



# STATEMENT OF PURPOSE

# The National Orthopaedic Hospital Cappagh DAC

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## Service Provider

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Name	National Orthopaedic Hospital Cappagh
Address	Cappagh Road, Finglas
City	Dublin 11, D11 EV29
County	Dublin
Website	<a href="http://www.nohc.ie">www.nohc.ie</a>
Email	<a href="mailto:comms@nohc.ie">comms@nohc.ie</a>
Telephone	+353 (01) 814 0400

## Legal Status

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The National Orthopaedic Hospital Cappagh is a voluntary publicly funded hospital.	Registered Charity No. 20058685 Designated Activity Company DAC, Company No. 396993 Subsidiary of MMCUH
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## Contact Details

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Chief Executive Officer	Ms Angela Lee
CEO Office	T. + 353 (01) 814 0461 <a href="mailto:CEOOffice@nohc.ie">E. CEOOffice@nohc.ie</a>
Clinical Director	Prof John O'Byrne  T. + 353 1 8140487

# Introduction

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The National Orthopaedic Hospital Cappagh (“NOHC”) is a national tertiary referral centre for Elective Orthopaedic Surgery. The Hospital provides a full range of services for the treatment of all orthopaedic conditions including upper limb, lower limb, and spinal surgeries for both adult and paediatric patients.

The Hospital undertakes c. 1,600 Hip and Knee Joint Replacement Surgeries annually, and is a National Referral Centre for Complex and Revision Joint Arthroplasty.

The National Bone Tumour Centre at NOHC is the Primary referral centre for bone and soft tissue tumours and a surgical oncology centre for the National Sarcoma Service.

In addition, NOHC’s 20-bed Centre for Rehabilitation is dedicated to restoring function and independence to older adult patients recovering from an acute illness, injury, or surgery.

The Hospital’s Radiology Suite offers advanced diagnostics and interventional radiological treatments.

The National Bone Bank which plays a pivotal role in harvesting and supplying bone and tissue for transplantation, is also on campus.

A teaching hospital, with over 1,000 students attending annually, care at the hospital is delivered by interdisciplinary teams that offer advanced medical treatments and exceptional patient care.

# Our Aim

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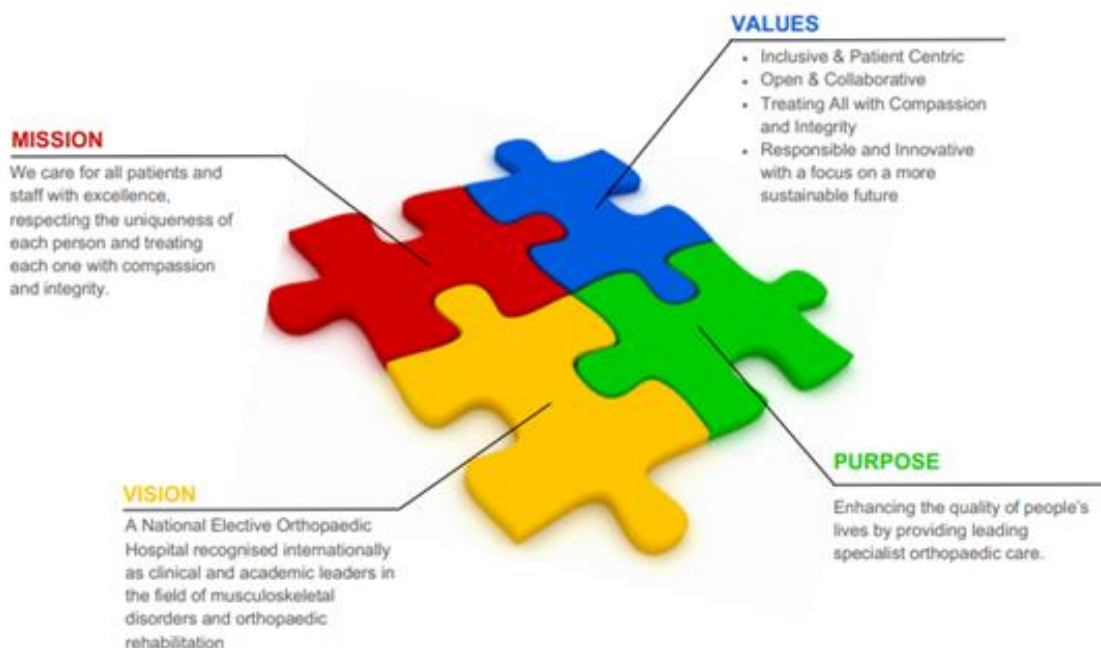
Many of our patients live with disabilities, deformities, and chronic pain. We understand the significant impact this has on their physical and mental well-being, and the broader impact on family members, carers, and the community.

We aim to significantly enhance the quality of life for our patients through specialist orthopaedic, musculoskeletal, and rehabilitative care, best-in-class education, and cutting-edge research.

Our aim is to foster and uphold an exceptional care environment that supports recovery and best outcomes for every patient in our care.

NOHC was established in 1908 by the Sisters of Charity. Now, under the auspices of the Sisters of Mercy, we remain true to their Ethos and Mission.

## Mission, Vision, Values, Purpose, Strategy



# Governance and Management

The NOHC is a publicly funded voluntary Hospital that is governed by a Board of Directors. The Board which meets 8 times per year, reflects diversity in terms of gender, skills, and competency.

The Chairperson of the Board of Directors is Mr Colin Byrne.

The Chief Executive Officer has delegated authority from the Board of Directors for the day-to-day management of the Hospital. The Chief Executive Officer is supported in this role by the Executive Management Team.

The Executive Management Team consists of the following membership:

Chief Executive Officer	Angela Lee (Chair)
Chief Operations Officer/DCEO	Aoife Gallagher
Clinical Director (Adult Services)	Prof John O'Byrne
Clinical Director (Paediatrics)	Mr Jacques Noel
Chair of the Medical Board	Ms Noelle Cassidy
Hon Secretary of Medical Board	Dr Omar Tujjar
Chair of Department of Anaesthesia	Dr Brid McGrath
Head of Human Resources	Johanne Carey
Director of Nursing	Valerie Connolly
Head of Finance	Gary Gray
Head of Engineering/Facilities	Martin Healy

The Organisational Chart in Appendix 1 outlines the various reporting relationships within the Hospital.

# Our Services

<p><b>Adult Orthopaedics</b> Patients &gt;18 years</p> <ul style="list-style-type: none"> <li>• Foot and Ankle</li> <li>• Hip and Knee Arthroplasty</li> <li>• Complex Knee</li> <li>• Lower Limb</li> <li>• Upper Limb</li> <li>• Spine</li> </ul>	<ul style="list-style-type: none"> <li>• 38 Consultant Orthopaedic Surgeons</li> <li>• 18 Consultant Anaesthetists</li> <li>• National Referral Centre for complex and revision joint arthroplasty</li> <li>• Same Day THR and TRK surgical programme</li> <li>• Rapid Access Clinic for Carpel Tunnel Syndrome</li> <li>• Hot Spines</li> </ul>
<p><b>Cappagh Kids Paediatric Orthopaedics</b> Patients 0-18 years</p> <ul style="list-style-type: none"> <li>• Lower Limb</li> <li>• Upper Limb</li> <li>• Spine</li> <li>• Limb Reconstruction</li> </ul>	<ul style="list-style-type: none"> <li>• Full range of orthopaedic conditions including</li> <li>• Limb Reconstruction Programme addressing limb deficit, inequality and deformity.</li> <li>• Scoliosis</li> <li>• Rare Disease</li> <li>• Perthes and other orthopaedic paediatric conditions</li> </ul>
<p><b>Bone Tumour Centre</b></p>	<ul style="list-style-type: none"> <li>• Primary Referral Centre for Bone &amp; Soft Tissue Tumours</li> <li>• Surgical Oncology Centre for the National Sarcoma Services</li> </ul>
<p><b>Centre for Rehabilitation Patients</b> &gt;65 years</p>	<ul style="list-style-type: none"> <li>• Personalised inpatient rehabilitation programmes for older adult patients recovering from acute illness, injury or surgery, overseen by Consultant Geriatrician.</li> </ul>
<p><b>Rheumatology</b> Patients &gt;18 years</p>	<ul style="list-style-type: none"> <li>• Wide range of musculoskeletal conditions and a number of systemic autoimmune disorders.</li> </ul>
<p><b>Radiology</b> Patients of All Ages</p>	<ul style="list-style-type: none"> <li>• X-ray, CT, MRI, DEXA and ultrasound diagnostics.</li> <li>• Interventional Radiology</li> </ul>
<p><b>Sports &amp; Exercise Medicine</b> Patients &gt;18 years</p>	<ul style="list-style-type: none"> <li>• Treats athletes of all abilities</li> <li>• Injury prevention</li> <li>• Recovery/rehabilitation</li> <li>• Performance optimisation</li> </ul>

# Our Services Contd.

## Support Services

The following services provide vital supports for patients at all stages of care:

Nursing	<ul style="list-style-type: none"> <li>Specialist Nursing Teams across all services</li> </ul>
Therapy Services	<ul style="list-style-type: none"> <li>Physiotherapy, Occupational Therapy, Hand Therapy, Dietetics, Speech &amp; Language, Psychology, MSK Triage, Physiotherapy-led Injection Clinic, Podiatry</li> </ul>
Preoperative Assessment Clinic	<ul style="list-style-type: none"> <li>Consultant-led Preoperative Assessment</li> <li>Nurse-led Preoperative Assessment</li> <li>Patient Education</li> </ul>
Outpatient Department	<ul style="list-style-type: none"> <li>Adult and Paediatric Orthopaedic Services including Joint Register</li> </ul>
Laboratory	<ul style="list-style-type: none"> <li>A complete laboratory service including Biochemistry, Hemovigilance, Haematology testing and blood transfusion services</li> </ul>
Pharmacy	<ul style="list-style-type: none"> <li>A full range of pharmacy services and patient education</li> </ul>
Education Medical Surgical Radiology GP Training Nurse Education Casting & Splinting Allied Health Professionals	<ul style="list-style-type: none"> <li>NOHC welcomes more than 1,000 students annually, including Medical &amp; Surgical Students from UCD, RCSI, RCPI, Irish College of GPs, College of Anaesthesiologists of Ireland, George Washington University of Medicine (USA).</li> <li>Post-graduate Diploma and Certificate Programmes in Orthopaedic Nursing</li> <li>Casting &amp; Splinting Courses,</li> <li>Allied Health Professional Students across a wide range of disciplines.</li> </ul>

# NOHC Facilities

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NOHC, established in 1908, has seen a number of developments over the years (including operating theatres / supporting infrastructure, radiology suite and ward beds) to increase its capacity and services.

## **Current Capacity**

The Hospital has 6 surgical theatres (5 major and 1 minor theatre), and a 6 bed High Dependency Unit.

There are c. 3,500 in-patient surgeries performed annually, and c. 10,000 day-case admissions.

The Hospital has 130 beds comprising of:

## **Surgical**

- 35 beds in the Day Ward
- 59 beds dedicated to adult orthopaedic inpatient care
- 10 beds dedicated to paediatric orthopaedic inpatient care
- 6 High Dependency Unit (“HDU”) beds

## **Rehabilitation**

- 20 Bed Rehabilitation Service

## **Future Capacity**

In 2025, NOHC will commence the construction a dedicated Radiology Centre for Paediatric Patients.

Plans for the development of additional operation theatres, a 76-bed ward block and a 10 bed HDU are currently at Design Stage. This development will significantly increase patient throughput, and lead to a substantial reduction in waiting lists and waiting times.



# Ensuring Excellence in Patient Care

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At NOHC, we believe that a commitment to quality improvement creates an environment where patient safety is prioritised and continuous learning is encouraged.

The Hospital is constantly reviewing and refining its operations to enhance the patient experience and improve outcomes.

We adhere to the six international Patient Safety Goals:

- Ensuring the correct identification of patients;
- Improving our communication with patients;
- Improving the safety of high alert medications;
- Performing Safe surgery;
- Reducing the risk of healthcare infections;
- Reducing the risk of patient harm from falls.

## **Quality Improvement Plans**

Quality Improvement Plans (QIPs) are essential in ensuring the best possible care for our patients. The introduction of QIPs has led to continuous improvements in the standards of care and outcomes for patients at NOHC.

## **Resource Planning**

At NOHC, we are committed to creating and maintaining a safe and positive working environment, ensuring that employees have the right skills and knowledge to undertake their roles to the required standard, thereby minimising risk to service users and to themselves.

NOHC ensures appropriate resourcing for safe care, conducting regular gap analysis to ensure multi-disciplinary teams possess the expertise and experience to meet our patient's needs.

# Admissions

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Ward	Registered Bed Numbers	Age Range	Gender	Criteria for admissions
St Catherines Ward	16 beds	Over 18 years	All	Surgical
St Therea's Ward	29 beds	Over 18 years	All	Surgical
St Paul's Ward	14 beds	Mixed	All	Surgical
Centre for Rehab	20 beds	+65 years	All	Medical/Rehab
Day Ward	35 beds (Adults and Paeds)	Mixed	All	Surgical
Cappagh Kids Inpatient	10 beds	0-18 years	All	Surgical
High Dependency Unit (HDU)	6 beds	Mixed	All	Post-Surgical

# Appendix 1

## Organisational Chart

The organisational chart below is a visual representation of the Hospital's structure, illustrating the relationships between different entities, such as boards, personnel, departments, and services. It helps in understanding the hierarchy and reporting lines within the organisation.

