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Grúpa Ospidéal an Iarthair/an Iarthuaiscirt
West / North West Hospitals Group

Roscommon Hospital





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Overview of Presentation

- Governance
- Roscommon Hospital - a 2.5 year History
- Where is Roscommon Hospital now?
- Current Services at Roscommon Hospital
- Vision for Roscommon Hospital
- Roscommon Hospital Statistics
- Capital Projects



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Governance



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University Hospital Galway



Portiuncula Hospital Ballinasloe



Letterkenny General Hospital



Mayo General Hospital



Roscommon Hospital



Merlin Park University Hospital



Sligo General Hospital



Galway and Roscommon University Hospitals Group plus SRH, MGH, LGH =
WNWHG from 29/07/14



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Grúpa Ospid
orth

HSE

Board of Directors

CEO

Group Executive Council
(Chair CEO)

Board Committees
1. Finance
2. Audit
3. Patient Safety

Group Management Team
(Chair COO)

- Group Finance Committee
- Group ICT Committee
- Group Estates Committee
- Group Employment Control Committee
- Performance Improvement Team

Nursing Professional Council
(Chair GDONM)

- Strategic Nursing & Midwifery Forum
- Maternity Services Strategic Group
- Patient Council
- Specialist Nurse & Midwife Advisory Group
- Advanced Nurse /Midwife Practitioner Forum

Clinical Directors Forum
(Chair GCD)

Group Quality & Patient Safety Committee	Medicine Directorate
Scheduled Care Group	Perioperative Directorate
Unscheduled Care Group	Womens and Childrens Directorate
Cancer Strategy Group	Diagnostics Directorate
Medical HR Forum	

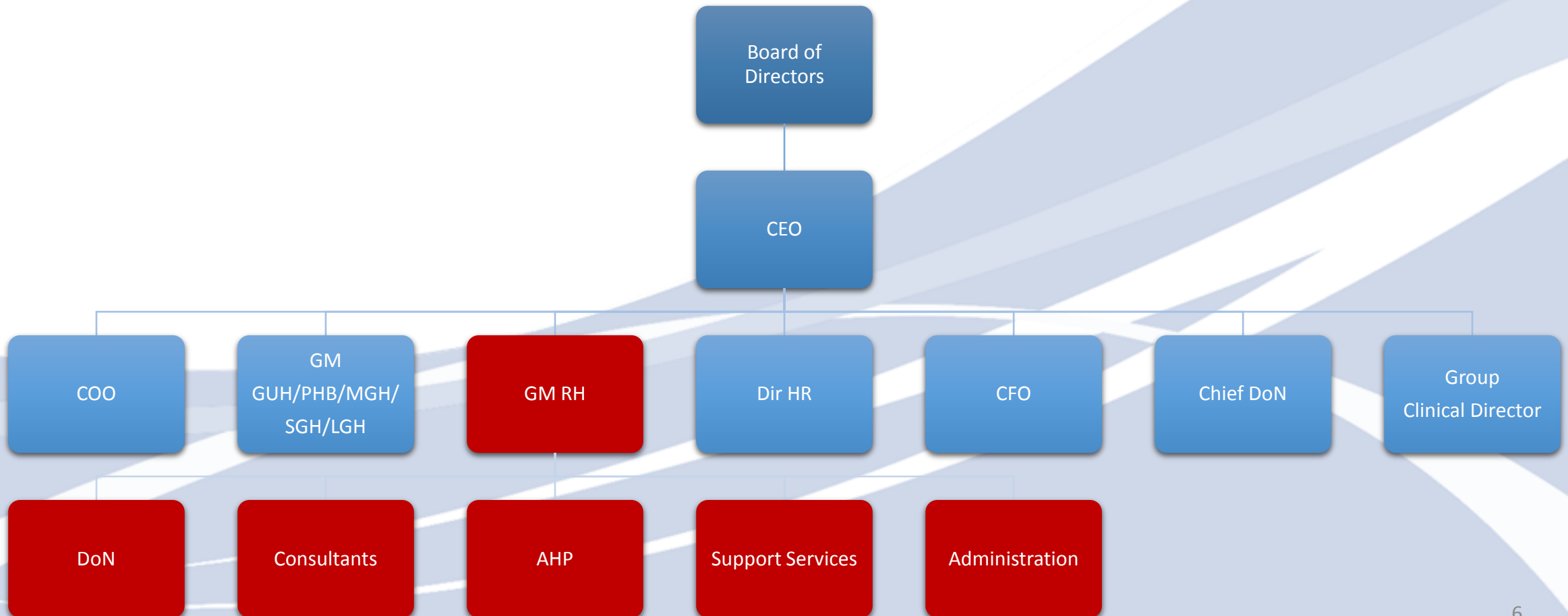
Chief Academic Officer



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Roscommon Hospital Governance

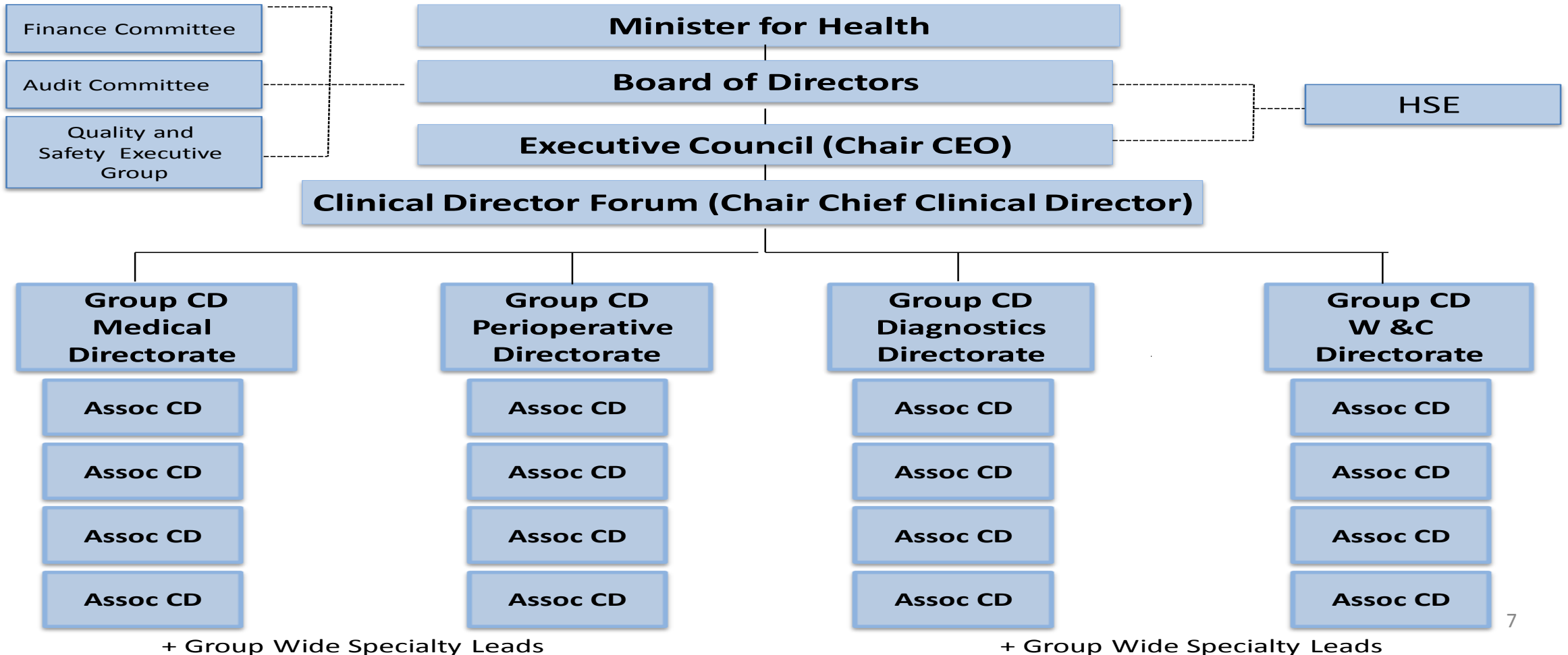




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Clinical Director Structure





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Roscommon Hospital 2.5 Year History



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11 July 2011.....

- Emergency Department closes and is replaced by an Urgent Care Centre
- Reconfiguration of Roscommon Hospital as a Model 2 Hospital commences
- Compliance with HIQA Ennis and Mallow Reports commences
- DoH - Small Hospitals Framework document used for guidance



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From July to December 2011

- Negative publicity – locally and nationally
- Headline news most days
- No plan for hospital
- Fear of outright closure - staff
- Public thought hospital was closed
- Low staff morale
- Political fallout
- Resurgence of protest groups



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Where is Roscommon
Hospital now?



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January 2012 onwards

- Galway and Roscommon University Hospitals Group born on 09 January 2012. Replaced by the WNWHG on 29 July 2013
- Development of the Hospital Group
- Establishing the Hospital Group Management Team and Committee Structure
- Developing Clinical Directorate Structure on Group-wide basis
- Establishing Internal & External Communication Strategy
- Developing Performance Management Culture
- Delivery of Patient Treatment List (PTL) target and OPD targets
- Developing and delivering 2012 and 2013 Hospital Group Service Plans
- Meeting Public Representatives and Public Interest Groups
- Reconfiguring exiting services and developing services at Roscommon Hospital



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Roscommon Hospital as part of WNWH Group

- Governance and Management structure which is in compliance with the HIQA Mallow and Ennis Reports
- Clinical Directorates Structure in place
- Quality and Risk –Lead by Group Clinical Director
- Development of services on Roscommon Hospital site
- Joint waiting lists with GUH, including day surgery, endoscopy, CT
- Setting up of joint OPD waiting lists with GUH - Orthopaedics and Urology



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Acute Medicine Programme

- **Roscommon Hospital works as a Model 2 Hospital within the GRUH Group**
- **Model 2 hospital** - “Smaller Hospital”

These hospitals provide the majority of hospital activity including extended day surgery, selected acute medicine, local injuries, a large range of diagnostic services (including endoscopy, laboratory medicine, point of care testing and radiology specialist rehabilitation medicine and palliative care.



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Services that can be delivered at a Model 2 Hospital

- Day services/ambulatory care assessment for older persons
- Antenatal care/postnatal care
- Gynaecology Clinics
- Full range of Endoscopy
- PEG tube insertion
- Non-invasive cardiology
- Cardiac failure OPD clinic
- Cardiac rehabilitation service
- Venesection, infusion and transfusion therapy
- Bone marrow aspiration and trephine biopsy
- Abdominal paracentesis and thoracentesis
- General Rehabilitation medicine
- Prosthetic and Orthotic clinic
- Lumbar puncture
- Diabetic day centre including foot care and eye care
- Rheumatology day services/Clinics
- Dermatology day services/Clinics
- Oncology/haematology day ward/Clinics
- Mental health day services/Clinics
- COPD outreach/Clinics
- Pulmonary rehabilitation/Clinics
- Hepatology day services/Clinics
- Diagnostic imaging
- Rehabilitation day services/Clinics



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Services not available in a Model 2 Hospital

- ✘ Emergency Department
- ✘ Critical Care including ICU, CCU, HDU
- ✘ Acute Surgery
- ✘ Non Elective Surgery



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Services at Roscommon Hospital



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Services in Roscommon Hospital

- 46 In-patient Medical Beds
 - 17 In-patient Surgical beds
 - 15 Day Surgery Beds
 - MAU
 - UCC – Minor Injuries
 - Medical Day Services
 - OPD
 - Radiology
 - Lab
 - Physio/OT/Dietetics/S<
 - Cardiac Investigations
 - Cardiac Rehabilitation
- | |
|---------|
| 24/7 |
| Mon-Fri |
| Mon-Fri |
| Mon-Fri |
| Mon-Sun |
| Mon-Fri |
| Mon-Fri |
| 24/7 |
| 24/7 |
| Mon-Fri |
| Mon-Fri |
| Mon-Fri |



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Medicine

3 Consultants	46 inpatient beds Supported by Physio OT SLT Dietetics CNS	Medical Assessment Unit & Rapid Access Clinics	Medical Day Services Unit	Cardiac Investigations	Cardiac Rehabilitation	Out Patients General Medicine & Speciality Clinics
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Medical Assessment Unit

Open Monday to Friday

9:00 a.m. to 5:00 p.m.

Consultant Physician delivered service

Supported by,

Nursing

NCHDs,

Diagnostic Services

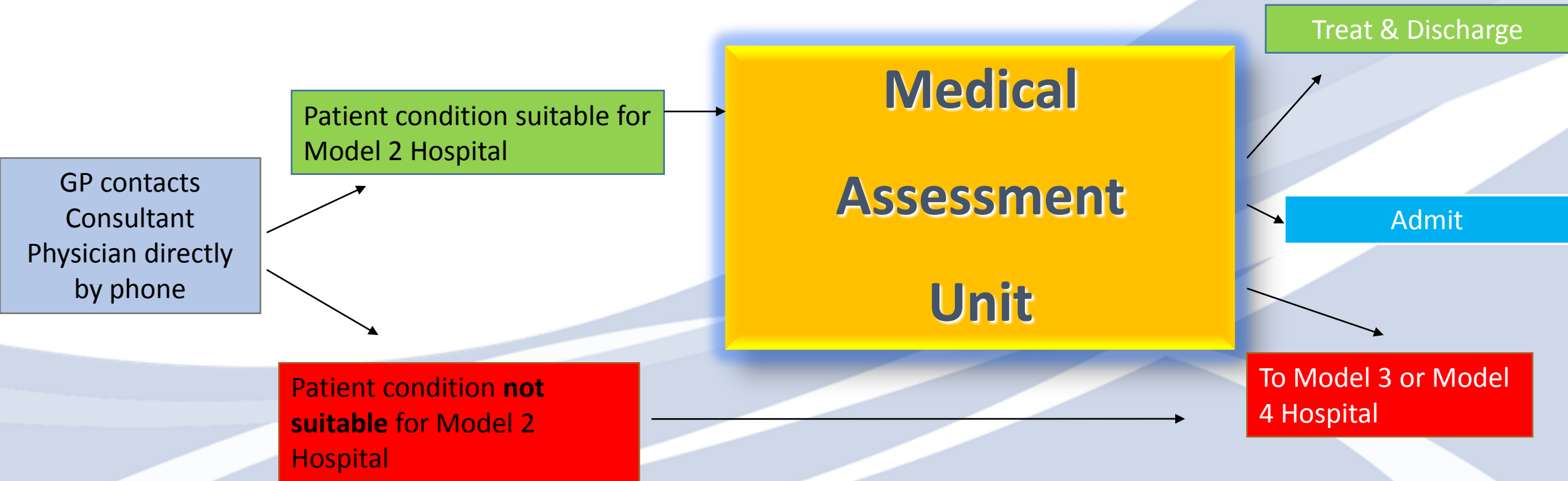
access to other health care staff



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Medical Assessment Unit



Referral Pathway as defined by the Acute Medicine Programme for Model 2 Hospital



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Rapid Access Clinics

Runs with MAU for Urgent GP referrals. Bloods/Scans on the same day with Consultant assessment and decision making.

Average 20 new patients per week

Average 30 follow up patients per week – from RAC and MAU

GP Feedback is good

3 levels of Medical referral

Same/Next Day = MAU

Within 2 weeks = RAC

Routine = OPD



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Medical Admissions Model 2 Hospital

- Low risk differentiated patients with direct GP to consultant referral (via MAU) can be admitted
- Patients who do not require full resuscitation or ICU / CCU / HDU care.
- Patients requiring palliative care, and or rehabilitation.
- Transfers from associated Model 3 or 4 for ongoing treatment following stabilisation.



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Anaesthetics

2 Theatres

2
Consultants

Pre
admission
assessment
clinics



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Surgery

2 Consultants	17 inpatient beds closed at weekends	15 Day Surgery/Endoscopy beds	Visiting Consultants Plastic Surgery Dental General Surgeon Urology (2014) Ophthalmology	Urgent Care Centre Minor Injuries Unit	Surgical Outpatients
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Elective Surgery

Surgical procedures are performed include:

- **Hernia Repair**
- **Laparoscopic Cholecystectomy**
- **Varicose Veins**
- **Carpel Tunnel decompression**
- **Injection of Piles**
- **Haemorrhoidectomy**
- **Endoscopy** –including GP Direct Access Endoscopy
- **Dental Surgery**
- **Circumcisions**
- **Anal Fissure**
- **Excision of Deupytrens Contracture**
- **Excision of Ganglion**
- **Vasectomy**
- **Excision of Pilonidal Sinus**
- **Plastic & Reconstructive Surgery**
- **Ophthalmic**
- **Other minor elective procedures**

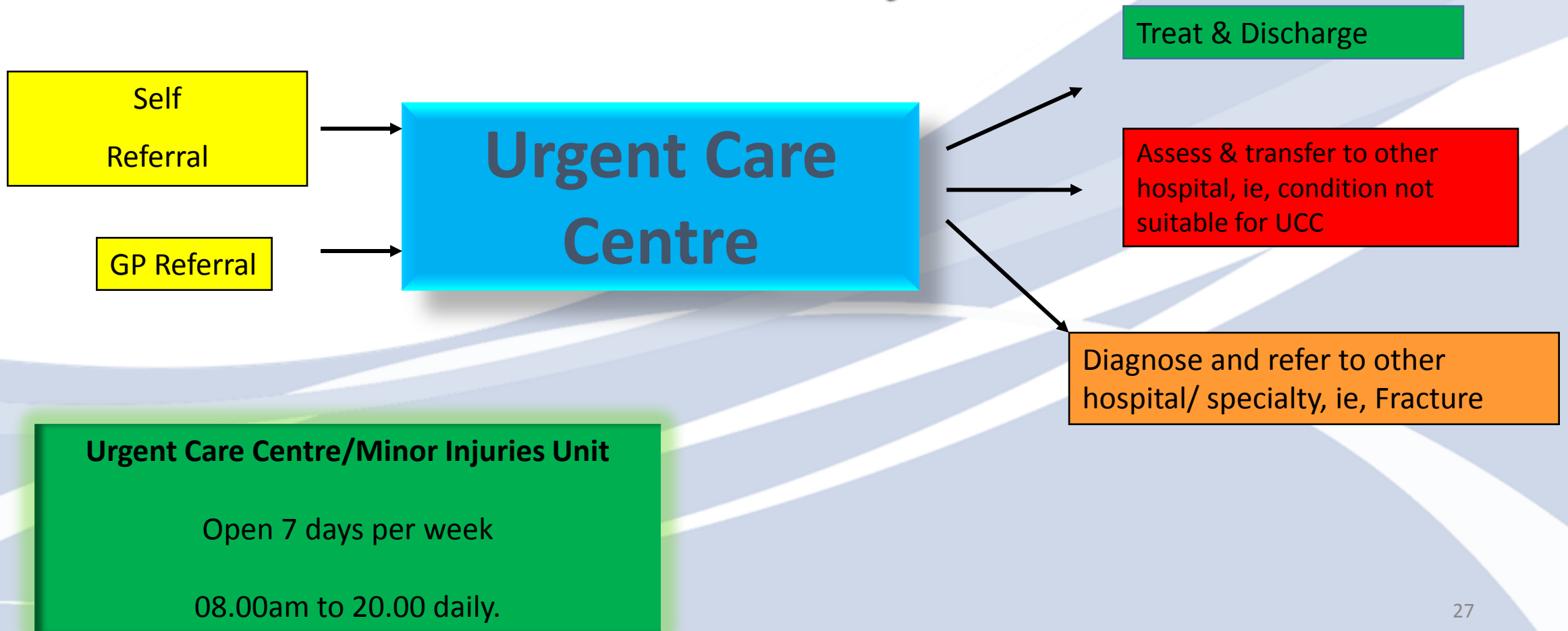
These procedures are available to patients referred by GP's to RCH Consultants and to patients on GUH waiting lists.



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Urgent Care Centre – Minor Injuries Pathway





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Radiology 24/7

2 Consultants	General X-Rays				
Joint Department of Radiology with Portiuncula Hospital	Walk in service Monday – Friday 10:00 – 12:00 2:00– 4:00 No appointment necessary	CT	FLUOROSCOPY	MRI – in PHB	Nurse X-Ray Prescribing



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Laboratory 24/7

Haematology

Biochemistry

Access to all tests in GUH lab & electronic reports



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Outpatient Services

Out Reach Services

ENT
Urology
Paediatrics
Orthopaedics
Rheumatology (Telemedicine)
Plastic & re Constructive Surgery
Gynaecology
Orthotics

RCH Consultant Clinics

Warfarin
Respiratory
Endocrine & Diabetes
Falls Assessments – Elderly
Memory Clinics
General Medicine
General Surgery
Psychiatry



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Hospital Stats

	Inpatient Discharges	Day Cases	Outpatients	ED	UCC	MAU	ED/UCC /MAU totals	Endoscopy	WTE	Head count	Expenditure €m
2009	4,917.00	3,817.00	13,108.00	14,083.00		Inc in ED	14,083	1,757.00	332.63	381	24,633
2010	4,741.00	3,798.00	13,212.00	13,349.00		Inc in ED	13,349	1,698.00	325.90	370	22,273
2011	3,565.00	3,789.00	12,836.00	6,722.00	2,655.00	Inc in ED & UCC	9,377	1,708.00	301.37	349	21,230
2012	1,896.00	5,133.00	14,855.00		5,940.00	Inc in UCC	5,940	2,340.00	285.16	328	18,399
2013	2,011.00	5,337.00	15,455.00		4,261.00	917	5,178	2,388.00	281.92	320	17,820
Jan-14									270.19	306	
2013 V 2009	- 2,906.00	1,520.00	2,347.00				- 8,905	631	- 62.44	- 75.00	- 6,813
2013 v 2011	- 1,554.00	1,548.00	2,619.00				- 4,199	680	- 19.45	- 29.00	- 3,410
2014 V 2011									- 31.18	- 43.00	



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Roscommon Hospital updates

- **Endoscopy Suite** –construction to commence in 2014- tenders for builder due 13/03/14
- **Sleep Studies Service** - 350+ patients per year
- **Roscommon Hospice** — Mayo Roscommon Hospice Foundation to fund the building of an 8 bedded Hospice on the Ground of RCH.
- **Plastic & Reconstructive Surgery** — continued service development – NCSS Non pigmented lesions – pilot for electronic referral
- **Radiology IT linking with GUH system** —Patients on GUH waiting lists having CT scans in Roscommon Hospital - 900+pts in 2013
- **NRH satellite Specialist Rehabilitation Service** –Approval given to proceed to Stage 1 Design phase for a 20 bed rehab unit in 2014
- **Colorectal Screening Centre** — Endoscopy JAG Accreditation on 28/11/12. Roscommon Hospital has become a centre for Colorectal screening under the governance of the National Cancer Screening Service (NCSS). Screening Commenced in March 2014
- **Ambulatory Care & Diagnostic Centre (ACAD)** Service Plan 2014 – Proposal recruit staff to open 5 days per week
- **Advanced Nurse Practitioners** –ANP Plastics, ANP Diabetes, & ANP Minor Injuries – commencement of the education & training to commence in 2014 – 2 year programme to full ANP.
- **GP meetings** 3 per year with CME points



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Nursing Initiatives

- **Nurse Prescribing** – Diabetes, Palliative care, warfarin, Pre Op Assessment, Cardiac Rehabilitation Respiratory
- **Nurse X-ray prescribing** – UCC/MAU nurses
- **Nurse led clinics** – Aim to introduce Diabetes, Respiratory, Cardiac Rehab.
- Appointment of a **Colorectal Clinical Nurse Specialist** in association with the National Cancer Screening Service
- **Advanced Nurse Practitioners** Minor Injuries, Plastics & Diabetes
- **Productive Ward / Productive Operating Theatre** “releasing time to care”



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Vision

- **Showcase** Roscommon Hospital as a Model 2 Hospital
- **Integration** and **development** of Roscommon Hospital within the Hospital Group
- Further **Development of Services** on site
- Capital Development of the **Endoscopy Unit**
- Capital Development of Mayo/ Roscommon **Hospice** on Roscommon Hospital site
- Set up a **Rehabilitation** Service in association with the NRH & **capital development of rehab unit.**
- **Communication** Strategy
- Ongoing **Public Engagement**



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Other Roscommon Hospital achievements

- First hospital in Ireland to introduce the **Early Warning Score** for all patients.
- One of the first smaller hospitals to achieve **J.A.G.** accreditation for Endoscopy Services
- First hospital to implement the NHS **Productive Ward** initiative
- All HIQA Ennis and Mallow recommendations implemented and **official sign off as a Model 2 Hospital** requested.
- Roscommon Hospital staff leading out **on Group Colorectal Screening Programme** in association with NCSS



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Recent Media Events



Patient Passport in association with the
Brothers of Charity 20/01/14

UCC Public
Information
leaflet
16/12/13



Irish Medical Time
– Healthcare
Award (IT)
Nov 2013

Rheumatology
Telemedicine
GUH/RSU



RCH Smoke Free Campus 06/01/14



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Before & After Photos of New Endoscopy Unit





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Hospice & Rehab



One site option for location of
Hospice and Rehab Units