Roscommon Hospital
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
Governance
Galway and Roscommon University Hospitals Group plus SRH, MGH, LGH = WNWHG from 29/07/14
Roscommon Hospital Governance
Roscommon Hospital
2.5 Year History
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
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
Where is Roscommon Hospital now?
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
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
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.
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
Services not available in a Model 2 Hospital

- Emergency Department
- Critical Care including ICU, CCU, HDU
- Acute Surgery
- Non Elective Surgery
Services at Roscommon Hospital
Services in Roscommon Hospital

- 46 In-patient Medical Beds 24/7
- 17 In-patient Surgical beds Mon-Fri
- 15 Day Surgery Beds Mon-Fri
- MAU Mon-Fri
- UCC – Minor Injuries Mon-Sun
- Medical Day Services Mon-Fri
- OPD Mon-Fri
- Radiology 24/7
- Lab 24/7
- Physio/OT/Dietetics/S&LT Mon-Fri
- Cardiac Investigations Mon-Fri
- Cardiac Rehabilitation Mon-Fri
<table>
<thead>
<tr>
<th>3 Consultants</th>
<th>46 inpatient beds</th>
<th>Supported by Physio OT SLT Dietetics CNS</th>
<th>Medical Assessment Unit &amp; Rapid Access Clinics</th>
<th>Medical Day Services Unit</th>
<th>Cardiac Investigations</th>
<th>Cardiac Rehabilitation</th>
<th>Out Patients General Medicine &amp; Speciality Clinics</th>
</tr>
</thead>
</table>
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
Medical Assessment Unit

GP contacts Consultant Physician directly by phone

Patient condition suitable for Model 2 Hospital

Medical Assessment Unit

Patient condition not suitable for Model 2 Hospital

Treat & Discharge

Admit

To Model 3 or Model 4 Hospital

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

<table>
<thead>
<tr>
<th>Level</th>
<th>Code</th>
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<tbody>
<tr>
<td>Same/Next Day</td>
<td>MAU</td>
</tr>
<tr>
<td>Within 2 weeks</td>
<td>RAC</td>
</tr>
<tr>
<td>Routine</td>
<td>OPD</td>
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</table>
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.

Ref: DoHC Small Hospitals Framework Document for Model 2 Hospitals April 13
<table>
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<tr>
<th>Anaesthetics</th>
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<td>2 Theatres</td>
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<tr>
<td>2 Consultants</td>
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<tr>
<td>Pre admission assessment clinics</td>
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<td>---------------</td>
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</table>

**Surgery**

**Consultants:**
- Plastic Surgery
- Dental
- General Surgeon
- Urology (2014)
- Ophthalmology

**Surgical Outpatients:**
- Urgent Care Centre
- Minor Injuries Unit
- Surgical Outpatients
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 Deopytrens 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.
Urgent Care Centre – Minor Injuries Pathway

Self Referral

GP Referral

Urgent Care Centre

Treat & Discharge

Assess & transfer to other hospital, ie, condition not suitable for UCC

Diagnose and refer to other hospital/ specialty, ie, Fracture

Urgent Care Centre/Minor Injuries Unit
Open 7 days per week
08.00am to 20.00 daily.
## Radiology 24/7

<table>
<thead>
<tr>
<th>2 Consultants</th>
<th>General X-Rays</th>
<th>CT</th>
<th>MRI – in PHB</th>
<th>Nurse X-Ray Prescribing</th>
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</thead>
<tbody>
<tr>
<td>Joint Department of Radiology with Portiuncula Hospital</td>
<td>Walk in service Monday – Friday 10:00 – 12:00 2:00– 4:00 No appointment necessary</td>
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</table>

- **CT**: FLUOROSCOPY
- **MRI – in PHB**: FLUOROSCOPY
- **Nurse X-Ray Prescribing**: FLUOROSCOPY

**Radiology 24/7**
- **Monday – Friday**
  - 10:00 – 12:00
  - 2:00– 4:00
  - No appointment necessary

**Walk in service**
- **Monday – Friday**
  - 10:00 – 12:00
  - 2:00– 4:00
  - No appointment necessary

**CT**
- **MRI – in PHB**
- **Nurse X-Ray Prescribing**
<table>
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<tr>
<th>Laboratory 24/7</th>
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<tbody>
<tr>
<td>Haematology</td>
<td>Biochemistry</td>
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Access to all tests in GUH lab & electronic reports
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
<table>
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<tr>
<th>Year</th>
<th>Inpatient Discharges</th>
<th>Day Cases</th>
<th>Outpatients</th>
<th>ED</th>
<th>UCC</th>
<th>MAU</th>
<th>ED/UCC/MAU totals</th>
<th>Endoscopy</th>
<th>WTE</th>
<th>Head count</th>
<th>Expenditure €m</th>
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<tr>
<td>2009</td>
<td>4,917.00</td>
<td>3,817.00</td>
<td>13,108.00</td>
<td>14,083</td>
<td>Inc in ED</td>
<td>14,083</td>
<td>1,757.00</td>
<td>332.63</td>
<td>381</td>
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<td>3,798.00</td>
<td>13,212.00</td>
<td>13,349</td>
<td>Inc in ED</td>
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<td>1,698.00</td>
<td>325.90</td>
<td>370</td>
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<td>2011</td>
<td>3,565.00</td>
<td>3,789.00</td>
<td>12,836.00</td>
<td>6,722.00</td>
<td>Inc in ED &amp; UCC</td>
<td>9,377</td>
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<td>301.37</td>
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<td>2012</td>
<td>1,896.00</td>
<td>5,133.00</td>
<td>14,855.00</td>
<td>5,940</td>
<td>Inc in UCC</td>
<td>5,940</td>
<td>2,340.00</td>
<td>285.16</td>
<td>328</td>
<td>18,399</td>
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<td>2013</td>
<td>2,011.00</td>
<td>5,337.00</td>
<td>15,455.00</td>
<td>4,261.00</td>
<td>917</td>
<td>5,178</td>
<td>2,388.00</td>
<td>281.92</td>
<td>320</td>
<td>17,820</td>
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<tr>
<td>Jan-14</td>
<td></td>
<td></td>
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<td>270.19</td>
<td>306</td>
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<tr>
<td>2013 V 2009</td>
<td>- 2,906.00</td>
<td>1,520.00</td>
<td>2,347.00</td>
<td>8,905</td>
<td>631</td>
<td>-</td>
<td>62.44</td>
<td>- 75.00</td>
<td>6,813</td>
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<tr>
<td>2013 v 2011</td>
<td>- 1,554.00</td>
<td>1,548.00</td>
<td>2,619.00</td>
<td>4,199</td>
<td>680</td>
<td>-</td>
<td>19.45</td>
<td>- 29.00</td>
<td>3,410</td>
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<tr>
<td>2014 V 2011</td>
<td></td>
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<td>- 31.18</td>
<td>- 43.00</td>
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*Note: Inc = Increase, WTE = Whole Time Equivalents*
• **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
• **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”
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**
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
Recent Media Events

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

Irish Medical Time – Healthcare Award (IT) Nov 2013

Rheumatology Telemedicine GUH/RCH

UCC Public Information leaflet 16/12/13

RCH Smoke Free Campus 06/01/14
Before & After Photos of New Endoscopy Unit
Hospice & Rehab

One site option for location of Hospice and Rehab Units