibility for up to 50% of our patients. This allows patients the opportunity to return to the comfort of their own homes, with excellent pain relief, having met all their physiotherapy discharge goals, while receiving good support from our specialised nursing staff. This also results in a shorter length of stay, thus freeing up an inpatient bed for further patients to benefit from care within our Hospital.

In 2024, the average length of stay for a hip replacement was 2.7 days. The average length of stay for a knee replacement was 3.4 days. Patients to undergo same-day discharge are typically admitted at 7 AM and are fit for discharge within 12 hours. In 2024, two surgeons performed same-day discharge for total hip replacements, and two surgeons offered same-day discharge for total knee replacements and unicompartmental knee replacements. A total of 69 patients underwent same-day discharge for hip, knee, and unicompartmental knee replacement. The age range of patients was between 32-76 years of age. No patient required readmission. Two further patients were admitted with a plan for day-case admission but were discharged the next morning, resulting in a 24-hour length of stay. The geographic spread of patients was from Dublin to Limerick and Wexford, and as far as Donegal. In terms of complications, there was 1 dislocation in a hip replacement, which did not require any further intervention. There was one superficial wound infection in a knee replacement, which was treated with antibiotics. Both patients had an otherwise uneventful recovery and had a successful outcome from the surgery.

Since the introduction of this programme, over 300 patients have successfully had their joint replacement as an outpatient. This would not have been possible without the buy-in from all stakeholders within the Hospital, including but not limited to: our arthroplasty nurse specialist, Saibh Canavan, our physiotherapy team, the pharmacy department, and occupational therapy. The success of this programme is a multidisciplinary achievement. Going forward, we hope to build on these successes, with more of our surgeons adopting this approach, hopefully to the benefit of our patients.



The Complex Knee Clinic - National Referral Centre

Total Knee Replacement (TKR) remains the most commonly performed elective orthopaedic procedure globally. Despite significant advancements in surgical methodologies and implant technologies, post-operative outcomes can be variable, with up to 20% of patients expressing dissatisfaction following surgery.

The Complex Knee Clinic, established at the National Orthopaedic Hospital in 2018, convenes bi-monthly under the direction of Consultant Orthopaedic Surgeons Professor John O'Byrne, Mr Peter Keogh, Mr Adrian Cassar-Gheiti, Mr Sven O'hEireamhoin, Mr Andrew Hughes, and Physician Associate Ms Ciara Doran.

Serving as a National Referral Centre, the clinic provides comprehensive multidisciplinary evaluations involving multiple consultants. Patients referred to the clinic generally fall into one of the following categories:

- **Individuals dissatisfied with the outcome after routine total knee replacement**
- **Patients requiring revision procedures due to failed total knee arthroplasty**
- **Patients presenting with complex primary pathology necessitating multidisciplinary intervention**

Every patient undergoes an exhaustive assessment by a minimum of three orthopaedic specialists and thorough investigations with multiple modalities. Where surgical intervention is warranted, operative procedures are typically conducted jointly by two consultant surgeons. Select cases necessitate the involvement of plastic surgeons, facilitated through collaborations with Beaumont Hospital, Connolly Hospital Blanchardstown, and the Mater Hospital. Since its inception, the clinic has managed over 500 cases from across Ireland from both public and private hospitals.

The demand for this specialised service continues to increase, highlighting the need for future expansion and additional resources. A significant proportion of complex cases require coordinated input from visiting plastic surgeons and infectious disease specialists at the National Orthopaedic Hospital Cappagh (NOHC). Owing to the intricate and often prolonged nature of these procedures, coupled with the utilisation of advanced and high-cost implants, the clinic incurs substantial operating costs. The patient population is characterised by complexity, necessitating comprehensive pre-operative optimisation and intensive rehabilitation. Individuals referred with prosthetic joint infections frequently undergo multiple surgical interventions, incorporating prolonged, high-cost antibiotic regimens and multidisciplinary collaboration among orthopaedic and plastic surgeons, microbiologists, and infectious disease experts.

NOHC is a National Centre of Excellence in Orthopaedic Medicine. A team of experts deal with complex surgical referrals, a service which is not available elsewhere in either the public or private system in Ireland. Collaboration and input from the expert team ensures the optimal outcome for patients, and feedback has been exceptional.

Innovation And Digital Infrastructure

In 2024, NOHC advanced several foundational elements of its digital and innovation agenda. While not marked by the introduction of high-profile technologies, the year represented a period of structural alignment and strategic planning in preparation for more substantive developments over the coming year.

The Hospital's transition to the national patient administration system, iPMS, was a central achievement. The replacement of the legacy CAPAS platform brought the Hospital into formal alignment with over forty other Irish hospitals operating on the same system. While clinical applications remain limited at this stage, the transition to iPMS has addressed the longstanding fragmentation between outpatient and inpatient records and has laid the essential groundwork for broader digital healthcare record reform initiatives. However, while iPMS represents a step toward digital maturity, it does not yet offer the clinical functionality of a fully integrated electronic health record. As service demands evolve, these limitations will become increasingly apparent in areas such as care coordination, data-driven audit, and real-time clinical documentation.

NOHC's participation in the Irish National Orthopaedic Register continued throughout 2024, with a focus on the structured use of outcome data to inform surgical audits and quality assurance. The Hospital's consultants remain actively involved in contributing data and interpreting trends, particularly in relation to implant performance and revision outcomes. These efforts are beginning to inform internal discussions around clinical risk and procedural consistency.

Operationally, NOHC maintained a focus on improving coordination across elective care pathways. Practices such as same-day admissions, enhanced recovery protocols, and consultant-led pre-assessment were further consolidated during 2024. While the integration of digital systems into these pathways is still developing, the adoption of iPMS has provided a more stable foundation for future improvements in information continuity. Ensuring that patient information is accurate, timely, and accessible remains a recognised priority, particularly as surgical throughput continues to increase.

Importantly, 2024 also served as a preparatory phase for the Hospital's next Strategic Plan (2026-2030). Planning is underway for a digital health programme extending to 2030, with particular attention to the staged implementation of electronic health record components, improved interoperability with community and acute care settings, and the safe, clinically governed use of artificial intelligence (AI). These discussions are taking place with clear awareness of the evolving European Health Data Space (EHDS) framework, and the emerging regulatory and technical standards for data portability and secondary use of health information. NOHC's strategic vision reflects a commitment to aligning with both national policy and EU-wide digital health objectives.

As part of this forward planning, the Hospital has started exploring the possibility of positioning itself as a national pilot site for the regulated application of AI, particularly within elective surgical pathways. Current preparatory efforts include early-stage scoping of technical requirements, clinical governance structures, and safety mechanisms to ensure any future deployment supports patient care within a transparent and accountable framework.

In summary, the past year was defined by the consolidation of core infrastructure and the articulation of realistic digital goals. Future service planning, digital safety, and any meaningful application of advanced technologies such as AI will depend on a transition to a clinically usable, fully integrated EHR. Securing the resources and governance commitment to achieve this will be a strategic priority for the Hospital.

The National Bone Tumour Ablation Unit

Year on year, the number of patients in Ireland presenting with bony metastatic disease is exponentially increasing, with associated patient morbidity. Between 1994 and 2012, 14,995 cases of bony metastatic disease were recorded. Traditionally regarded as an untreatable disease, new therapies and interventions, specifically ablation techniques, now offer options to successfully treat affected patients.

To support the already established National Sarcoma Service, which bridges St Vincent's University Hospital and the National Orthopaedic Hospital Cappagh (NOHC), we are establishing the new National Bone Tumour Ablation Unit to support existing orthopaedic services.

The new unit, supported by 4 dedicated musculoskeletal radiologists and anaesthetists, employs image guidance provided by CT and general anaesthesia to allow precision placement of therapy catheters employing super cooling, cryotechnique, or super heat in the form of radiofrequency or microwave to ablate tumour deposits and stabilise treated areas by percutaneous injection of polymethyl methacrylate (PMMA), with or without additional orthopaedic hardware fixation.

While many patients with bony metastatic disease are treated by chemotherapy and radiotherapy alone, increasing numbers of patients with specific, often solitary, bone metastatic deposits are being recognised and deemed suitable for treatment by ablation techniques.

Traditionally, attempts to treat these patients in regional units have been hindered by limited access to imaging or a lack of professional expertise and the necessary equipment.

By providing a dedicated unit, patients will have timely access to treatment, performed with image guidance using green anaesthetic total intravenous anaesthesia (TIVA) techniques, and will undergo day bed recovery before being transferred back to regional parent hospitals or directly home.

A subgroup of patients with osteoid osteomas represents a specific target. These tumours, predominantly identified in developing bone in patients between 10 and 30 years, occur throughout the skeleton and are a cause of excruciating constant pain for those affected. Occurring in between 30 and 40 patients annually in Ireland, these tumours can be cured by a single ablation treatment guided by CT scanning. Providing a dedicated unit to treat these lesions in Ireland will obviate referral to European centres for costly treatments.

Enhanced Diagnostic and Treatment Capabilities

In 2024, imaging facilities at the Hospital continued to expand to support the growing demand. The X-ray department was upgraded, with dedicated direct digital radiology units installed in two upgraded rooms. NOHC now has state-of-the-art facilities, including direct digital general X-ray units, C-arm theatre imaging, CT scanner, 2 dedicated MRI scanners, DEXA, ultrasound, and interventional fluoroscopy units. Linked through NIMIS, the National Integrated Medical Imaging System, all images acquired are immediately uploaded to NIMIS and are available for viewing across the country in all hospitals linked via NIMIS.

Construction is due to start on a new dedicated Paediatric Radiology build in 2025, which we expect will be operational in 2026.

INTERVENTIONAL RADIOLOGY

The Interventional Radiology service is supported by a radiology day ward with 8 beds. Equipped with a new fluoroscopy unit installed by Canon and a new dedicated ultrasound interventional room, NOHC radiology provides daily image-guided interventional procedure lists. Procedures range from spinal epidurals, rhizotomies, extremity injections, and steroid, PRP, arthrosamid, hyaluronic, and ozone injections.

ORTHOPAEDIC & SPORTS IMAGING AT CAPPAGH (OSIC)

With 2 dedicated MRI scanners, OSIC continues to offer acute imaging to sports and orthopaedic patients throughout Ireland. Currently, the unit provides imaging to Dublin GAA, a number of League of Ireland football clubs, and the IRFU senior men's and women's rugby teams. Through a partnership with the FAI to the men's and ladies' senior soccer teams, and through the Institute for Sport, OSIC also provides imaging cover for elite Olympian athletes. Prof Eustace, Consultant Radiologist at NOHC, has for many years been affiliated with the major sporting bodies, as chair and/or medical committee member.

COMPUTED TOMOGRAPHY (CT) AT NOHC

The recently installed and first dedicated orthopaedic CT scanner provides template imaging for 3D printing of prostheses in the spine and extremities, supporting scoliosis and prosthetic surgery.

Equipped with on-site anaesthetic tools, the scanner supports daily interventional procedures such as tumour biopsies, cervical and lumbar nerve root blocks, and ablations.

With on-site cardiac software, the scanner provides a calcium scoring service to local general practitioners and athletes, and in a smaller group provides direct coronary assessment with contrast enhanced coronary artery/cardiac CT.

THE SILVER TRAUMA OSTEOPOROSIS SCREENING AND VERTEBROPLASTY UNIT

Osteoporosis affects one in three women, and one in five men over the age of 50 worldwide. Resulting in bone softening, secondary fracture following minor trauma is the commonest complication, and when occurring in the spine is a cause of refractory pain and immobility.

Vertebroplasty, which involves image-guided cement injection resulting in immediate pain relief and fracture stabilisation, is a uniquely effective treatment offered by interventional radiologists and spinal surgeons.

Under the auspices of The National Orthopaedic Hospital, the silver trauma osteoporosis screening and vertebroplasty unit offers national access to this minimally invasive treatment. Opened in 2024, 70 patients attended for review and management, with successful treatment to over 95% of patients, with a mean age 73 years.

Innovation Performance & Quality Practices

Patient safety and quality are our top priorities at the National Orthopaedic Hospital Cappagh (NOHC). We actively seek opportunities to learn and improve in order to serve our patients better. Patient feedback is extremely important, and we use it to drive continuous improvements. Additionally, we value the insights of our staff, which contribute to the ongoing enhancement of the care we provide.

OPEN DISCLOSURE
IMPROVED REPORTING PRACTICES

The National Open Disclosure Framework in Ireland promotes open, honest, and timely communication between healthcare providers and patients following a patient safety incident. It aims to standardise open disclosure practices across all healthcare settings, fostering a culture of transparency and patient safety.

In 2024, the Hospital began creating Open Disclosure file stickers to identify patient records where incidents occurred that were communicated to patients and their families. Open Disclosure boxes were also introduced in clinical areas, containing algorithms and information leaflets to help staff understand the open disclosure process. Additionally, designated persons were identified for Open Disclosure training, and the HR Department organised training days.

PATIENT ADVOCACY SERVICES
EQUIPPING STAFF WITH THE KNOWLEDGE TO MANAGE PATIENT SAFETY INCIDENTS

The Patient Advocacy Service provides independent, free, and confidential support for patients who wish to complain about the care they received in a public hospital.

In 2024, we invited the Patient Advocacy Service to NOHC to give a presentation on their services and explain how complaints are managed, thus enabling staff to refer patients to the service if a patient safety incident occurs.

OFFICIAL LANGUAGES ACT
COMPLYING WTIH LEGAL REQUIREMENTS

As a public hospital, we are required to comply with the Official Languages Act by offering services in both Irish and English. In 2024, the Irish Language Commission informed us that our external signage was non-compliant, prompting a signage update programme. We aimed to minimise costs by overskinning existing infrastructure where possible, but progress was delayed due to receiving inaccurate translations from an external provider, and efforts are ongoing.

NOHC now advertises job openings in both languages and responds to Irish correspondence in Irish.

After further discussions with the Irish Language Commission, we were advised that adopting a bilingual brand identity is mandatory. We are now collaborating with our designers to ensure full compliance and are committed to integrating the Irish language into the fabric of the Hospital.

ACCESSIBILITY
ADULT, HIP AND KNEE ARTHROPLASTY, PAEDIATRIC CONSENT FORM UPDATES

At NOHC, we are dedicated to ensuring that everyone, regardless of their physical, sensory, or cognitive abilities, receives the care they need. In 2024, the Accessibility Committee created an Accessibility Statement, a Flow Chart, and a Frequently Asked Questions section to help patients raise accessibility concerns, and to assist staff in managing these issues. If concerns cannot be managed locally, they are referred to the Accessibility Officer.

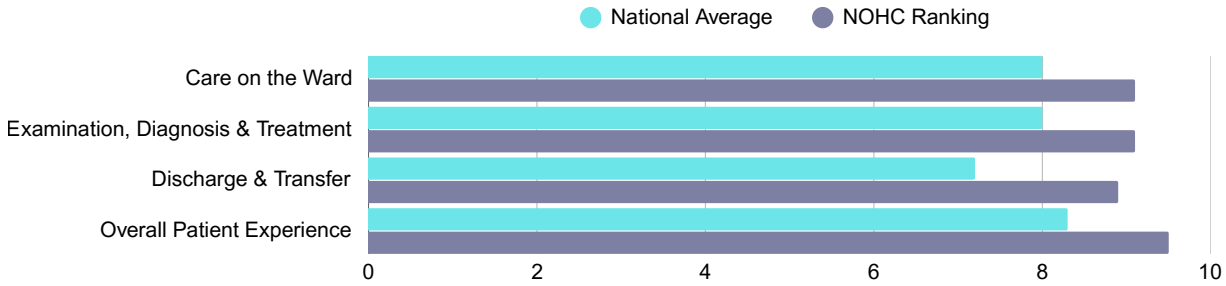
All information, including contact details and response times for the Accessibility Officer, can be found on our website. In 2025, we intend to proactively identify areas for improved accessibility and educate staff so that they can respond appropriately to patient concerns and are empowered to make improvements at a local level.



Innovation Performance & Quality Practices

NATIONAL INPATIENT EXPERIENCE SURVEY 2024
NOHC SCORED 9.5 OUT OF 10 FOR OVERALL PATIENT EXPERIENCE RANKED 2ND OF 40 PUBLIC HOSPITALS

The Health Information & Quality Authority's (HIQAs) National Inpatient Experience Survey invited patients aged 16 and older who stayed at the Hospital for at least 24 hours in May 2024 to provide feedback on their hospital experience. NOHC was one of 40 hospitals assessed during this survey, ranking highly and surpassing the national average at every stage of care, and scored a very impressive 9.5 out of 10 for overall patient experience.

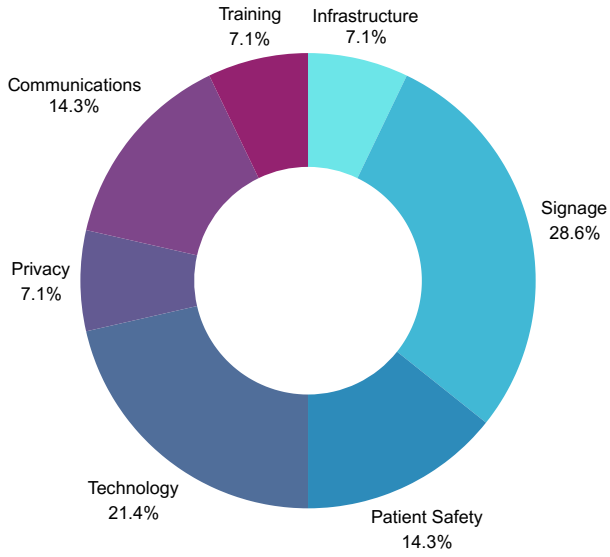


Survey participation was high, with 61.3% of NOHC's patients taking part in the survey. When asked for suggestions, 48% of respondents said nothing needed improvement, while some offered practical suggestions regarding communication, information, facilities, food, and services. We have developed a Quality Improvement Plan to address all feedback, which will further enhance the hospital experience for our patients.

QUALITY SAFETY WALKROUNDS (QSWRS)
15 QSWR VISITS TO 41 DEPARTMENTS

In 2023, the Hospital introduced Quality Safety Walkrounds, (QSWRs) where senior hospital managers undertake scheduled visits to designated departments to elicit feedback and suggestions relating to quality and safety concerns from staff and patients. In 2024, 14 QSWRs were undertaken, in 41 departments and 14 issues were highlighted for resolution.

Concerns raised related to:



INFORMED CONSENT
ADULT, HIP AND KNEE ARTHROPLASTY, PAEDIATRIC CONSENT FORM UPDATES

It is crucial that patients undergoing treatment receive comprehensive details about the process, risks, and benefits to enable informed consent. Equally important is ensuring that the Hospital's consent forms are up-to-date and include all relevant information.

In 2024, a comprehensive review took place of consent forms used in the Hospital. Adult orthopaedic, hip and knee arthroplasty, and paediatric consent forms were reviewed and updated. The Hospital will continue to review consent forms to ensure they meet all requirements.



Feedback From Our Patients

Google Reviews

★★★★★

Just home from Cappagh since Wednesday 28th after having had full hip replacement. Fantastic hospital with excellent staff from surgeons to domestics. This hospital is in a league of it own when it come to looking after patients, giving great advise, kindness and cleanliness. Thank you very much.
Niamh Flood 5/5 Google Rating

★★★★★

The staff here are incredible!! My stomach hurts from laughing! They were so nice to me, from the porters to the nurses to the amazing [Consultant Name] who is betttter looking than Justin Trudeau! (he'll get the joke). I was really well taken care of, highly recommended by [Consultant Name] who said they were brilliant and had a shorter waiting list. They sure did, 4 days later and I was there for the injections, amazing!
Gillian LeFroncois 5/5 Google rating

★★★★★

Just had my second operation in Cappagh and can honestly say it was an amazing experience, everyone is so lovely from the doctors, nurses and porters. Fantastic hospital overall.
Karen Hempenstall 5/5 Google Rating

★★★★★

Had my left knee replaced recently 3 weeks ago to the day. Brilliant staff all round, everyone is very helpful. Names I remember, [Staff Name] and [Staff Name], thank you very much for your excellent care. To all the team from [Consultant Name] right down to the tea ladies and cleaning staff, they were very kind.
Paul Mason 5/5 Google Rating

Letters to the CEO

I am writing to express my appreciation to the staff on St Joseph's Day Ward and to both [Consultant Name] and her team and [Consultant Name] and his team for the care given to two of my family members who had hand surgery at your hospital.

From the moment we arrived at the hospital at 06.45 hrs and met the lady at the admission's desk (who was very pleasant and welcoming at such an early hour!) to the time we left in the afternoon we found everyone so helpful and courteous.

The care given by the staff on the Day Ward was remarkable and the post operative instructions and advice on discharge was explained in great detail.

Both [patient name] and [patient name] were in the care of two very skilled and gifted surgeons. Full appreciation and gratitude to the Anaesthetist's and their team also.

We are very grateful for the care given by everyone, it is truly a lovely hospital.

On [date] I attended Cappagh hospital for hip replacement surgery under [Consultant Name].

Arriving at 7 am, I was met by [Consultant Name]'s team for assessment and preparation, in a process that may have taken up to 2 hrs but felt more like 10/15 minutes, it was done so efficiently. Then it was on the trolley to Theatre, where the "theatre team" (if I may call them that) put me at such ease I'd almost forgotten where I was, as we waiting for the "main man".

in the flick of a switch, I was in recovery being told by the Nurse that everything went well, and I would be going to the ward shortly.

For the few days in the ward before discharge, I was given the greatest care, attention and respect from the Nurses, Doctors, Physios, "Drug team", Catering and Cleaning Staff. Finally, the discharge Nurse gave me all the "info" on how to care for myself at home.

I thought I got the best ward in the hospital, but then every patient must feel the same! Thank you, Cappagh Hospital and a special thank you to [Consultant Name] for putting a spring into my step for the second time!

06

Operational Excellence



2024 SURGICAL HIGHLIGHTS

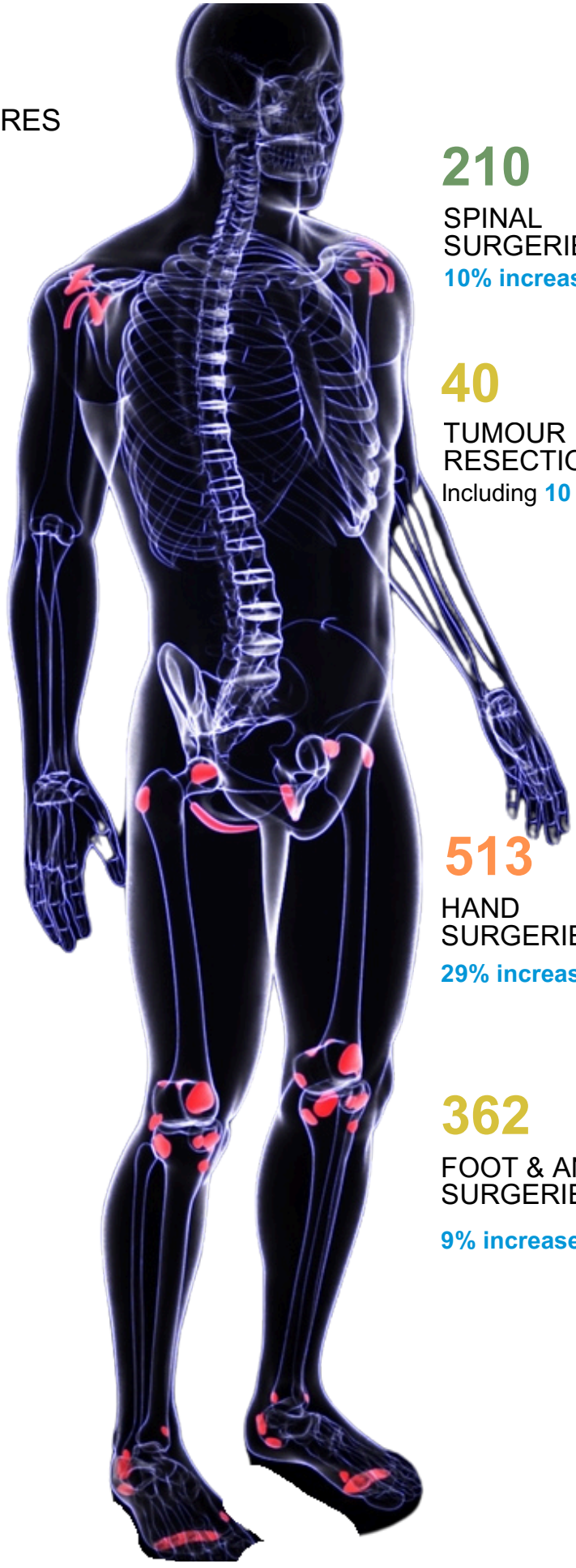
4,267
SURGICAL PROCEDURES
Adult Orthopaedics

304
SHOULDER/ELBOW SURGERIES
29% increase in 12 months

1,996
TOTAL HIP & KNEE REPLACEMENTS AND REVISION SURGERIES

842
OTHER SURGERIES
Including ACL, PCL, GANZ, hip reduction, etc.

3,594
PLASTER BAY PROCEDURES



210
SPINAL SURGERIES
10% increase in 12 months

40
TUMOUR RESECTIONS
Including **10 amputations**

513
HAND SURGERIES
29% increase in 12 months

362
FOOT & ANKLE SURGERIES
9% increase in 12 months

Specialist Service Highlights

ADULT ORTHOPAEDIC SERVICES
29% INCREASE IN UPPER LIMB SURGERIES
10% INCREASE IN SPINAL PROCEDURES
1996 THR / TKR PROCEDURES

NOHC undertakes the highest volume of hip and knee replacement surgeries nationally, with nearly 2,000 patients receiving new or revision joints at the Hospital in 2024. Specialist clinics, including the Complex Knee Clinic, the East Coast Hand Clinic, and the Congenital Upper Limb Clinic, provided assessments and treatment for the most complex cases and deal with referrals from all over the country. The enhanced recovery programme continued to expand in the number of consultants and patients participating. 67 joint replacement patients opted for discharge on the day of surgery, freeing up inpatient beds and resources. We continue to explore theatre efficiencies to increase capacity, provide safe care for patients and improve the environmental impact of surgery.

PAEDIATRIC ORTHOPAEDIC SERVICES

382 paediatric surgical procedures were undertaken during the year. Of these, in 2024 the Hospital conducted 24 spinal fusion surgeries. Mr Jacques Noel was appointed Clinical Director for the paediatric service.

BONE TUMOUR CENTRE
20% INCREASE IN NEW REFERRALS

The Bone Tumour Centre at NOHC is Ireland's primary referral centre for bone and soft tissue tumours and a surgical oncology unit for the national sarcoma service based at St Vincent's University Hospital. NOHC consultants offer expert guidance on complex tumour biopsies, carry out surgical resections, monitor disease progression, and provide ongoing care for patients with bone cancers and metastatic bone disease. Recently, the service has seen consistent annual growth, a trend likely to continue as increased secondary cancers and population growth drive demand. In 2024, the service welcomed 334 new and 849 review patients.

SPORTS & EXERCISE MEDICINE
62% INCREASE IN NEW PATIENTS

The Department of Sports & Exercise Medicine diagnoses and treats athletes of all abilities, from aspirational and recreational to all progression levels. The service also provides advice on sports adoption, optimisation, and returning to exercise and competition following an injury. In 2024, 303 new and 403 review patients attended the service operated by Dr Noel McCaffrey, Dr Pat O'Neill, and Clinical Physiotherapy Specialist, Tina Traynor.



RHEUMATOLOGY
37% INCREASE IN NEW REFERRALS

The Rheumatology Service at NOHC offers diagnoses and treatment for patients with a range of musculoskeletal conditions and systemic autoimmune disorders. The service is steadily expanding, with the number of clinics increasing from 29 in 2023 to 43 in 2024. The number of new patients consulting the service rose by 37% in 2024, while the number of review patients increased from 83 to 142 throughout the year.

CENTRE FOR REHABILITATION
87% SUCCESSFULLY DISHARGED HOME

The Centre for Rehabilitation accepts patient transfers from nearby Connolly Hospital that need extensive rehabilitation to regain function, mobility, and confidence for independent living. The Hospital also accepts transfers from NOHC's adult orthopaedic department.

Patients participate in comprehensive rehabilitation programmes lasting 6 weeks. The Centre for Rehabilitation delivers excellent outcomes, with the majority of patients fit for discharge home following the intensive programme. In 2024, 146 new patients availed of the service.





Inpatient and Outpatient Services

RADIOLOGY DEPARTMENT
6% INCREASE IN DIAGNOSTIC TESTING

The Radiology Department at NOHC provides imaging services for all Hospital patients and supports acute hospitals dealing with long waiting lists. In addition to X-ray, ultrasound, MRI, CT, and DEXA scanning, the team performs image-guided biopsies and interventional radiological procedures. In 2024, the service experienced an increase in demand for X-rays, CT, and DEXA scans.

The Radiology Department is working to capacity, necessitating the development of a dedicated paediatric radiology unit to expedite care and improve the patient journey. Enabling and construction works are set to begin in 2025.



PATHOLOGY LABORATORY SERVICES
176,565 SPECIMENS TESTED

The pathology service offers testing in biochemistry, haemovigilance, haematology, blood transfusion, and microbiology. Accredited by the Irish National Accreditation Board, it carried out 176,565 tests during the year. The laboratory is currently undergoing substantial renovations and expansion, with completion scheduled for 2025.

MEDICAL SOCIAL WORK
1099 REFERRALS

The Medical Social Work (MSW) Department support patients and their families in navigating the social, emotional, and practical challenges associated with illness and hospitalisation. The Department also provides educational support for staff, running training programmes, hosting awareness days and facilitating committee meetings. In 2024, MSW was particularly active in promoting adult safeguarding, assisted decision-making, national children first awareness, and compliance.

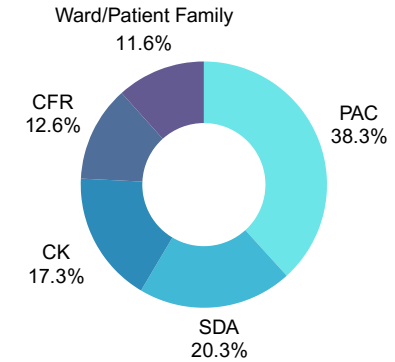
In Q3 and Q4 of 2024, the service faced significant retention and recruitment challenges, leading to four new staff members joining the team. During this period, the team implemented a robust prioritisation system, prioritising patients and families requiring urgent social work assistance.

In collaboration with the Centre for Rehabilitation, MSW established a peer support group to foster patient engagement and mutual support. This effort enhanced patients' social connections and mental health.

During the year, the MSW team represented the social work profession in discussions around the development of the Health Sector-Wide (HSW) Model of Care for pain services. Members of the team also presented at the British Limb Reconstruction Conference on peer support group work for limb reconstruction patients, in Glasgow and the Irish Gerontological Society Conference on outcomes of peer review support groups in Athlone.

Hands-on training in MSW greatly benefits students, and the MSW team was pleased to support two Trinity College Dublin students through a 14-week hospital work experience programme in 2024.

Referral Sources:



PAC: Pre-operative Assessment SDA: Same-Day Admissions
CK: Cappagh Kids CFR: Centre for Rehabilitation



Inpatient and Outpatient Services

NURSING

The Nursing Department makes up a large proportion of the Hospital staff, with our nurses playing a crucial role in patient care. We recognise that surgery can be a stressful time for patients, and our nurses are dedicated to ensuring patients feel comfortable, understand all aspects of their treatment, and receive compassionate care throughout their treatment journey. During the year, the Nursing Department undertook a number of initiatives to further enhance the patient experience.

DETERIORATING PATIENT

Early recognition of a deteriorating patient is key to achieving positive patient outcomes. To enhance the education and develop skills within the nursing team, a Clinical Practice Support Nurse role was developed. The new role involves:

- Reviewing Irish National Early Warning system (INEWs) escalations daily with locally focused education and action plans
- Quarterly INEWs/Sepsis audits
- Roll out of the safety pause at nursing handover
- Delivering adult simulated events focusing on patient safety issues
- Delivering focused education sessions on patient safety topics

In April 2024, an audit showed 80% compliance in escalation, compared to 100% in June 2024, and 100% for the last quarter of the year.

Safety huddles were introduced on the night shift and at weekends/bank holidays to enhance communication between the site nurse manager, nurses-in-charge for clinical areas, and the NCHD on call. The purpose is to share information about existing or potential safety concerns, and to enhance communication and planning relating to all aspects of patient care, thus enabling early recognition and escalation of the deteriorating patient.





DEMENTIA-FRIENDLY HOSPITAL

In line with the Dementia-Friendly Hospital initiative, the Centre for Rehabilitation led a project that involved upgrading the physical environment to promote safety and support orientation for patients with dementia. A subgroup of the Dementia Care committee, with the support of the facilities department, identified areas to be upgraded to dementia-friendly spaces.

Results

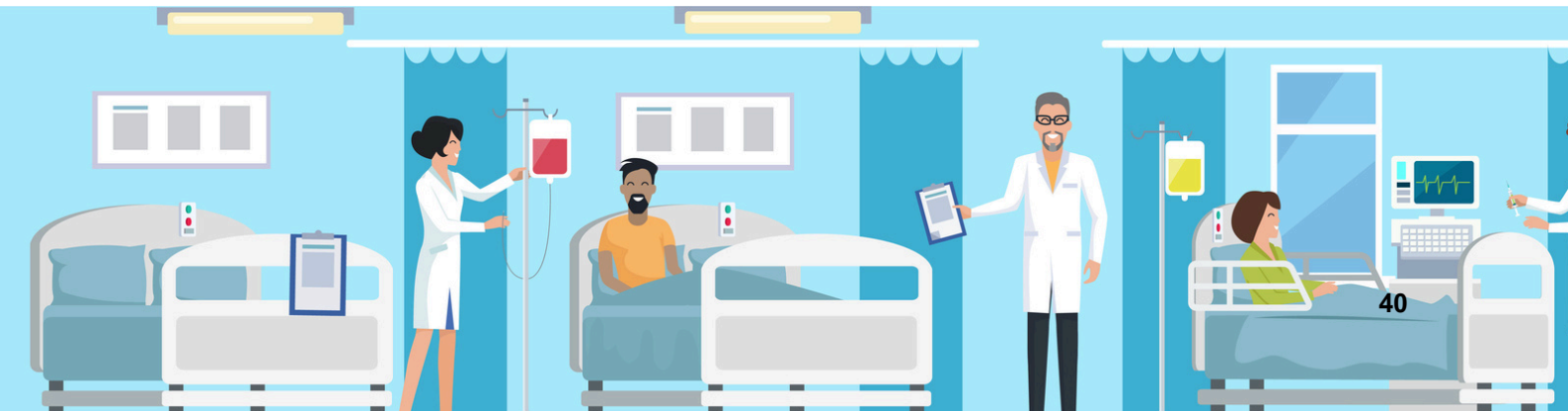
- The Centre for Rehabilitation has colour cues on each of the patient care entry points with contrasting colours to make the bathrooms easily identifiable.
- Appropriate, clear signage was put in place.
- Swipe access was introduced at exits to improve patient safety.
- The inpatient surgical wards identified dementia-friendly bed space with additional signage and colour cues.
- Dementia-friendly clocks were installed in the areas identified.











Inpatient and Outpatient Services

NURSING

INFECTED JOINT SERVICE

An Infected Joint Service, led by a Clinical Nurse Specialist (CNS), was developed at NOHC to ensure continuity of care for patients with infected hips and knees. As a national referral centre, patients with infections are regularly referred to NOHC, a specialist service overseen by a team of experts.

The Infection Prevention & Control Clinical Nurse Specialists (CNS) coordinate care for all patients with infected hips and knees from pre-admission through inpatient stay and post-discharge, ensuring the patient is referred for any follow-up care required to a service as close to the patient's home as possible. Patients with infected joints (hips and knees) requiring long-term antibiotics and Outpatient Antibiotic Therapy (OPAT) services are referred by the CNS.

At one year, an audit of data maintained showed a decrease in the overall length of stay and OPAT referral time. Due to this success, the service was expanded to all joints, and the CNS now attends monthly orthopaedic multidisciplinary team meetings to link with surgical teams and infectious diseases teams at the Mater Hospital.

As we concluded 2024, we observed a continued decrease in length of stay, a faster referral process, and a reduction in the time the CNS spent with each patient. It is planned to roll the service out to other surgeries in 2025.

NURSE RECOGNITION

Nineteen of our nurses were nominated for the DAISY Award, honouring their dedication to patient care. Each received a DAISY pin and certificate. Nurse Dana Maguire from the Theatre Department, won the overall award in 2024.



REDUCTION IN NEEDLE STICK INJURIES (NSI)

Following a high rate of incidence of NSI in NOHC in 2023, a review identified that the majority were found to have occurred in theatres. NSI can have lifelong implications for healthcare workers and also have a negative impact on patients. To reduce NSI, a multimodal approach was implemented across nursing and health and safety disciplines.

A sub-group of the Infection Prevention Control (IPC) committee was convened with the goal of reducing NSI.

- An observational audit tool was developed, with 20 procedures audited.
- All NSIs underwent a post-incident investigation.
- Education was tailored around noted non-compliances, and results were shared with relevant stakeholders, including all nursing staff in theatre and the Journal Club for medical personnel.
- Reaudit was completed post-intervention.

Outcomes

- Reduction in NSI in 2024 by 67%, compared with 2023.
- Biannual audit of sharps practices to be continued to capture NCHD change-over and sustain reduction in NSI incidents.

NATIONAL BONE BANK
188 FEMORAL HEAD DONATIONS
166 BONE ALLOGRAFTS SUPPLIED FOR IMPLANTATION

The National Bone Bank (Tissue Establishment), headquartered at NOHC, actively seeks consent for femoral head donations from patients undergoing hip arthroplasty at NOHC, Our Lady's Hospital, Navan, and Croom Regional Orthopaedic Hospital, Croom. Typically, this bone tissue graft is discarded during total hip replacement surgery; however, suitable tissue can be preserved and utilised as a supporting bone graft in surgical reconstruction procedures.

The National Bone Bank also continues to import and distribute musculoskeletal structural allografts sourced from the USA. All activities are conducted under the authority and licence of the Health Product Regulatory Authority (HPRA).

In 2024, femoral head bone donations totalled 181 across all three sites, with 166 units released to hospitals nationwide for implantation. A total of 292 units of musculoskeletal products were imported, with 288 units distributed to hospitals across the country. Additionally, the demand for new products increased in 2024, including the first use of bank-supplied products in non-orthopaedic surgeries.



Inpatient and Outpatient Services

THERAPY SERVICES

21% INCREASE IN OUTPATIENT REFERRALS
34% INCREASE IN NEW MSK TRIAGE PATIENTS
39% INCREASE IN HAND THERAPY SERVICES
8% PATIENT REFERRALS TO CONSULTANT-LED CLINICS

LAUNCHED NEW PSYCHOLOGY SERVICE
CELEBRATED 65 YEARS OF OCCUPATIONAL THERAPY

The Therapy Services team offers a comprehensive range of services, including physiotherapy, occupational therapy, hand therapy, speech and language therapy, dietetics, and psychology services, to patients of all ages and with a wide variety of conditions. They aim to help patients through treatment to recovery, ensuring they regain optimal function and independence. Additionally, the team triages patients referred to the Hospital to determine the most suitable treatment pathways, assesses pre-operative patients to anticipate and plan their post-operative care, collaborates with the Sports & Exercise Medicine Clinics, and conducts injection-led clinics.

HAND THERAPY

2024 was a busy year for the Therapy Services team, with patient numbers rising across all care areas. Specialist clinics, such as the Fast Track Carpal Tunnel Clinic, the Paediatric Upper Limb Spasticity Clinic in partnership with the Central Remedial Clinic, and the East Coast Hand Clinic, saw high demand. As a result, Hand Therapy Services experienced a 39% increase in activity during the year.

OCCUPATIONAL THERAPY

Occupational Therapy (OT) Services celebrated 65 years in 2024, making it Ireland's oldest OT Department. They continue to lead in orthopaedic care by establishing an Upper Limb Prosthetics Clinic with Ottobock on campus. This clinic supports amputees and those with limb differences, offering a compassionate and seamless experience. Additionally, the service launched an Upper Limb OT programme in partnership with the Central Remedial Clinic for neuromuscular patients.



DIETETICS

Dietitians work with patients in the Centre for Rehabilitation with swallowing issues, food allergies, and significant nutritional needs.

PSYCHOLOGY SERVICE

Led by Ms Helen Connaughton, the Psychology service received 85 paediatric referrals during the year, and 65 patients sought psychological support.



PHYSIOTHERAPY SERVICE

The Hospital's physiotherapy team works across all departments to triage and assess pre-operative patients and mobilise post-operative patients on the day of surgery when possible. They treat patients undergoing limb reconstruction and neurodisability rehabilitation, as well as older adults from the Centre for Rehabilitation. In 2024, the MSK Triage Service managed 2,547 new patients, a 34% increase from 2023, and discharged 1,433 patients, a 22.4% rise compared to the previous year. The service also cut patient referrals to consultant-led clinics by 8%. Outpatient Services experienced a 21% increase in demand, treating 1,753 patients in 2024. Limb Reconstruction services assisted 37 patients with new frames and managed 73 limb reconstruction cases, while the Neurodisability Rehabilitation Service provided extended care for 28 complex cases.



A project initiated by Therapy Services this year to evaluate long-term outcomes of hip fractures reviewed patients' functional mobility at 30 days post-injury, finding that they did not regain their independent baseline mobility by that time.

SPEECH & LANGUAGE THERAPY

At the Centre for Rehabilitation, patients who have experienced a stroke or an acquired brain injury will collaborate with a Speech & Language Therapist to enhance their communication skills.

Outpatient Services

OUTPATIENT DEPARTMENT
1,372 OPD CLINICS HELD
12,065 CONSULTATIONS

In 2024, outpatient clinic attendance reached 12,065, with growth in Adult Orthopaedics, Rheumatology, Oncology, and Sports and Exercise Medicine. Did Not Attends (DNA) decreased from 15% of new patients to 12%, and from 8% to 6% among review patients compared to the previous year.

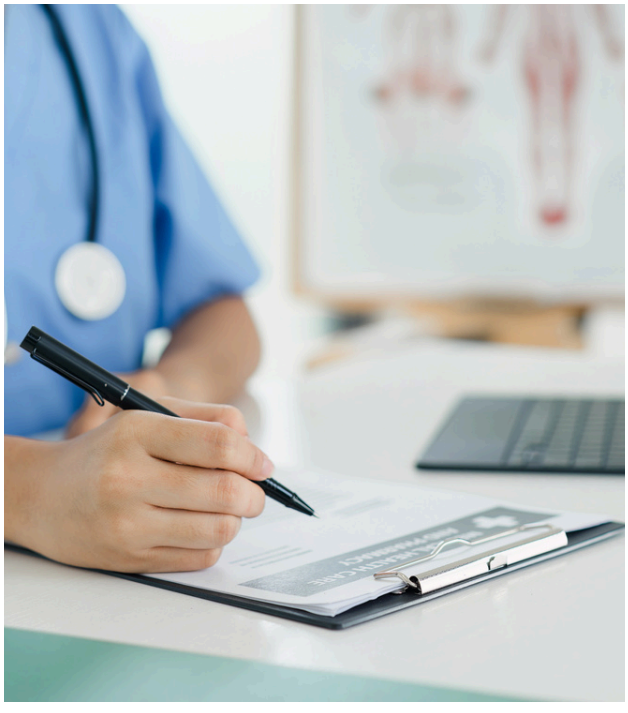
SPECIALITY	CLINICS HELD	NEW PATIENTS	REVIEW PATIENTS
ORTHOPAEDIC	666	2661	4326
ONCOLOGY	159	334	849
SPORTS & EXERCISE	92	303	403
RHEUMATOLOGY	43	156	147
MUSCULOSKELETAL (MSK)	412	2329	585
PAEDIATRICS		602	887

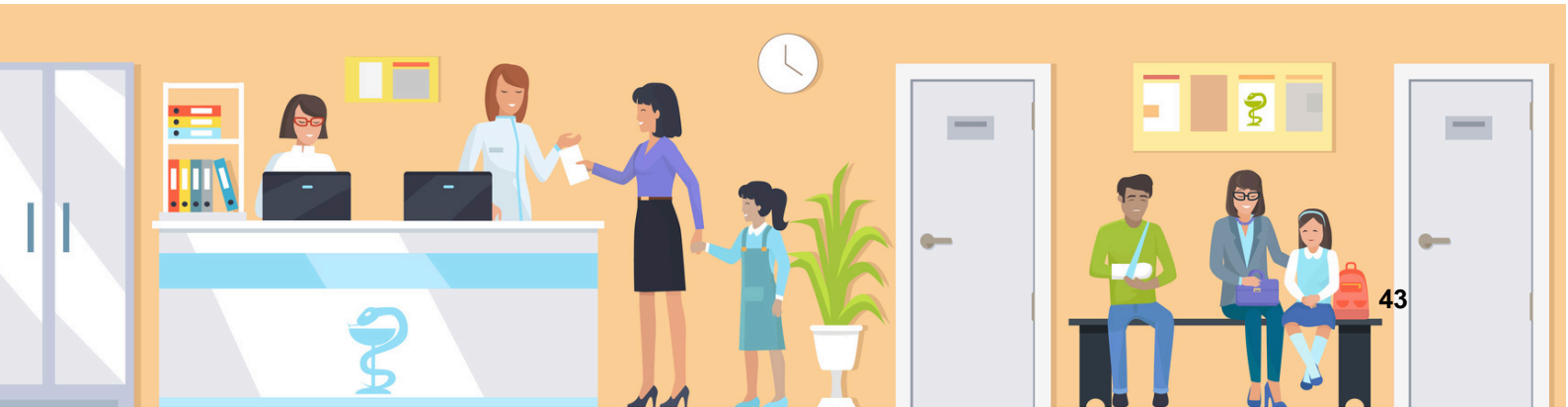
PRE-OPERATIVE ASSESSMENT CLINIC
2,866 ADULT AND 55 PAEDIATRIC PATIENT CONSULTATIONS

The Pre-operative Assessment Clinic assesses a patient's suitability for surgery and plans their inpatient care accordingly. It is a consultant and nurse-led service where patients meet the multidisciplinary team (MDT) responsible for their treatment and care. The team comprises registrars, anaesthesiologists, nurses, and therapy service members. Patients undergo various tests, learn about their upcoming procedure, and discuss its risks and benefits. They have the opportunity to ask questions and receive information to help them make an informed decision about proceeding with surgery.

If the PAC team identify an undiagnosed condition, they may recommend additional investigations before surgery. They may also suggest postponing surgery until preexisting medical conditions improve. Patients deemed fit for surgery are given a date for the operation in the following weeks.

In 2024, the PAC team welcomed 2,866 adult patients and 55 paediatric patients to the clinic for assessment.





Support Services

INFORMATION COMMUNICATIONS TECHNOLOGY (ICT)
SERVER AND NETWORK UPGRADES

In 2024, the ICT Department collaborated with third-party vendors to assess and upgrade ageing server and network systems in preparation for the Hospital's transition to Microsoft 365 in collaboration with the HSE. They introduced Health Performance Visualisation Platforms to boost efficiency. The team also contributed significantly to software development projects for the staff app, improving communication, and created a peer review portal to uphold surgical standards. Moreover, they launched the Dualtron electronic patient meal ordering system and assisted procurement in preparing a tender for managed print services.

FACILITIES

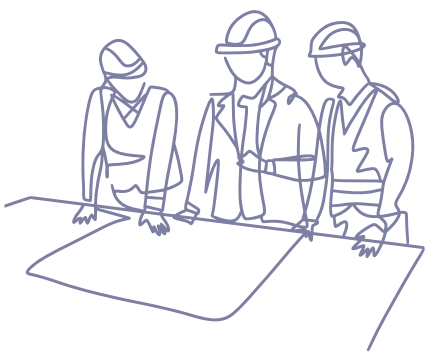
In 2024, the Facilities Department continued its focus on the Hospital's expansion, working closely with architects to create designs that keep the construction costs within a €150 million budget set by the Department of Health and the HSE. The project includes five new operating theatres (three fully equipped and two shell and core), a new ward block, and 10 single-occupancy high dependency rooms. These plans are being developed alongside the Hospital's Masterplan and are designed to be adaptable, allowing for phased development in the future.

Having secured HSE funding for the development of a paediatric Radiology Unit, including clinical areas and storage, the Facilities Department undertook a tender competition for the construction, which is scheduled to commence in 2025.

After a tender process, the Facilities Maintenance contract was awarded to a new provider who came on site in February 2024, while the existing contractors completed their work in March 2024.

Throughout the year, the department carried out major upgrades to enhance the Hospital's heat retention and lower energy use. Planning permission was obtained in October 2024 for installing a solar PV array, and works are expected to commence in 2025. The Hospital's water and power resilience were reviewed, and many projects were completed. The department also engaged with Fingal County Council regarding the location of a proposed road through the site.

In December 2024, construction started on the laboratory expansion, utilising the space previously occupied by the professorial unit.



RESTAURANT
INTRODUCED DUALTRON ELECTRONIC ORDERING SYSTEM FOR PATIENTS

The restaurant at NOHC is well-regarded for its healthy and flavourful food options and friendly staff. It serves nutritious meals for staff, patients, and visitors, accommodating dietary restrictions and special requests, especially for children. The restaurant also caters events, provides space for staff activities, and hosts themed days for cultural celebrations, including Christmas dinner. In 2024, the restaurant introduced a new electronic patient meal ordering system. This is a paperless platform designed to process patient orders more efficiently and effectively, helping to improve efficiency and reduce food waste.

NOHC RESTAURANT STAPLES



32,800 Butter Portions
Fun Fact: That's 230 kg of butter, requiring 4,600 litres of milk, equivalent to the annual milk production of one cow.



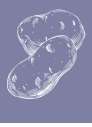
9,466 Loaves of bread
Fun Fact: That's 189,320 pieces of bread.



23,400 Eggs
Fun Fact: An average hen produces 270 eggs annually. NOHC's consumption corresponds to the yearly egg production of 87 hens!



702 kg of Coffee Beans.
Fun Fact: That's the annual yield from up to 371 coffee plants, depending on plant maturity.



1.43 Tonnes of Mashed Potato
Fun Fact: 1.43 tonnes is roughly the same weight as a large hippopotamus!

DATA PROTECTION

Initiatives progressed during 2024:

Governance

- Through the Data Protection Oversight group, extended senior management oversight of Data Protection activities
- Aligned the Record of Processing Activities (ROPA) with revised Data Protection Commission guidelines and enhanced coverage
- Conducted data protection audits across multiple Hospital departments and offices to identify and remediate risks

Regulatory Compliance

- Completed internal audit identifying areas for focus and improvement
- Reviewed and updated policies and procedures to ensure they reflect current and new legal requirements
- Updated the Research & Ethics Committee procedures and forms to clarify and simplify the process
- Supported the fulfilment of complex Data Subject Request to meet prescribed timelines

Awareness & Training

- Established the Department Representatives Group to enhance knowledge and expertise across the NOHC
- Launched focussed training sessions around key areas, including Data Protection Impact Assessments
- Streamlined data breach reporting thorough incorporation into the incident management process



07 Research & Education

Medical and Surgical Education



MEDICAL & SURGICAL EDUCATION

Established in 1991 at the National Orthopaedic Hospital Cappagh, the Department of Orthopaedic Surgery at RCSI provides a Higher Surgical Training Programme in Trauma and Orthopaedic Surgery. This programme is available for IC3 undergraduate and graduate entry students from RCSI and UCD, combining a mix of didactic lectures and clinical experience

The Hospital also welcomes students in radiology, anaesthesiology and general practition, as well as therapy services personnel for clinical rotations.



PROFESSOR ALAN MOLLOY CONFIRMED AS THE NANCY BOLAND CHAIR OF MUSCULOSKELETAL ONCOLOGY

In 2024, Mr Alan Molloy, Consultant Orthopaedic Surgeon was appointed as Professor to the Nancy Boland Chair in Musculoskeletal Oncology, based at St Vincent's University Hospital and at the National Orthopaedic Hospital Cappagh.

The establishment of this chair was philanthropically funded by UCD alumnus, surgeon at Memorial Sloan-Kettering Cancer Center, and Professor of Clinical Orthopaedic Surgery at Weil Cornell Medical School in New York, Dr Patrick J. Boland, and was named in honour of his mother.

Professor Molloy will establish and lead a research group focused on musculoskeletal oncology, aiming to enhance existing education programmes, extend teaching to medical graduates and formalise education at NOHC. Prof Molloy will also contribute to the development of state-of-the-art musculoskeletal oncology clinical services, leading the undergraduate teaching and clinical training in orthopaedic surgery and surgical oncology at UCD School of Medicine as part of an integrated evidence-based medicine degree programme. He joins the school's 100 investigators, who generate approximately €15 million in annual research income and boast grants under management worth over €85 million.



CAPPAGH FOUNDATION DAY

Convened by Prof Alan Molloy, the Cappagh Foundation Day featured esteemed guest speakers from the Royal National Orthopaedic Hospital in Stanmore, UK: Mr Rob Pollock, Consultant Orthopaedic Surgeon, and Ms Rachel Baumber, Consultant in Anaesthesia. They led a discussion on "Metastatic Bone Disease (MBD): A Growing Challenge for Orthopaedics."

The forum attracted consultants from across the nation, igniting engaging debates on the treatment and management of patients with MBD, alongside the new recommendations from the British Orthopaedic Oncology Society advocating for radical treatment protocols.



DR. MICHAEL FLOYD MEMORIAL PRIZE WINNERS

Dr Michael Floyd was the highly respected and much-loved head of Anaesthesiology at NOHC for many years. Following his passing, his departmental colleagues established this award in his memory, recognising the best Anaesthetic and Orthopaedic trainees over a 12-month period, as voted on by the Department of Anaesthetics. Congratulations to the 2024 Dr Michael Floyd Memorial Prize award recipients Dr Darren McMahon (Anaesthetics) and Dr Roseanne Lynham (Orthopaedics).

CAPPAGH RESIDENTS PRIZE

Recognising excellence and innovation in orthopaedics, the Cappagh Residents Prize is presented for the best research paper. Among the four research papers shortlisted and presented during the Cappagh Foundation Day, the winning entry was "The Stable Acute Vertebral (SAVe) Compression Fracture Study: A Novel Clinical Care Pathway for the Management of Osteoporotic Vertebral Compression Fractures" by Dr Paul McCarroll.



RCSI ABRAHAM 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 Ming Woo.

Knowledge Sharing



INTERNATIONAL SPEAKING EVENTS

In June 2024, Ms Grainne Colgan, a Consultant Orthopaedic Surgeon, spoke at the Symposium on Surgery of the Spastic Upper Limb, held at the Mayo Clinic School of Continuous Professional Development in Rochester, MN, USA. Her speciality is niche; upper limb spasticity surgery is performed by only a few surgeons worldwide, and many people with cerebral palsy, stroke, or acquired brain injuries are unaware of available treatment options. The event was so successful that they invited her to host the next symposium at NOHC.

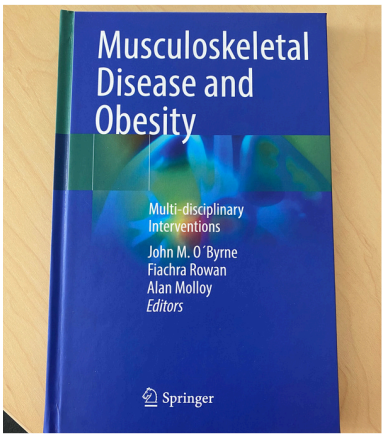


WELCOMING OVERSEAS STUDENTS

Each year, NOHC welcomes medical students from international universities to train at NOHC. In October, we were delighted to host visiting fellows Dr Anna Ferrao from Portugal and Dr Juan Rodriguez from Spain, who were selected by the European Hip Society for a visiting fellowship to Ireland.

ESTABLISHING STANDARDS FOR EFFECTIVE MANAGEMENT OF OBESE PATIENTS

With obesity reaching epidemic levels in many developed countries, there are significant implications for how we approach the surgical treatment of orthopaedic patients. Obesity is an independent risk factor for osteoarthritis. As its prevalence increases, so does the need for joint replacements and orthopaedic interventions in obese patients. A key issue is that the obese patient population presents unique challenges for successful surgical treatment. Physically, due to their size and body habitus, the surgical approach, exposure, positioning, and procedure execution are much more challenging than in non-obese patients.



In 2024, Prof John O'Byrne and Prof Alan Molloy, Consultant Orthopaedic Surgeons at NOHC, and Mr Fiachra Rowan, Consultant Orthopaedic Surgeon at Waterford University, published a book discussing the technical aspects necessary for managing obese patients and how to overcome the inherent challenges. This book provides a comprehensive review of the implications for orthopaedics, anaesthesia, and rehabilitation. For clinicians caring for obese patients, it offers an essential strategic outline for success.

GP TRAINING SCHEME

In collaboration with the Irish College of General Practitioners as part of the GP Medical Training Scheme, the Hospital provides four-month rotations for trainee GPs to expand their knowledge and skills in orthopaedic and musculoskeletal conditions. Throughout these four months, GPs acquire practical experience in MSK clinics, Physio-led Injection Clinics, and orthopaedic wards. Additionally, they are introduced to Interventional Radiological (IR) procedures conducted in the operating theatre. In 2024, the Hospital welcomed six trainee GPs from Trinity College Dublin.



INTERNATIONAL POSTER PRESENTATIONS

In March 2024, Ms Siobhan Turley presented her poster on the benefits of peer support at the British Limb Reconstruction Society Conference in Glasgow and in October 2024, Mary Walsh and her colleague Fionnuala Moran presented a poster at the Irish Gerontological Society. It highlighted peer support groups at the Hospital's Centre for Rehabilitation. This initiative improved patients' moods and helped staff better understand patient needs, emphasising the need for focused emotional and social support.



Nurse Education



POSTGRADUATE DIPLOMA / CERTIFICATE IN NURSING (ORTHOPAEDIC NURSING)

The Postgraduate Diploma/Certificate in Nursing (Orthopaedic Nursing) is offered in collaboration with The National Orthopaedic Hospital Cappagh, the National University of Ireland, and the School of Nursing at the Royal College of Surgeons in Ireland. The programme consists of 6 modules, each valued at 10 European Transfer Credits. In 2024, three registered nurses successfully completed the Postgraduate Diploma in Orthopaedic Nursing at Kilcreene Regional Orthopaedic Hospital and Kerry University Hospital. Additionally, three RNs from NOHC and Bon Secours in Kerry earned a Postgraduate Certificate in Orthopaedic Nursing.

CASTING AND SPLINTING TRAINING AND EDUCATION 2024

Nurse and doctor training days were provided to staff from Orthopaedics Centres throughout the country. The team also held an advanced Casting and Splinting study day to provide a CPD opportunity for trained practitioners.



Seven nurses commenced the MSK Casting and Splinting Professional Certificate (RCSI) in September 2024.

NATIONAL ORTHOPAEDIC NURSES CONFERENCE

The National Orthopaedic Nurses Conference continued its success with 110 delegates attending the 24th conference on 19th October, with the event held back on site in NOHC.

POSTER PRESENTATIONS



- Improving Compliance with the Escalation Protocol for Sepsis. Soumya Das, Clinical Practice Support Nurse
- Pre-operative hydration in elective orthopaedic patients: An enhanced recovery initiative. Selvi Subramanian, CNM 2
- Improving Patient Flow. Ann Marie Mc Govern ADON, Natalie Mahon Nurse Practice Development, & SN Maria Carey St Teresa's Ward.
- Nurse Led Infected Joint Service. Dearbhla McGann and Grainne O'Toole, Clinical Nurse Specialists (CNS) in Infection Prevention and Control
- Multimodal approach to percutaneous injury prevention in an operating department in an elective orthopaedic hospital. Elaine Gittins CNM3 Theatre, Grainne O'Toole CNS Infection Prevention and Control, Helena Stout CNM3 Occupational Health, Akhil Sadanandan CNM2 Clinical Facilitator Theatre, & Emily Sweetman Clinical Risk Manager
- The Joint Register – An Updated View. Jacinta Shields CNM2, Shaly Chungath CNM2, Patricia White CNM1 & Emma Irwin RN Joint Register Department



Research & Ethics Committee

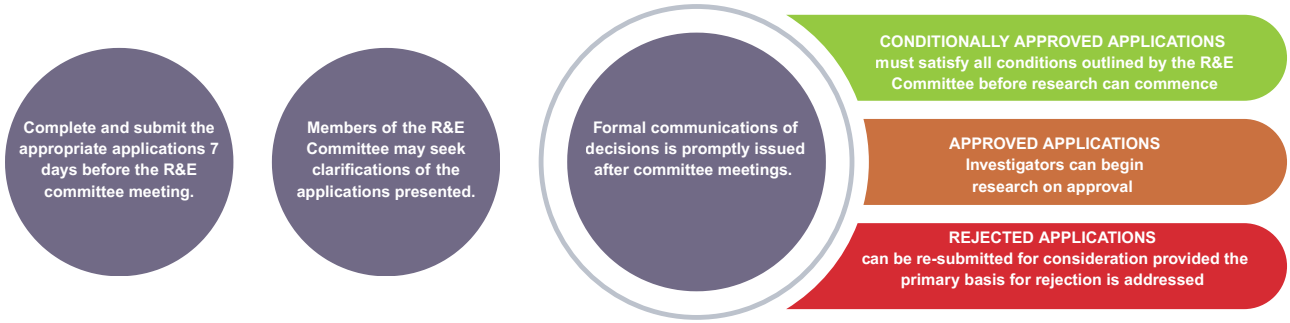
The Essential Role of Research in Education, Learning, and Innovation

Research is fundamentally intertwined with education, learning, and advances in medical and surgical practices. It not only aids students in refining their diagnostic and clinical reasoning but also fosters their analytical and creative thinking, cultivating a solution-oriented mindset. Engaging in higher-order thinking broadens perspectives and is vital for future medical advancements.

Therefore, we actively encourage our staff across the Hospital to engage in investigative projects that will deepen their knowledge and understanding. Additionally, we empower them to question established norms and explore innovative treatments that could transform medical practice and improve patient outcomes.

At the National Orthopaedic Hospital Cappagh, we ensure research undertaken at the Hospital complies with ethical principles and relevant national, EU, and international legislation. Moreover, the Research & Ethics Committee safeguards the rights of Hospital patients who participate in biomedical research studies conducted at the Hospital.

Research Application Process:



In 2024, the Research and Ethics committee met on five occasions to evaluate 17 applications for retrospective and prospective studies. Of the 12 applications approved, five involved patient studies requiring patient consent.

JOINT REGISTER CLINIC
52% ACTIVITY INCREASE

The Joint Register Clinic is responsible for recording, monitoring, analysing, and reporting the outcomes of joint replacement surgeries. The data they gather reveals the most effective implants and techniques to assist surgeons. In 2024, the clinic experienced a significant rise in activity, serving 6,493 patients, which marks a 52% increase compared to the activity in 2023.

J	F	M	A	M	J	J	A	S	O	N	D
351	353	471	444	604	463	805	353	540	661	610	458



Research

RESEARCH HIGHLIGHTS
18 RESEARCH APPLICATIONS SUBMITTED
12 RESEARCH APPLICATIONS APPROVED
17 PUBLICATIONS

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

Publishers	Articles
Medicina (Kaunas)	LATEST ADVANCES IN REGIONAL ANAESTHESIA Fallon F, Moorthy A, Skerritt C, Crowe GG, Buggy DJ.
Journal of Perioperative Practice	IMPLEMENTATION OF IRELAND'S FIRST STATE-FUNDED DAY-CASE TOTAL HIP ARTHROPLASTY PROGRAMME Di Mascio N, McGrath B, Doran C, Cashman J, Brennan A, Flanagan AM.
Surgeon 2024	THE ENVIRONMENTAL IMPACT OF HIP AND KNEE ARTHROPLASTY: AN ANALYSIS OF CARBON EMISIONS AND DISPOSAL COSTS. Drouaud AP, Miller PE, O'Byrne JM.
ACS Appl Mater Interfaces	REPRODUCIBLE SYNTHESIS OF BIOCOMPATIBLE ALBUMIN NANOPARTICLES DESIGNED FOR INTRA-ARTICULAR ADMINISTRATION OF CELECOXIB TO TREAT OSTEOARTHRITIS Khandelia R, Hodgkinson T, Crean D, Brougham DF, Scholz D, Ibrahim H, Quinn SJ, Rodriguez BJ, Kennedy OD, O'Byrne JM, Brayden DJ.
British Medical Journal	GUIDELINE-BASED EXERCISE MANAGEMENT FOR HIP AND KNEE OSTEOARTHRITIS: A CROSS-SECTIONAL COMPARISON OF HEALTHCARE PROFESSIONAL AND PATIENT BELIEFS IN IRELAND Toomey CM, Bhardwaj A, Browne J, Dowling I, Grealis S, Hayes P, Higgins N, Maguire D, O'Hora J, Rector J, Wood-Thornsbury A, Kennedy N.
Irish Medical Journal of Medical Science	THE USE OF RADIOMIC ANALYSIS OF MAGNETIC RESONANCE IMAGING FINDINGS IN PREDICTING FEATURES OF EARLY OSTEOARTHRITIS OF THE KNEE - A SYSTEMATIC REVIEW AND META-ANALYSIS Davey MS, Davey MG, Kenny P, Gheiti AJC. IMAGING OF ACUTE LOWER LIMB MUSCLE INJURY AND POTENTIAL GENDER DIFFERENCES Hanley M, Ryan DT, Hynes JP, Long NM, Eustace SJ, Kavanagh EC. FUNCTIONAL AND PATIENT REPORTED OUTCOMES OF PYROCARDAN IMPLANTS FOR CARPOMETACARPAL OSTEOARTHRITIS O'Halloran A, Tiedt L, Flannery O. PERCUTANEOUS IMAGE-GUIDED TREATMENT OF MUCOID DEGENERATION OF THE ACL IN ADVANCED KNEE OSTEOARTHRITIS - PRELIMINARY OBSERVATIONS Eustace SK, Hynes J, Byrne AO, Hurley D, Murray O, Eustace S. COMPARISON OF 3T MR ARTHROGRAPHY AND 3T MRI IN INTRA-ARTICULAR HIP PATHOLOGY: A COST-ANALYSIS Ryan DT, Hanley M, White A, Hynes JP, Long NM, Eustace SJ, Kavanagh EC.
Radial Case Report	CHRONIC EXERTIONAL COMPARTMENT SYNDROME OF THE QUADRICEPS FEMORIS Ballantine H, Skerritt C.
British Journal of Radiology	ARE BRAKE RESPONSE TIMES ALTERED POST CT-GUIDED CERVICAL SPINE NERVE ROOT INJECTIONS? Hanley M, Eustace SK, Ryan DT, McLoughlin S, Hynes JP, Kavanagh EC, Eustace SJ.
SICOT Journal	DO JOINT-PRESERVING HIP PROCEDURES COMPROMISE SUBSEQUENT TOTAL HIP ARTHROPLASTY? A META-ANALYSIS OF COMPLICATIONS, FUNCTIONAL OUTCOME AND SURVIVORSHIP Goh EL, Boughton OR, Donnelly T, Murphy CG, Cashman J, Green C.
Arch Orthopaedic Trauma Surgery	PRE-OPERATIVE EQ-5D-5L IS A STRONG PREDICTOR OF MEANINGFUL IMPROVEMENT IN QUALITY OF LIFE FOLLOWING PRIMARY TOTAL KNEE ARTHROPLASTY McCabe FJ, Davies J, Doran C, Cashman JP.
Journal of Radiology Spine	IN SILICO MODELING THE POTENTIAL CLINICAL EFFECT OF GROWTH FACTOR TREATMENT ON THE METABOLISM OF HUMAN NUCLEUS PULPOSUS CELLS McDonnell EE, Ní Néill T, Wilson N, Darwish SL, Butler JS, Buckley CT.

08

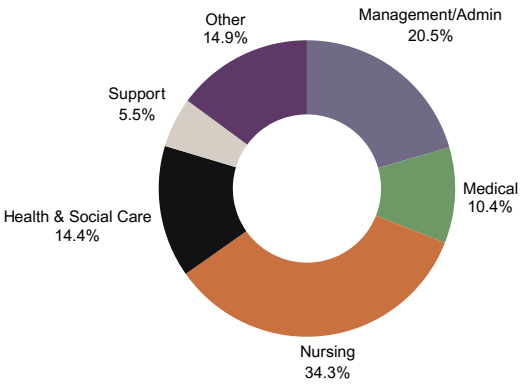
Our People and Culture



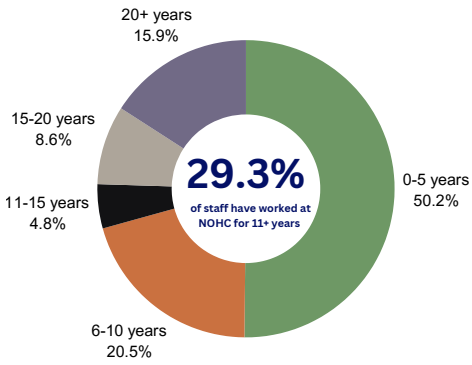
Our People and Culture

Staff Overview

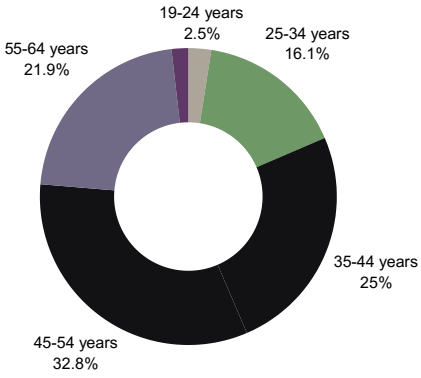
Disciplines



Years of service



Staff Age Profile



Staff Attrition in 2024

In 2024, the Human Resources Department handled 14 retirement applications and recruited for 73 positions at the Hospital. The Hospital enjoys a low staff attrition rate of 10% or less for the year and long-serving staff continue to account for 30% of NOHC's overall workforce, which is a testament to NOHC's positive environment and excellent culture.



Gender Pay Gap Report 30.06.2024

Gender pay disparity persists in healthcare due to low female representation in surgery, affecting the well-paid quartile of male consultants. As of 30.06.2024, only five of NOHC's 38 Consultant Orthopaedic Surgeons were female. Increasing the number of women in surgical roles is essential to addressing this inequality.

To promote increased female participation in surgery, it is crucial to address barriers related to lifestyle, society, and culture during higher education. Furthermore, hospitals can narrow their gender pay gap by recruiting more female consultants and offering them suitable support to facilitate work-life balance in their surgical roles.

Workforce At NOHC	Median Hourly Pay Gap	Mean Hourly Pay Gap	Median Bonus Pay Gap	Mean Bonus Pay Gap
*599	-1.48%	23.08%	N/A	N/A

*Figures quoted as of 30.06.2024

Celebrating Extraordinary People



CELEBRATING 65 YEARS OF IRELAND'S OLDEST OCCUPATIONAL THERAPY DEPARTMENT

In 1959, Sister Eugene Butler founded Ireland's first Occupational Therapy Department at the National Orthopaedic Hospital Cappagh. In 2024, this department marked 65 years of service with a party, inviting staff past and present, as well as some of our patients.

Over the years, thousands of patients have received care from our Occupational Therapists, who operate across various Hospital services: Orthopaedics, Hand Therapy, Paediatrics, and the Centre for Rehabilitation.

The core purpose of Occupational Therapy is to involve patients in meaningful activities and daily tasks for enhanced health and well-being. Early patients in Cappagh were taught the art of weaving, embroidery, sewing, and furniture-making. Today, Occupational Therapists work with patients who have substantial physical or cognitive disabilities, addressing the physical, mental, cognitive, and emotional needs to ensure a proper alignment between individuals, their environments, and the activities that matter most to them.





BEAMING WITH PRIDE!

NOHC's Diversity and Inclusion Committee invested significant time and effort in Pride Month, inviting guest speakers, holding parties and competitions, and encouraging the Hospital community to join and celebrate our diverse workforce.



FUN WHILE FUNDRAISING

We enlisted the help of some well-known celebrities for the Cappagh Hospital Foundation Sports Lunch 2024 in the InterContinental Hotel in May, and we raised a Cuppa for Cappagh in October 2024.











Celebrating Extraordinary People

LEO HALPIN AND THE OLDTOWN COMMUNITY

Former patient and dedicated supporter of the Hospital, Leo Halpin, organized a fundraiser in Oldtown County Dublin, successfully raising over €22,500 for the Cappagh Hospital Foundation (CHF). We are immensely thankful for the community's support and generosity, which has contributed a substantial amount towards enhancing the Hospital's environment, technology, and resources.



OUR 2024 DAISY

Nurse Dana Maguire was named NOHC's 2024 DAISY Award Honouree. This award recognises extraordinary nurses who go above and beyond in caring for their patients and colleagues.





OUR TALENTED AUTHOR

In 2024, a member of the Reception Team, Grace Adetuyi, launched her novel 'Black or White' which is available to buy on Amazon. This book is a heartwarming tale across two generations of women, the bond they share, and how love transcends cultures and colour.



THE TALENTED DESIGNERS OF THE FUTURE

In January 2024, we kickstarted a creative collaboration with NCAD, inspiring the designers of the future to think beyond the conventional body type and develop fashion designs and practical solutions for young patients participating in limb reconstruction surgery programmes at the Hospital.

CHRISTMAS CAROLERS

The Cappagh Choir brought tinsel, seasonal style, and holiday cheer to long-stay patients at The Centre for Rehabilitation with a heartwarming Christmas concert. As many of these patients spend the festive season in the Hospital, our annual Christmas concerts are a wonderful way to uplift their spirits and get into the festive spirit.





Celebrating Extraordinary People: Ela's Story



In 2022, Ela from Co. Meath saw her GP after experiencing ongoing leg pain and swelling. She initially thought it was due to a sports injury, but upon examining her lower legs, she noticed her left leg was nearly twice as wide as her right. Her GP ordered an MRI, but Ela didn't think it was serious.

Four months later, the MRI showed an area of concern, leading to a biopsy that confirmed she had sarcoma — a cancer that can start in bone or soft tissue. In Ela's case, the tumour originated in the bone.

Sarcomas are rare, with around 280 cases diagnosed each year in Ireland. Their symptoms differ because they can occur in various forms and locations. Most sarcoma tumours develop in the legs, hands, arms, shoulders, neck, chest, abdomen, and hips. Initially, soft tissue sarcomas typically appear as a painless lump. As the tumour grows, pain might develop, especially if it compresses nearby nerves or is located in sensitive areas. Pain is the most common symptom associated with bone sarcoma.

Ela started chemotherapy, followed by radiation therapy, and although the cancer didn't spread during treatment, it wasn't eradicated by it. Orthopaedic surgeon Prof Alan Molloy recommended amputation as the next step.

This was an emotionally charged period, and after contemplating her choices, supported by her loving family, Ela decided to go ahead with the surgery. She admits that "without the support of my husband and sons, I wouldn't have been able to cope". Once she recovered, Ottobock fitted her with a new prosthetic limb, which she wears proudly. Ela says, "It's like a leg to me and I'm not ashamed of it". She often opts for skirts and shorts, proudly showing her advanced prosthetic to curious children and adults. It truly is an impressive piece of technology.

Six weeks after amputation, Ela changed to an automatic car so that she could drive, and she returned to work 6 months later. She remains passionate about sports; she cycles using a static bike and is eager to try any new sports compatible with her prosthetic.

Born in Poland, Ela has lived in Navan for 19 years. She decided to go ahead with the treatment and amputation without telling her mother (who still lives in Poland), wanting to protect her. Recently, Ela returned to her homeland for a heartfelt reunion, feeling a bit anxious about how her mother might react to her 'new leg'. As soon as she arrived, she knew that she had nothing to worry about.

Ela frequently visits us for surveillance scans and is assisting in creating brochures for patients undergoing amputation. She maintains a remarkably positive outlook on life.

"The National Sarcoma Service operates a hub and spoke model, involving St Vincent's University Hospital, the National Orthopaedic Hospital Cappagh, Tallaght University Hospital, and St Luke's Radiation Oncology Network. As sarcomas are rare, it's important to centralise all data so that we can learn more about these diseases to determine treatment effectiveness and enhance practices. We also need to educate people about the symptoms and encourage those with persistent pain, swelling, and injury to seek a diagnosis and early intervention for improved outcomes."

Prof Alan Molloy, Bone Tumour Centre, NOHC.

Caring for Our People

Promoting Mental Wellbeing

Recognising that people often hide their problems, we have compiled a booklet providing details of support for anxiety and addiction, as well as domestic violence, financial stress, and suicidal thoughts. We have also appointed and trained Champions in Mental Health, Menopause, Diversity and Inclusion, and Dignity and Respect. Our Champions are here to help and can be contacted in confidence.

In October 2024, a Staff Wellbeing Forum was held for department heads and line managers. This event aimed to emphasise the significance of self-care, recognise staff in need of support, and provide managers with the necessary tools to direct vulnerable employees to appropriate services for assistance.



Encouraging Healthy Living

The Tobacco Free Campus (TFC) Committee conducted a staff survey that involved discussions with both smokers and non-smokers, sharing information and providing support for quitting smoking. The committee also ensured that TFC messaging was integrated into patient communications.

The Healthy Ireland Committee also held menopause and men's health events for staff, espousing positive mental and physical health for all.



Fitness Drive

Throughout the year, the Physiotherapy Department has offered Yoga Classes for patients. Additionally, the Healthy Ireland committee promoted the Hospital's Sli na Slainte Route for lunchtime walks and encouraged participation in Marchathon and Walktober events to improve physical fitness and support sustainable travel alternatives.



Promoting Healthy Eating

We took a closer look at the Hospital menus, introducing healthier food options, including delicious vegan meals, so that staff can stay energised throughout the day, and our patients can enjoy the best nutrition for their healing and recovery. We now clearly state calorie values and pay attention to portion sizes, and we have revamped the vending machine selections to encourage healthier choices. Free Fruit Fridays are back by popular demand, but as this is a hospital, apples are unlikely to keep the doctor at bay!



Protecting Our People

In 2024, the Occupational Health team organised 24 flu clinics operated by NOHC and 6 clinics by the Health Service Executive (HSE) for Covid-19 vaccinations. This effort allowed staff to protect themselves, their families, and their patients from the harmful effects of infections. A total of 358 staff members, which is 58.2%, received the flu vaccine, while 120 staff, or 21%, took the Covid-19 vaccination.

09

Creating a Sustainable Future



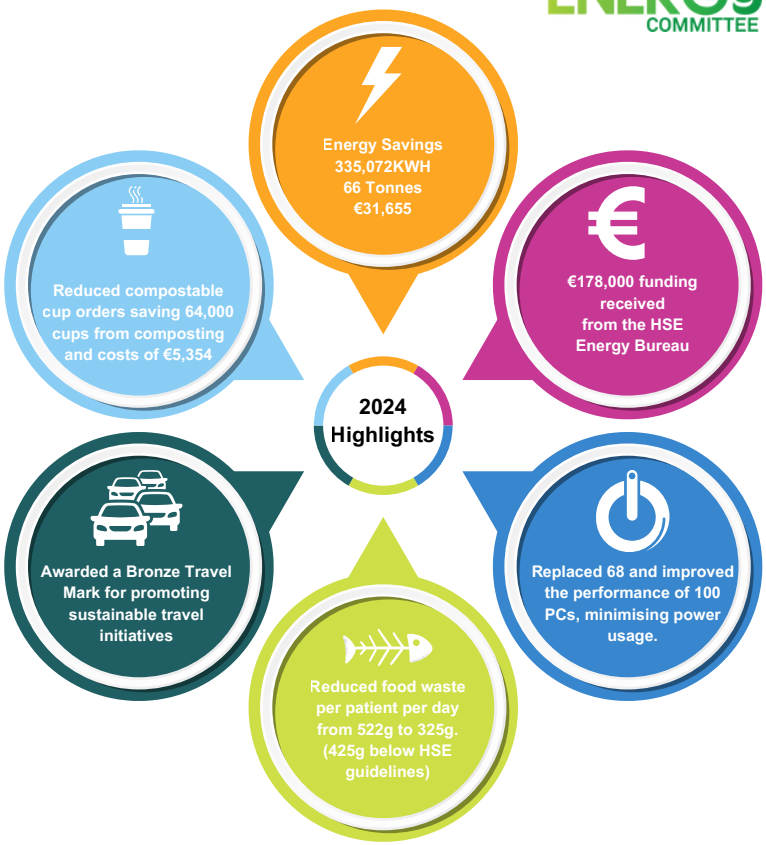
Sustainability progress update 2024

A Year in Sustainability

The NOHC Green Energy Committee moved forward with projects focused on infrastructure and technology enhancements to boost the Hospital's energy ratings, increase the efficiency of heating systems, and lower costs.

Initiatives exploring food waste for patient services have proven highly successful, and we are continuing to segregate waste products in all departments, minimising landfill waste and maximising our recycling efforts.

Once again, we promoted sustainable travel options for staff, highlighting the benefits of the tax-saver travel and cycle-to-work schemes. We also encouraged staff participation in the Marchathon and Walktober events spearheaded by the National Transport Authority.



Sustainability Priorities 2023-2025

NOHC's Sustainability Strategy (2022–2025) is a comprehensive plan aimed at fostering sustainability within the organisation. Developed and approved by senior management, it reflects insights from staff surveys on sustainability knowledge, practices, and attitudes. The strategy identifies key areas for improvement and outlines a roadmap to meet its goals. To support implementation, NOHC has held various information and education sessions to equip staff with the necessary knowledge and tools. We have made significant progress since the strategy's initiation and we have great ambitions to deliver upon the objectives for the strategy's conclusion in 2025.

The priorities for 2023–2025 focus on advancing these sustainability efforts:

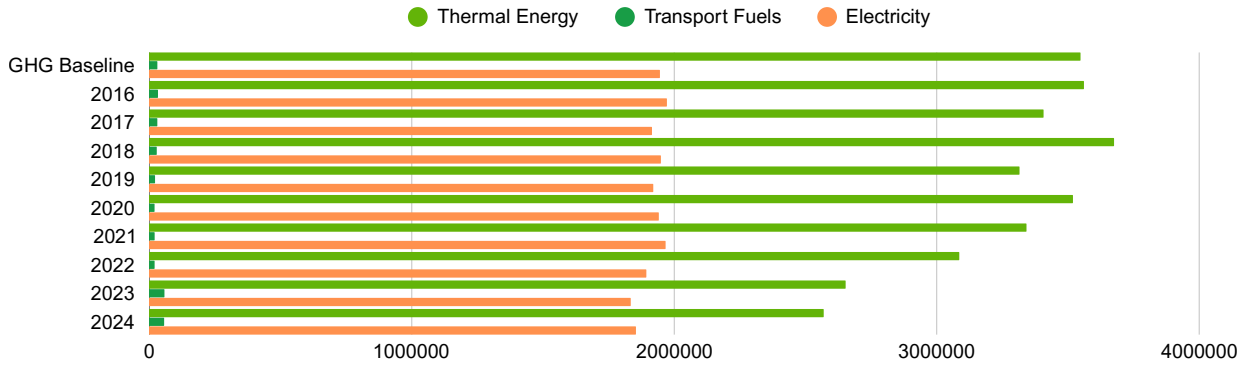


Sustainability progress update 2024

Energy Conservation

The Hospital's energy consumption has reduced from 5,566,057 kWh in 2016 to 4,480,000 kWh, representing a 19.5% reduction. This was successfully achieved by enhancing the building's energy performance, upgrading lighting systems, controlling heating systems, upgrading windows, and automating doors to minimise heat loss. These efforts are complemented by 'switch off' and 'power down' initiatives, inspiring staff to turn off equipment and lighting when not in use, and PC/laptop upgrades for greater energy efficiency.

Note: NOHC started recording Marked Diesel (Transport) energy use in 2023.



NOHC will align with the HSE Infrastructure Decarbonisation Roadmap, which outlines seven essential action areas aimed at guiding the HSE toward achieving the targets established in the Climate Action Plan and fulfilling its mandated obligations.

Our goals include enhancing energy performance through:

- Improvements to the building efficiency, such as window replacements
- Upgrades to heating control systems, including boiler optimisation, smart thermostats, and thermostatic radiator valves (TRVs) for radiators, as well as a pilot program for electric radiators
- Continuing of PC replacement programmes

In August 2024, the Hospital began a night energy audit to identify opportunities for out-of-hours energy savings and continues to explore solar-powered installations to power the Hospital into the future.

Sustainable Travel

NOHC's Green Energy Committee and Healthy Ireland Committee collaborate to promote sustainable commuting by supporting cyclists with the cycle-to-work scheme and secure bike storage. It also encourages participation in the National Transport Agency's Ready-Set-Cycle Programme and Transport for Ireland's (TFI) Walktober and Marchathon events inspiring those who can to walk to work and consider walking instead of driving where possible.



For extended commutes, the Hospital encourages the use of tax-saver tickets, advocating for public transportation as a more cost-effective and environmentally friendly alternative to driving.

In September 2024, the efforts of NOHC's Green Energy and Healthy Ireland Committees were recognised with the awarding of a TFI Smarter Travel Mark.

As a further commitment to sustainable travel, the Hospital hopes to install charge points for electric vehicles in the coming months.

Sustainability progress update 2024

Litter & Waste Management

The Hospital is committed to reducing its environmental impact by decreasing waste, particularly landfill waste, and emphasising the reuse of materials and recycling.

We adopt sustainable purchasing practices, utilise recyclable materials where possible, and ensure waste is properly separated using dedicated bins and baling equipment. Orders of recycled paper have surged by 372% in 2024 while standard papers have plummeted by 88%, demonstrating the shift to sustainable products.

Single-use plastics have been eliminated from the restaurant, leading to a significant decrease in our reliance on disposable cups. This positive change is a result of staff using keep cups and water bottles, along with the implementation of a surcharge on disposable cups. Notably, orders for disposable cups dropped from 166,500 in 2022 to 146,000 in 2024, resulting in cost savings and less waste.

Key Priorities for 2025 include minimising waste associated with operating theatres, implementing a managed print service, and consolidating and enhancing sustainability practices for waste management.

Catering Management

Hospital food waste has notable financial and environmental implications. At NOHC, we have conducted a full review of patient meals, evaluating:

- menus to guarantee the provision of quality, health-promoting foods
- portion sizes to ensure patients get suitable meals with minimal waste
- tray compositions, removed unnecessary condiments that add to restaurant waste
- meal times

This process has successfully contributed to significant minimisation of food waste and details of this exercise can be found on page 61. The introduction of hot food trollies, protected mealtimes, and a replacement meals policy (for patients who are not on the ward during food service) complements waste minimisation efforts. A new electronic ordering system was introduced in December 2024 negating the need for printed menus, and compostable napkins were also introduced.

Water Conservation

In September 2024, we initiated a water metering survey to gain a deeper understanding of the hospital's water supply and identify potential inefficiencies. Work is ongoing in this area. In addition, we are collaborating with architects on new construction to ensure water conservation features, including metering, attenuation, and drought-tolerant landscaping in future development plans. We will also examine the cleaning systems used throughout the Hospital to assess appropriate water usage.

Education is essential for changing NOHC's behaviours and practices. Sustainability is now firmly embedded in the Hospital's induction process: initiatives and progress are visible on Hospital noticeboards, and regular educational sessions are held for staff.

In November 2024, members of the Hospital's Senior Management team attended Climate Action Leadership Training. We will continue to host educational sessions, inviting prominent industry speakers to highlight the importance of climate change and demonstrate how we can drive more sustainable operations. We will also explore ways to improve upon our great work to date and pursue An Taisce Green Flag Status in the months to come.



Key Projects

WE'RE MAKING CHANGES TO MINIMISE UNNECESSARY FOOD WASTE, AND NOTHING'S OFF THE TABLE (OR IS IT?)

When it comes to sustainability at NOHC, nothing is off the table! Our food trays, however, have undergone a recent transformation. As part of our ongoing commitment to sustainability, NOHC has introduced a series of measures to reduce food waste for inpatient stays. These initiatives contribute to a more sustainable environment, enhance the patient experience, and lead to cost savings.



Reducing Portion Sizes

Patients can now select the portion size that best suits them, minimising leftovers and reducing unnecessary food waste.

- Hot porridge is served from caddies in the ward, enabling patients to specify their preferred portion size.
- Hot meals include equal portions of protein and vegetables; however, carbohydrate portions, such as pasta, rice, and potatoes, are served to the patient's preferences (approved by NOHC's dietician).

Reserving Hot Meals for Inpatients

Hot breakfasts are designated for inpatients. Day-case patients are offered tea or coffee along with toast after their procedure. If their discharge is delayed, they might receive a hot meal later in the day.

Using Condiments Sparingly

Condiments such as butter, jam, marmalade, salt, and pepper are no longer automatically placed on trays. Instead, patients are asked to select their condiments at mealtimes, which are dispensed from caddies on serving trolleys in the wards. These changes, implemented in July 2024, have significantly impacted food waste at the Hospital. HSE food waste recommendations are 780g per patient per day, and NOHC has successfully reduced food waste to well below the recommended levels. Moreover, patients continue to receive three meals and three snacks per day and satisfaction levels remain high. In addition, food waste generated is composted, reducing landfill waste and harmful greenhouse gases.

Food Waste Per Patient/Per Night	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NOHC	552g	387g	317g	301g	325g	343g	339g
HSE Recommendation	780	780g	780g	780g	780g	780g	780g

IT PAYS TO BE WASTE-CONSCIOUS!

Waste disposal costs money, and poorly segregated waste ends up in landfills, releasing greenhouse gases. In collaboration with the HSE Climate Change Programme, NOHC purchased baler equipment to improve the Hospital's recycling of cardboard and plastic waste.



We bale 500kg of cardboard each week and earn €10 per tonne collected. This results in a modest income of €260 per year, but the true savings are environmental. We're preventing this cardboard from ending up in landfills, where decomposition can take up to two months, releasing methane gas, which is 20 times more potent than carbon dioxide.

While plastic recycling may not generate income, it does result in cost savings. Our recycling services regularly collect 500kg of plastic waste, reducing weekly green bin collections from 22 bins to just 5, saving the Hospital approximately €45,000 annually on bin lifts. Furthermore, we're preventing these plastics from being disposed of in landfills, where they can take up to 1,000 years to decompose, releasing harmful chemicals and microplastics into the soil.

Our waste-conscious efforts are saving both money and the planet, and we're not stopping there. In 2025, plans include establishing a new recycling area, introducing 1,100-litre green bins for easy sorting and storage, and installing new machinery for waste movement and management.

Good Health & Wellbeing for ourselves, our patients, and our planet.



10 Financial Performance

Financial Performance

Statement of Income and Retained Earnings for the Financial Year Ended 31st December 2024

	2024 €'000	2023 €'000
REVENUE		
Revenue grants (HSE)	**60,061**	54,551
Patient income	**11,689**	8,986
Other income	**4,128**	3,504
Capital grant recognised as income	**1,004**	-
Capital grant amortisation	**1,837**	1,587
	78,719	68,628
COSTS		
Staff costs	**(46,698)**	(41,997)
Non-pay costs	**(30,532)**	(25,545)
Depreciation	**(1,837)**	(1,587)
	(79,067)	(69,129)
OPERATING (DEFICIT) / SURPLUS	**(348)**	501
Interest payable and similar charges	**(15)**	11
(DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	**(363)**	(512)
Taxation	**-**	-
(DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES AFTER TAXATION	**(363)**	(512)
RETAINED EARNINGS AT THE BEGINNING OF THE REPORTING PERIOD	**1,183**	1,695
RETAINED EARNINGS AT THE END OF THE REPORTING PERIOD	**820**	1,183

Financial Performance

Balance Sheet as of 31st December 2024

	2024 €'000	2023 €'000
FIXED ASSETS		
Tangible assets	**22,749**	22,330
CURRENT ASSETS		
Stocks	**968**	950
Debtors	**9,287**	10,277
Cash at bank and in hand	**5,793**	1,292
	16,048	12,519
CREDITORS:		
Amounts falling due within one year	**(12,676)**	(10,484)
NET CURRENT ASSETS	**3,372**	(2,035)
TOTAL ASSETS LESS CURRENT LIABILITIES	**26,121**	24,635
PROVISION FOR LIABILITIES	**(3,016)**	(2,503)
TOTAL ASSETS LESS LIABILITIES	**23,105**	21,862
CAPITAL GRANTS	**(22,256)**	(20,650)
NET ASSETS	**849**	1,212
Financed by:		
CAPITAL AND RESERVES		
Called up share capital presented as equity	**-**	-
Retained earnings	**820**	1,183
Other reserves	**29**	29
SHAREHOLDER'S FUNDS	**849**	1,212

NATIONAL ORTHOPAEDIC HOSPITAL CAPPAGH

National Orthopaedic Hospital Cappagh
Cappagh Road, Finglas, Dublin 11, D11 EV29.
E: comms@nohc.ie
T. +353 (01) 814 0400
M: +353 (0) 86 243 5848 nohc.ie

SISTERS OF MERCY