

# NORTHERN AREA HEALTH BOARD

## Report No 46/2002

### *Progress Report on St Joseph's Hospital Raheny*

#### 1. INTRODUCTION

Our Board assumed management responsibility for St Joseph's Hospital in October 2001. Our Board immediately put arrangements in place to manage day-to-day activity at the hospital. Considerable work has been undertaken to ensure the efficient operation of the hospital and an update on these service matters are addressed hereunder.

In addition to these arrangements our Board activated plans to maximise service provision at St Joseph's that would compliment the range of services currently being provided by our Board and other public health service providers in our Board's area.

Our objective for St Joseph's is to:

- *develop its full potential and fulfil a role as a community hospital in north-east Dublin working in partnership with Beaumont Hospital and other care providers;*
- *provide the widest range possible of medical and surgical services and maximise the potential of the hospital for day surgery/day medical out-patients' and in-patients as appropriate.*

The initial objective was to develop plans for the commencement of public activity as soon as possible. A scoping exercise to establish capacity for public work was undertaken. In addition we embarked on the development of our Day Surgery Proposal for St Joseph's Hospital. The activity resulting from this proposal are dealt with in the next section of this report.

The balance of this report provides members with an update on service matters and takes a strategic review of future service provision at the hospital.

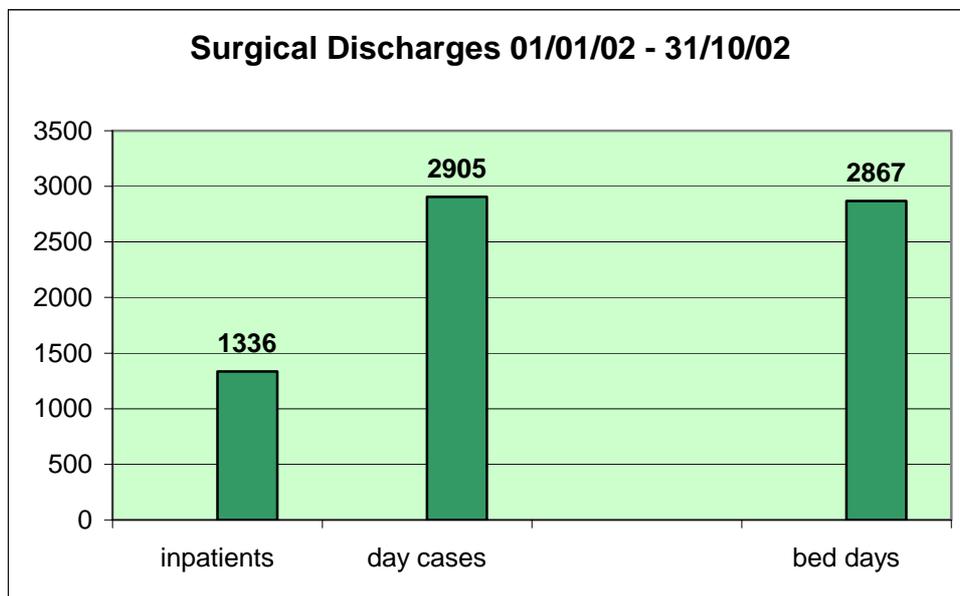
## 2. SERVICE MATTERS

### 2.1 Activity

This report includes information for in-patient and day cases both medical and surgical together with details of average length of stay for the period January 1<sup>st</sup> – October 31<sup>st</sup> 2002.

#### 2.1.1 Surgical Discharges

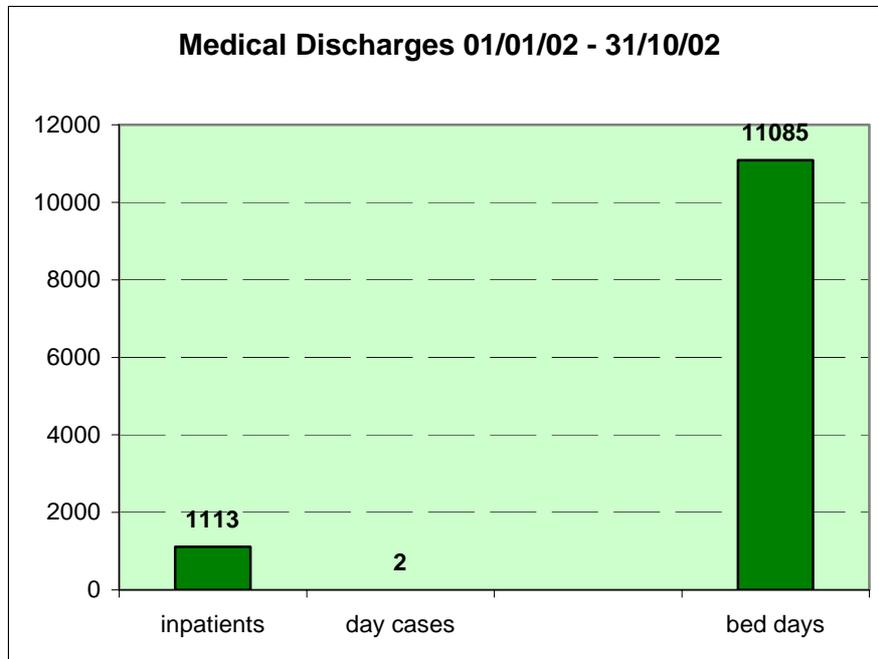
There total number of surgical discharges were 4241. 31.50% of surgical patients were in-patients 68.50% were day cases. The average length of stay for surgical patients was 2.15 bed days.



2867 bed days were occupied by surgical inpatients. 20.55 % of the total bed days are used for surgical patients.

### 2.1.2 Medical Discharges

There were 1113 medical patients discharged to 31<sup>st</sup> October 2002. There were 2 medical day cases. The average length of stay for medical patients is 9.96 bed days.

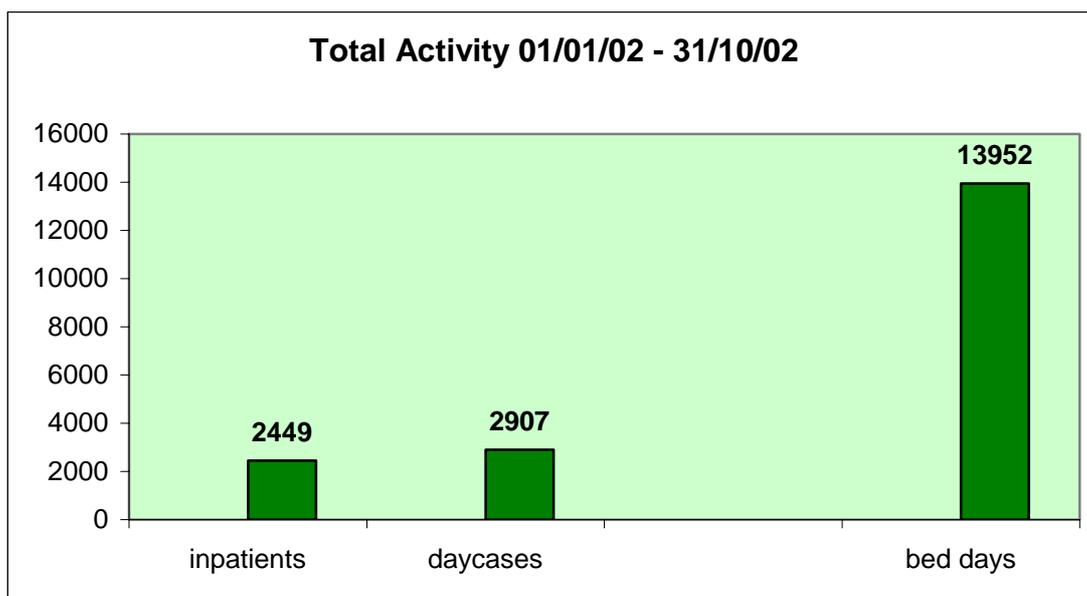


There were 11085 medical in-patient bed days. 79.45 % of the total bed days are used for medical patients.

### 2.1.3 Medical and Surgical

The total number of medical and surgical in-patients and day cases to 31<sup>st</sup> October 2002 were 5356. 54.28% of patients attending St Joseph's are day cases and 45.72% are in-patients. The average length of stay of medical and surgical patients combined is 5.70 bed days.

79.21% of all activity are surgical patients and 20.79 % of all activity are medical patients.



#### **2.1.4 Public Patients**

The allocation of €1.133m from the Eastern Regional Health Authority/Department of Health and Children enabled the acquisition of essential surgical equipment which allowed the commencement of public work. On 30<sup>th</sup> September 2002, the treatment of public patients (medical) commenced in St Joseph's Hospital. Surgical treatment commenced on 9<sup>th</sup> October 2002 on a phased basis following the installation of essential surgical equipment.

For the period 30<sup>th</sup> September – 31<sup>st</sup> October 02, there were 33 public patients treated at St Joseph's Hospital. 29 of the 33 public admissions were inpatients with an average length of stay of 1.48 days. The remaining 4 public patients were treated on a day case basis. The total bed days used to date for public patients is 43 days.

The number of private patients treated at St Joseph's Hospital for the same period was 218 in-patients, 322 day cases – total bed days being 1604.

#### **Public Work Activity by Speciality – 30<sup>th</sup> September – 31<sup>st</sup> October 2002**

<i>ENT</i>	<i>UROLOGY</i>	<i>VASCULAR</i>	<i>GENERAL SURGERY</i>	<i>MEDICAL</i>
<b>14</b>	<b>5</b>	<b>7</b>	<b>4</b>	<b>3</b>

The projected public activity for November is the treatment of 41 patients and the projected public activity for December is 33 patients. Work on the public activity from January onwards will be of a greater scale with the application of additional surgical capacity by the consultants at Beaumont and the completion of the capital endoscopy facilities.

## **2.2 Patient Administration System**

The patient administration system was installed in the hospital and went live on 15<sup>th</sup> March 2002. Activity data is captured from this system on a monthly basis in order to generate reports, which previously had to be compiled manually. Training for use of this system has been provided for all relevant personnel at St Joseph's Hospital.

## **2.3 Risk Management**

Our Board identified the requirement to carry out a review of St Joseph's Hospital on the following areas:

- The future governance structure
- The establishment of dedicated Medical Board/Advisory Committee
- The rules of governing clinicians with admitting privileges
- The requirement to develop a Risk Management Strategy

This project was undertaken by Irish Public Bodies Mutual Insurances Ltd, Lower Mount Street. There will be continued involvement of IPB to work in partnership with the staff to address issues and improve the quality of service.

In tandem with the review, an action plan has been developed to address recommendations made within the draft report. Implementation of the action plan has commenced.

## **2.4 Refurbishment**

Professional assessments in respect of environmental health, fire and safety and other architectural matters have been undertaken and following their recommendations, improvement, refurbishment was recommended to the following areas:

- Main Kitchen
- Day Ward Facilities
- Endoscopy Suite
- Convent

### **2.5.1 Main Kitchen**

The following recommendations were made in order to bring the kitchen in line with HACCP requirements.

- Replace Catering Equipment
- Flooring
- Cold Room
- Extractor
- Lighting

The refurbishment of the Main Kitchen is scheduled to commence on Wednesday 13<sup>th</sup> November 2002 and will take 6 weeks to complete. The catering for the Hospital will be provided from a temporary facility for the duration of the kitchen refurbishment.

### ***2.5.2 Day Ward Refurbishment***

Taking cognisance of the recommendations made by IPB together with our Board's plans to introduce additional capacity at St Joseph's Hospital reconfiguration of the ground floor is required in order to accommodate all surgical in-patients and day cases.

To effect this plan it is necessary to complete electrical, plumbing and painting work in the 5 single rooms at ground floor level to increase the capacity for 5 additional trolley areas. This work is scheduled to commence in November 2002

### ***2.5.3 Endoscopy Suite***

As part of our Board's proposal for increasing capacity at St Joseph's it will be necessary to commission a separate Endoscopy Suite in order to free up sessions within the existing Operating Theatres. The work on refurbishment of the Endoscopy suite is scheduled to commence on 18<sup>th</sup> November 2002.

### ***2.5.4 Convent***

The adjacent Convent which is home to 7 Sisters required work as follows:

- Renovation of the four bathrooms
- Fire Alarm System and fire doors to be installed
- Upgrading of the heating system
- Repairs to the roof

This work is underway and is expected to be completed by the end of November 2002.

## **2.6 Equipment**

An essential element of the commencement of treatment for Public Patients required that equipment be purchased in order to facilitate the increased activity anticipated. Following a submission to the ERHA in this regard funding has been allocated.

Specifications for all medical equipment have been prepared in consultation with medical and nursing staff. The EHSS Central Purchasing Department are involved in the procurement of all equipment to ensure value for money. The initial essential items required to effect the public work were delivered on October 3<sup>rd</sup> 2002. Arrangements to procure the remaining equipment have been advanced.

## **2.7 Site Development**

An outline of our Board's proposed plans for the utilisation of the St Joseph's site were made available to members at meetings earlier this year. The services proposed for development are:

- A Community Unit for the care of older persons including a day centre, inclusive of services for Alzheimer's patients.
- An Extended Care Unit for frail ill including a day activity centre. A Rehabilitation Unit for mental health patients.
- The development of a primary care centre.
- A Sensory and Disability Unit with facilities for rehabilitation, day care and extended care facilities.

Further consideration is required surrounding the acute services currently being provided in the present hospital building.

Our Board's proposals for the development of services on-site at St Joseph's Hospital have been circulated to all the stakeholders.

A working group is now being put in place to further progress the plans for the site of St Joseph's Hospital. All stakeholders will be represented on the working group.

*M. Windle*  
*Chief Executive*

*21<sup>st</sup> November 2002*