

St. Columcille's Hospital

# STRATEGIC PLAN

2023 - 2027



Ireland East  
HOSPITAL GROUP



# ST COLUMCILLE'S ACTIVITY 2022

## Unscheduled Care

### Medical Assessment Unit (MAU) 2022

Total MAU attendances = **7,042**. Admissions from MAU = **1,286**.

### Injuries Unit (IU) 2022

Total IU attendances = **12,542**. Return attendances = **1,779**.

## Scheduled Care

### Theatre Activity 2022

Total surgery/procedures = **2,054**.

### Endoscopy Activity 2022

Total procedures = **1,964**.

### Radiology Activity 2022 (CT, X-Ray, Ultrasound & Dexa)

Total scans = **38,981**.

Total scans Bray Primary Care Centre Radiology Department (managed by St Columcille's Hospital) = **4,776**.

### Outpatients & Integrated Multi-disciplinary Older Persons (Day) Activity 2022

Total attendances in Outpatient/Day Hospital = **19,778**.

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## FOREWARD

### CEO, Ireland East Hospital Group

**The Ireland East Hospital Group (IEHG)** is Ireland's largest hospital group with a unique profile of local services and focused tertiary specialties. Our group comprises 12 hospitals with University College Dublin (UCD) as its academic partner. Six hospitals operate an Emergency Department, one has a 12-hour urgent care centre and St Columcille's hospital operates an Acute Medical Assessment and an Injuries Unit both of which are open 7 days a week.

IEHG also provide a wide range of acute elective inpatient and outpatient services providing services on three levels; those serving local catchment areas, specialist/tertiary services delivered to regional populations and quaternary services delivered nationally.

In collaboration with our **Academic Partner, UCD**, IEHG's ambition is to be the national leader in healthcare delivery, working to improve the quality of healthcare and deliver better patient outcomes through education, training, research and innovation for the over 1 million people we serve.

I am pleased to support **St Columcille's 3-year Strategic Plan** which builds on the significant work undertaken in previous years developing St Columcille's Hospital in alignment with the programme for Government '**Securing the Future of Smaller Hospitals - A Framework for Development**'.

**This Strategic plan has been development in conjunction with the IEHG Strategic Framework Programme which focuses on the goals of:**

- ▶ **Delivery:** Operational Excellence underpinned by a Lean Management Framework
- ▶ **Direction:** Integrated Health System underpinned by a Population health approach
- ▶ **Development:** of an Academic Health Science Centre

The Hospital group fully support St Columcille's Strategic Objectives outlined within this plan. These objectives underpin our **mission that 'people can access safe, compassionate and quality care when they need it'**. IEHG will support St Columcille's Hospital in the implementation, monitoring and review of these Strategic objectives delivering best health outcomes for patients in collaboration with **St Vincent's University Hospital, St Michael's Hospital and Community Healthcare East**.

**Mr. Declan Lyons**  
**(CEO) Ireland East Hospital Group**

## Clinical Director, St Columcille's Hospital

St. Columcille's Hospital has undergone many changes since it was reconfigured to a Model 2 Hospital in 2013. **The Ireland East Hospital Group has supported and guided the management team** as we continue to develop services in line with national strategies including **Sláintecare**, the **National Acute Medicine Programme**, **National Clinical Programmes and the Acute Hospitals Division of the HSE**.

Collaboration and Integration with our colleagues in **St. Vincent's University Hospital and St. Michael's Hospital** are essential to ensure equity of access to a wide range of healthcare services for the population of South Dublin and Wicklow.

It is a privilege to present the **St. Columcille's Hospital Strategic Plan 2023-2027**. This plan outlines our goals for the ongoing development of services in the hospital. Our staff and patients can see how we envisage the hospital developing in tune with the needs of our local community. **I wish to thank all those who contributed to developing this Strategic Plan and also all our dedicated hospital staff who continue to provide safe and effective care in the right place at the right time to those who need it.**

**Dr. Caoilfhionn O'Donoghue**  
(Clinical Director)



## INTRODUCTION

### Interim Hospital Manager

St Columcille's Hospital is pleased to present its **Strategic Plan 2023-2027** which builds on the significant work that has taken place in previous years. The Strategic plan has been delivered following engagement and consultation with the Chief Operations Officer, IEHG, Medical, Nursing, Allied Health, Corporate and Support Services teams in St Columcille's Hospital.

It sets out a clear direction for the next three-year period, aligning the **Vision and Mission of the organisation with the HSE values of Care, Compassion, Trust and Learning**. As well as delivering on our current mandate we plan to utilise our significant expertise and experience to continue to develop **integrated services in line with the programme for Government, the Framework for the Development of Smaller Hospitals and the Sláintecare Action Plan 2023**.

**In the next three years St Columcille's will under the leadership of Ms Rose Shivmangal, Hospital General Manager deliver on the following:**

- **Expand the Injuries Unit services for the local community**
- **Further develop Health & Social Care Professional led integrated services**
- **Extend access for Ambulance services to the Medical Assessment Unit**
- **Meet Sláintecare obesity weight management objectives**
- **Improve timely access for Out Patient and Day Case Services**
- **Further develop high quality safe, continuously improving care**

These objectives can only be achieved by supporting, retaining and attracting skilled staff and ensuring staff across all specialities and departments are encouraged in their work and supported to engage in innovation, education, training and research.

### Shona Schneemann (Interim Hospital Manager)



# VISION, MISSION & VALUES



## 01 VISION

Supporting our local and wider community with accessible, patient centered and responsive Healthcare.

## 02 MISSION

St Columcille's Hospital is committed to providing a quality, patient focused service in a way that meets all patient needs in an equitable, efficient and safe manner.



## 03 VALUES

St Columcille's Hospital encompasses the HSE Values of **Care**, **Compassion**, **Trust** & **Learning**.



### 3.1 CARE

Providing fair, equitable and timely access to quality. safe.



### 3.2 COMPASSION

Foster a culture that is honest, compassionate, transparent & accountable.



### 3.3 TRUST

Deliver better patient outcomes through education, training, research & innovation.



### 3.4 LEARNING

Engage, develop & value our workforce.



## OVERVIEW OF SERVICES

### INTRODUCTION

St. Columcille's Hospital (SCH) Loughlinstown, is a model 2 hospital located on the border of County Wicklow. It provides a range of services to a diverse population covering South County Dublin and County Wicklow. These services include an Injury Unit (IU), Medical Assessment Unit (MAU), Acute medical in-patient services, Day surgery, Outpatient and Diagnostic services. St. Columcille's Hospital is the national speciality for obesity management, gender and is a referral centre for bariatric surgery.

The hospital has 117 Inpatient Beds, 8 Day Beds, 9 Bays in MAU (Medical Assessment Unit) and 6 bays in the IU (Injuries Unit). In addition to general medicine and care of the elderly services the hospital also provides orthopaedic rehabilitation, stroke rehabilitation, diabetes care and endoscopy services.

At present the theatre department runs day case surgery lists in general surgery, vascular surgery, pain management, gynaecology, ENT and dental.

St. Columcille's Hospital is part of the Ireland East Hospital Group (IEHG) with its Academic Partner University College Dublin (UCD).

### CORPORATE SERVICES

St Columcille's Hospital is managed by a General Manager reporting to the Chief Operations Officer, IEHG with the Clinical Director providing clinical governance. The General Manager is supported by the following members of the Executive Management team:

- **Deputy / Operations Manager**
- **Director of Nursing**
- **HR Manager**
- **Finance Manager**
- **Quality & Safety Manager**
- **IT Manager**
- **Procurement Manager**
- **Support Services Manager**
- **Health & Social Care Manager** (alternating)
- **Chief Pharmacist**
- **Catering Manager**
- **Maintenance Manager** (Community & Hospital)

The Hospital is also supported by the following National HSE Services:

- **HSE Corporate Services**
- **Clinical Care Programmes**
- **Quality, Risk & Safety**
- **HSE Estates, Clinical Engineering**
- **Equipment Replacement programme**
- **ICT Services**

## SCHEDULED CARE

St. Columcille's Hospital as a Level 2 works closely with our counterparts St. Vincent's Hospital (Level 4) and St. Michael's Hospital (Level 2).

St. Columcille's Hospital is responsible for patients referred directly to Medical & Surgical Specialities and also for the provision of additional designated capacity for elective surgery for St. Vincent's Hospital. As a Model 2 hospital, scheduled care is an integral part of services.

**Scheduled Care in St Columcille's encompasses the following:**

- Theatre / Day Surgery Unit
- Endoscopy Suite
- Outpatient Services

St. Columcille's Hospital has demonstrated improvements in increased activity and efficiency across the majority of services with the focus continuing on waiting list reduction across all specialities. This is being achieved by increasing activity in theatre, endoscopy and outpatients.

## SURGERY

Patients are admitted to the Day Ward with surgery and procedures carried out in Theatre 1 or Theatre 2.

Pre - assessment and Anaesthesiology services are provided by Consultant Anaesthesiologists working between St Vincent's and St Columcille's Hospitals. The governance and management of surgery is provided by an oversight committee. The Theatre User Group (TUG) has meetings with representatives from IEHG, St Vincent's & St Columcille's.

Day Surgery is provided for patients referred directly to the specialities listed below:  
**Specialities with direct referral from GPs to St Columcille's include the following:**

- General Surgery
- Gynaecology
- Plastic Surgery
- Pain Management
- Urology
- Vascular

Day surgery is also provided in conjunction with St. Vincent's University Hospital Consultants to reduce waiting lists for Day procedures in St. Vincent's University Hospital.

- Colorectal Surgery
- ENT
- Pain Management
- Urology

Dental Services for Patients requiring General Anaesthesia are provided in conjunction with the Dublin Dental Hospital.



## UNSCHEDULED (UNPLANNED) CARE

Clinical services in St Columcille's are provided in line with the Emergency Medicine Programme and the Acute Medicines Programme for a model 2 hospital. Emergency, acute and intensive care services are provided in the region by St. Vincent's University Hospital.

## INJURIES UNIT

The Injury Unit provides a walk-in treatment service Monday to Sunday 8am to 6pm. The team can treat the following recent injuries or conditions.

- **Suspected broken bones to legs** from (knees to toes)
- **Suspected broken bones to arms** (from collar bone to finger tips)
- **All sprains and strains**
- **Minor facial injuries** (including oral, dental and nasal injuries)
- **Minor scalds and burns**
- **Wounds, bites, cuts, grazes and scalp lacerations** (cuts)
- **Small abscesses** (a collection of pus causing swelling) and boils
- **Splinters and fish hooks**, foreign bodies such as dust, food or sand in eyes, ears or nose
- **Minor head injury** (fully conscious patients, who did not experience loss of consciousness or vomit after the head injury).

Emergency Department Consultants provide clinical governance for the Injuries Unit. Our team of highly experienced Doctors, Advanced Nurse Practitioners, Nurses and Radiographers deliver expert care. They perform x-rays, reduce joint dislocations, apply plaster casts and treat wounds by applying stitches or other means. Injury review clinics are held three days a week and a sports and exercise clinic one day a week.



## MEDICAL SPECIALITIES

Medical Consultants provide Inpatient and outpatient services in the Speciality of General Internal Medicine and the following medical specialities:

- **Medicine for the Older Person** – Encompassing Dementia care, Falls and Frailty. We provide specialist inpatient Ortho-rehabilitation for older adults recovering from a fracture and also Stroke Rehabilitation.
- **Endocrinology** – Inpatient and out-patient care for endocrinology, diabetes and obesity management. St. Columcille's Hospital Endocrinology Department includes the Centre of Obesity Management and the National Gender Service.
- **Gastroenterology** – Inpatient services, speciality out-patient clinics and a full endoscopy service with direct access for GPs.
- **Cardiology** – speciality input to inpatient care, out-patient clinics, diagnostics and cardiac rehabilitation.
- **Microbiology** – specialist input to inpatient care, infection prevention and control service and antimicrobial stewardship.
- **Palliative Care** – St. Columcille's Hospital is a Hospice Friendly Hospital and Palliative Care is provided for those who need it by a consultant led team integrating with Hospice and Community Palliative Care.
- **Psychiatry** – Speciality Psychiatric service for in-patients, out patients and the national gender service is delivered by a Consultant led liaison Psychiatric team.
- **Medical Teaching & Training** - St. Columcille's Hospital is a teaching and training Hospital. A varied and busy teaching schedule is provided for **medical students from our academic partner UCD**.
- Non-Consultant Hospital Doctors (NCHD's) come from training schemes at the **Royal College of Physicians** in Ireland and the **Irish College of General Practitioners** where they gain experience in the medical specialities and acute medicine.

## MEDICAL ASSESSMENT UNIT (MAU)

A medical assessment unit (MAU) in St. Columcille's hospital provides a service for patients referred by their GP and also a limited service for patients via the National Ambulance Service (NAS). Patients who are brought to the hospital by the National Ambulance Service have to meet specific conditions.

The MAU is led by a Medical Consultant and operates Monday to Sunday from 8:00 am to 6:00 pm on an on-call basis. The MAU is supported by experienced acute medicine nurses, Health & Social Care Professionals, support and administration staff.

**Patients referred by their GP or Ambulance Service will have a wide variety of medical complaints and are assessed and cared** for by our team of highly experience Doctors, Nurses and Healthcare Professionals.

The **MAU is supported by radiology and laboratory services**. Patients are seen, treated and discharged with some patients requiring admission for acute care. The MAU service reduces the number of referrals to an Emergency Department and also supports admission avoidance. Admission avoidance is achieved by ambulatory care services, referring to the Re-ablement and/or FITT teams for continuing care.

## ENDOSCOPY

The Endoscopy Unit in St. Columcille's hospital provides a service for patients referred by their GP and also referred by in-house consultants for patients with specific conditions.

Endoscopy is led by a Consultant Gastroenterologist with Urology, Upper GI and Colorectal Surgeons also providing endoscopy services according to their specialities. The Endoscopy Unit is supported by a team of specially trained nurses and support and administration staff. The service is open Monday to Friday 8:00 am to 6:00 pm.

### Services provided include:

- Lower GI endoscopy - colonoscopy
- Upper GI endoscopy - gastroscopy
- Sigmoidoscopy
- Urology - Flexible cystoscopy, stress tests & cystistat instillation (which is used to treat bladder cystitis)
- Endoscopy procedures under General Anaesthetic

## DIABETES SERVICE

The diabetes centre in St Columcille's has had a marked impact on the lives of persons with diabetes locally, regionally and nationally. Notable milestones include the establishment of the first integrated diabetes care programme in Ireland in 2003, this was the first centre to deliver structured diabetes care in the form of DAFN. A new diabetes education centre for patients opened in 2010. The team are alert to changing medical practice. We also embrace routine virtual consultations

most recently, expanding access to patients living with diabetes so the condition fits with the life they live and not conversely.

Now jointly led by Endocrine Consultants the service has expanded to include clinical specialists in dietetics, an expanded diabetes specialist nursing team, health care assistant, candidate ANP, psychologists and medical registrars, supported by a responsive administration team.

## INTEGRATED CARE OLDER PATIENTS' SERVICES (ICPOP)

In collaboration with the **Integrated Care teams for Older Persons (ICPOP)** in our Community Healthcare area, **Community Healthcare East (CH East)**, older adults can be supported through an illness or period of recovery outside of the Hospital environment. ICPOP teams provide the speciality input that more vulnerable older adults may need to recover from an illness or injury while allowing them to stay in their own home.

## STROKE REHABILITATION

There is a full stroke team in St. Columcille's Hospital with specialist skills to deliver care to patients within the eight-bedded Stroke Rehabilitation Unit (SRU) on St. Brigid's ward. The Medical Team is led by a consultant with special interest in Stroke. A Clinical Nurse Specialist leads specialist nursing care and co-ordinates stroke care for each patient.

### The Health & Social Care Professionals (HSCP) team consists of:

Clinical Specialist Occupational Therapist, Senior Speech and Language Therapist, Senior Physiotherapist, Senior Medical Social Worker, Senior Pharmacist and Senior Dietician addressing patient's needs across the following:

- **Cognition and functional activities of daily living.**
- **Communication and swallowing.**
- **Mobility, muscle strength and positioning.**
- **Pharmacological and nutrition.**
- **Social and future care planning.**

The stroke rehabilitation team works in an interdisciplinary way to provide intensive rehabilitation and discharge planning for patients.

### The service aims to provide the following:

- **Coordinated care pathway** between St. Vincent's University Hospital and St. Columcille's Stroke Rehabilitation Unit.
- **Person centred interventions** based on the individuals' identified needs and preferences.
- **Provision of timely and equitable access** to intensive, goals focused rehabilitation in line with the National Stroke Programme.
- **Accessible communication** including visually accessible documentation for all patients on the unit, weekly timetables, information leaflets and feedback forms.

- **Service user feedback** through questionnaires and gathering insights directly from both the patient and their family members.
- **Outcome measurement** using

standardized measures - the FIM-FAM, EQ-5D-5L, Disability rating scale (DRS) and the Rehabilitation Complexity Scale Extended (RCSE) in line with the National Neuro-rehabilitation Program.

## INTEGRATED MULTIDISCIPLINARY OLDER PERSONS SERVICES (IMOP)

The aim of the Integrated Multidisciplinary Older Persons Service is to provide timely assessment, intervention and support for the **management of Frailty, Progressive Neurological Disease and Dementia with a focus on delivery of care closer to home**, admission avoidance, and maintaining wellness at home. It operates as a hub between acute and primary care and is a model of integrated care.

The IMOP Service previously known as the Day Hospital won the **Ireland East Hospital Service Redesign Award in 2017** for the care pathways and holistic person-centred clinics.

### Services provided include:

- **Weekly Health & Social Care Professionals (HSCP) and Falls clinics** providing an efficient, same day, holistic assessment from Medical, Nursing, Physiotherapy, Occupational Therapy and Speech and Language Therapy in the one location.
- **Nurse Led Zoledronic and Ferinject Clinics.**
- **Physiotherapy Intervention Clinic.**
- **Occupational Therapy Cognitive Clinic.**
- **Parkinson's clinic**, which includes LSVT (Lee Silverman Voice Treatment), Big and Loud interventions by Physiotherapy and Speech & Language therapy.

Referrals are received from St. Columcille's OPD Consultant Clinics, St. Vincent's University Hospital, the Medical Assessment Unit and General Practitioners. The majority of patients served by the service fall within the vulnerable category of frailty (30% vulnerable, 32% mildly frail, and 14% moderate & severely frail). This highlights the need for timely input to enable patients to remain at home. **95% of people attending the Day Hospital rate the service as excellent.**



## E-DOC GP SERVICES

Out of Hours GP services are facilitated for E-Doc within St. Columcille's Hospital, and are located in the out-patient department. The service is provided Monday to Friday from 6:00 pm to 8:00 am with weekends (Saturday & Sunday), operating a full 24-hours per day. GP services are supported by experienced GP's, Practice Nurses, Drivers and a Receptionist and managed by E-Doc.



## NURSING CARE

The Nursing and Healthcare Attendant Services are led by Ms Orla Nugent, Director of Nursing and supported by Assistant Directors of Nursing, Advanced Nurse Practitioners, Clinical Nurse Specialists, Clinical Nurse Managers, Staff Nurses and Healthcare Attendants.

There are 150 nurses in St. Columcille's hospital. The nursing teams in St. Columcille's Hospital (SCH) consists of nurses from all corners of the world including India and the Philippines. Nurses in SCH advocate for patients and promote health and wellness. They also educate patients and the public on the prevention of illness and injury, provide care and assist in patients' recovery, participate in rehabilitation, and co-ordinate timely and safe discharges. Nurses in St. Columcille's work in urgent care, medical assessment, inpatient and outpatient settings.

**Our expanding numbers of Clinical Nurse Specialists and Advanced Nurse Practitioners (ANPs) has been one of our key successes in the hospital.** They provide specialist care for patients and ANPs, assess and treat patients through their entire journey up-to-and-including when the patient is discharged.

Nursing has contributed widely in the development of services in areas such as weight management and gender care, care of elderly and frail patients. Our highly trained and experienced nurses contribute to and provide excellent care for patients with dementia and also provide support for families.



In-patient care is provided in the following wards with patients requiring acute observation receiving an increased level of nursing care in the Medical Observation Unit. Rehabilitation patients are cared for in dedicated units within specific wards to ensure patients receive highly skilled care and therapy from the multi-disciplinary team. **In-Patient wards are as follows:**

- **St. Anne's Ward**
- **St. Joseph's Ward**
- **St. Brigid's Ward**
- **Lourdes Ward**

Patients with dementia, frailty and a high risk of falls are cared for by highly trained nurses. Patients have access to the St. Columcille's dementia friendly garden from St. Joseph's ward.



## INFECTION PREVENTION & CONTROL (IPC)

The department of Infection Prevention and Control work with all healthcare staff, patients and visitors to reduce the risk of transmission of infection.

The Infection Prevention and Control multidisciplinary team is led by Dr Suzy Fitzgerald, Consultant Microbiologist, and supported by clinical nurse specialists. The IPC team works closely with all hospital staff to reduce the risk of transmission of infection, particularly during the delivery of patient care.

### Services provided include:

- **Advice on IPC practices in clinical and non-clinical areas**
- **Monitoring and audit of IPC practices, including hand hygiene**
- **Development of IPC guidelines and policies**
- **Surveillance of healthcare-associated infections**
- **Education and training of healthcare staff on all aspects of IPC**
- **Outbreak management**

## SUNFLOWER SUITE – CENTRE FOR OBESITY MANAGEMENT

The Sunflower Suite, Inpatient unit opened on 29th May 2023. The unit was especially designed and refurbished as a designated unit to meet the specific needs of people living with Obesity. The suite comprises of four individual bays with associated equipment to support patient's needs.

Funding for the complete refurbishment was secured through HSE Estates with the support of Ireland East Hospital Group (IEHG).

The in-patient weight management programme is approximately 6 weeks in duration and is a **rehabilitation programme for patients attending the Centre for Obesity Management**. This unique programme is a medically supervised inpatient programme with input from Nursing, Physiotherapy, Occupational Therapy, Psychology and Dietetics.



## HEALTH & SOCIAL CARE PROFESSIONAL SERVICES

The Health & Social Care Professions (HSCPs) of St. Columcille's Hospital provide a range of assessment, diagnostic, therapeutic and social care interventions across acute, outpatient and rehabilitative care. **They are the second largest clinical group in the hospital and deliver care to over 80% of the patients.**

HSCPs encompass Physiotherapy, Occupational Therapy, Speech and Language Therapy, Medical Social Work, Psychology, Radiography, Laboratory/ Medical Science and Dietetics.



The HSCPs deliver a number of inter-disciplinary and cross-disciplinary team services in line with the HSCP Strategic Guidance Framework 2021-2026 and HSCP Deliver.

**These include:**

- **Frailty Intervention Team in the Medical Assessment Unit**
- **Reablement Service**
- **HSCP led assessment clinics in the Day Hospital**

The primary objective is admission avoidance, early intervention, early supported discharge and maintaining the patient Well-at-Home as envisioned by Sláintecare, Integrated Care Program for Older Persons and Positive Aging.

The HSCPs are committed to working in partnership to empower patients through solution-focused interventions, and group interventions such as:

- **Parkinson's Disease Connect and Lee Silverman Voice Therapy Big & Loud Interventions**
- **Brain Injury Connect**
- **Conversation Coaching and Cognitive Stimulation therapies in Dementia**

HSCP's are drivers of innovation and research particularly in the fields of obesity/ weight-management and Dementia Care and promote accessible services through JAM Card support, Access Officer representation and communication friendly design.

HSCPs support the hospitals vision of safe quality care through their leadership of and participation in designated committees such as Nutrition & Hydration, Falls & Bone Health, Stroke, Radiation Safety, and Assisted Decision Making to drive change and improve standards and through their participation at Quality Safety & Risk, Clinical Governance and Senior Executive Management level meetings.

## RE-ABLEMENT SERVICE

The Re-ablement Team was established in St. Columcille's Hospital (SCH) in 2021. The team consists of a medical social worker, an occupational therapist, a speech and language therapist, a physiotherapist and a rehabilitation assistant.

The team aims to expedite discharge for inpatients in St. Columcille's Hospital and support patients, preventing admission from the Medical Assessment Unit (MAU) and Day Hospital as appropriate. The team identifies patients who are medically fit for discharge but present with functional difficulties and that could **benefit from a period of intensive rehabilitation (in their own home environment)**.

Following assessment, the team provides intensive goal focused rehabilitation in the home or most appropriate location for up to a maximum of 6 weeks. Patients may typically present with acquired conditions due to **frailty, stroke, progressive neurological conditions, dementia or COPD**.

The team has been very successful to date **enabling earlier discharge for 36% inpatients** referred to the team. 24% of patients supported by the re-ablement team were identified as at risk of readmission prior to their discharge. **40% of patients supported by the team avoided a hospital admission via MAU**.

As with all discharges from inpatient wards, medical care is transferred to the GP once patients are discharged from St. Columcille's Hospital. If a patient becomes medically unwell and requires hospitalisation, the re-ablement team refer patients to their GP for assessment and continuing medical treatment.

## FRAILTY INTERVENTION THERAPY TEAM (FITT)

FITT is an interdisciplinary team that provides specialised assessment and intervention to frail patients attending the Medical Assessment Unit in order to reduce the risks associated with a hospital admission (Hospital acquired functional decline). **FITT provides integrated, person-centred care at the "front door" to enable admission avoidance and reduce length of stay**. The FITT ethos is to assess those living with, or at risk of, frailty and treat as appropriate. FITT commences the Multi-Disciplinary (MDT) assessment and treatment from the earliest possible point in a patient's presentation to the medical assessment unit.

The team consists of an:

- Occupational Therapist
- Medical Social Worker
- Physiotherapist
- Speech and Language Therapist.

FITT supports integrated older persons care by developing an effective referral to discharge care pathway between acute and local community services.

This ensures seamless care. FITT bridges the gap between hospital and home by providing integrated, interdisciplinary care at the "front door". Rapid access clinics (RAC), Key working, and team working all support this care and therapy pathway.

In 2022 85% of all patients over 65 years of age assessed by the team were frail (Clinical Frailty Scale >3). 49% of patients seen by FITT were discharged home on the same day from the Medical Assessment unit.

## PHYSIOTHERAPY

The Physiotherapy team is led by Ms. Suzanne Noel, supported by Clinical Specialist, Senior and Staff Grade Physiotherapists and Therapy Assistants. The aim of the Physiotherapy service is to **provide a high-quality evidence-based service to those with movement and function problems.** The team aim to **help restore wellness using a professional and holistic approach in assessment, diagnosis and care,** delivering patient centred interventions that support self-efficacy, improved understanding and empowerment for optimal health.

The team provide In-patient Physiotherapy Rehabilitation with assessment, rehabilitation and discharge planning for all patients with **respiratory, falls, general medical, Parkinson's, stroke and orthopaedic conditions.**

The team also provide an Outpatient Musculoskeletal Physiotherapy Service serving referrals from St. Columcille's Consultants, Medical Assessment Unit, Injury Unit and Fracture clinic. The team also accept other hospital referrals, and referrals from GPs for local patients with access to St. Columcille's service. Treatment is offered to a wide range of age groups for back and neck disorders, sports injuries, fractures, muscle and joint pain (including arthritic conditions).



## OCCUPATIONAL THERAPY (OT)

The Occupational Therapy Department is led by Ms. Niamh Vandenberg, supported by Clinical Specialist, Senior and Staff Grade OT's. Occupational Therapists work to promote and enable independence in meaningful activities of daily living.

Occupational Therapists identify goals that are important with each individual patient. Through use of therapeutic occupation and activities, therapists enable patients to function as independently and safely as possible following a hospital admission, or medical event.

**Occupational Therapy is available to out-patients via:**

- **The day hospital**
- **The memory technology resource room**
- **Cardiac rehabilitation**
- **The reablement team**
- **The weight management service**
- **To in-patients via the stroke rehabilitation service**
- **The care of the elderly service**
- **The general medical service**
- **The frailty intervention team**

Intervention takes place at the bedside or in the Rehabilitation and Activities Suite.

**In 2019 innovation funding was awarded to the Occupational Therapy service in St. Columcille's Hospital by the Department of Public Expenditure and Reform (DPER).**

This funded a wheelchair accessible kitchen, purchase of a Bioness Integrated Therapy System and a Pressure Mapping System.

The Occupational Therapy service actively supports student education and participates in the student training scheme with other Health & Social Care Professionals and with Irish Universities. Students can be on site for up to 12 weeks at a time. All students are allocated a named supervisor and engage in formal supervision on a weekly basis.

The work of the Occupational Therapist is supported via an Action Van Initiative (with St. Vincent's University Hospital, St. Michaels Hospital and The Royal Hospital Donnybrook). This initiative provides funding for hospital therapists to have rapid access to a supply of essential enabling equipment and rail installation for the home environment which is installed following a home assessment.

## THE MEMORY TECHNOLOGY & RESOURCE ROOM (MTRR)

The MTRR in St. Columcille's Hospital was **officially opened in September 2016 by minister Simon Harris** as part of the national launch. The MTRR is for people who would like to know more about products and devices that can help manage memory difficulties. It is also a resource for staff working with or caring for people with memory difficulties or dementia. Our MTRR is one of 27 nationally.

In St. Columcille's a team of volunteers from the occupational therapy department, general support services and IKEA gave their time to furnish the modular building to replicate a micro living space to allow people with memory difficulties to see and try a range of products to make independent living easier.

In 2022 over 300 referrals were received. The service also offers Memory Rehabilitation & Carer Support groups.



## MEDICAL SOCIAL WORK

The Medical Social Work (MSW) Department is led by Ms. Carol De Wilde, supported by Senior and Staff Grade Medical Social Workers. The MSW department works with patients and their support networks in the hospital. MSW uses **professional knowledge, theories and approaches** to work within the multi-disciplinary team and advocate for **patient's will and preference regarding treatment, future care planning and discharge planning**. The MSW's assist patients and families to address social, emotional, practical and psychological issues related to hospital admission. This includes **assessment of social, environmental and emotional circumstances of the patients and their families** and facilitation of systemic and emotional work to ensure best outcomes for our patients.

### The Medical Social Workers provide the following services for patients on the wards:

- **A Grief and Loss service** regarding new diagnosis, adjustment to new abilities, bereavement and anticipatory grief.
- **Community service referrals** to support discharge home and referral to onward support services in the community as needed.
- **Provide assistance with future care planning** including providing support and information relating to the Assisted Decision Making Act (ADMA), making onward referrals to support patients social, physical and psychological health.
- **Psychosocial context** in relation to complex discharges and risk assessments.
- **Information and support** regarding adult and child safeguarding and complex social issues.

### Medical Social Work cover the following areas in the hospital:

- **Dementia care**
- **Stroke rehab**
- **Post mortem liaison social work**
- **Palliative Care**
- **National Gender Clinic**
- **National Obesity Management**
- **The Day Hospital, Reablement and Frailty Intervention Team**

## SPEECH & LANGUAGE

The Speech & Language Therapy Service in St. Columcille's is led by Ms Deirdre Fitzgerald and Ms Sara Jordan, supported by a Clinical Specialist, Senior and Staff Grade Speech and Language Therapists. The service provides **assessment, diagnosis and treatment of speech, language, voice, communication and Feeding, Eating, Drinking, Swallowing difficulties (FEDS)**. The service is for adult patients with acquired disorders of communication and swallowing arising from Stroke, Progressive Neurological Disease, Dementia, Head & Neck Cancer and COPD. SLTs are central to providing **communication supports for decision-making and future care planning for patients**. SLTs work in interdisciplinary teams across Stroke, Frailty, Reablement and Palliative care and participate in HSCP led assessment and diagnostic clinics in the Day Hospital.

SLTs conduct instrumental examinations of swallow function using Videofluoroscopy jointly with the Radiology Service, and Fibre-optic Endoscopic Evaluation of Swallowing (FEES) with our colleagues in Primary Care Community Healthcare East in line with the integrated care model.

### Outpatient SLT Services include:

- **Ward based care** to patients for management of FEDS and communication disorders as well as working with the multi-disciplinary team and the family / carers to ensure holistic, effective, quality care
- **Aids and supports** to help patients understand and communicate decisions about their healthcare needs now and for the future
- **Specialist intensive therapy** for patients admitted to the Stroke Rehabilitation Unit
- **Education & training** to support safe, quality care

### Outpatient SLT Services include:

- **Specialist dementia clinics** including diagnostic for atypical presentations as well as individual and group interventions
- **Reablement Service**, a service that helps people to return home earlier or avoid admission to hospital
- **Outreach dysphagia service** to patients following discharge from hospital
- **Lee Silverman Voice Treatment** for people with Parkinson's disease
- **Voice clinic** for patients with general voice disorders
- **Clinics for patients with progressive neurological disease**, stroke & brain injury, respiratory disease, and head and neck cancers
- **SLT voice and communication clinics** for people attending the National Gender Service – please view the NGS Website
- **Group interventions** including Stroke/ Brain Injury Connect, Parkinson's Disease Connect, Conversation Coaching Intervention.

The SLT Department engages in continuing professional development, practice education, research and development.



There is a keen focus on learning and sharing service innovations both nationally and internationally through conferences and publications as well as successful bursary and grant applications and awards in dementia care.



## NUTRITION & DIETETICS

The Nutrition & Dietetics Department is led by Ms. Mallory Noone, supported by Senior and Staff Grade Dietitians. The Dietetics Department focus on the nutritional care and delivery within St. Columcille's Hospital and Endocrine Outpatient services including Diabetes and the National Centre for Obesity Management.

The Endocrine Dietetics Department is recognized nationally and internationally for its specialty in Diabetes and Obesity Management. St. Columcille's **Dietitians have served on several National Programmes and are leaders in these fields across Ireland and the European Union.**

Within the hospital, the Dietetics Department provide services to:

- Patients with Malnutrition Risk
- Cardiac Rehab
- Stroke team
- Co-Lead the Nutrition Hydration Committee

Endocrine Dietetics provide services to:

- **National Centre for Obesity Management**
- **Bariatric Nutritional Support** between St. Columcille's Hospital, St. Vincent's University Hospital, and St. Michaels Hospital
- **Diabetes** – Type 1, Type 2, and Gestational with a growing area of expertise in pump management
- Serve on **National Diabetes Programme** and the **Obesity National Clinical Programme**

The Dietetics Department are planning service development to support:

- Eating Disorder Recovery
- Gastroenterology Outpatient Clinics
- Frailty Intervention Therapy Team.

30% of patients who are admitted to hospital have a malnutrition risk compromising their recovery and discharge. This can be higher in hospitals with Care of Elderly, Stroke, Parkinson's and Dementia populations. Dietetics work in adjunct with other HSCPs to provide evidence based therapeutic support to patients attending St. Columcille's Hospital.

## CARDIAC REHABILITATION (CR)

The Cardiac Rehabilitation service is delivered by a multidisciplinary team comprised of the following health professionals. Consultant Cardiologist, Cardiac Rehabilitation Coordinator, Clinical Nurse Specialists, Chartered Physiotherapist, Dietician, Occupational Therapist, Pharmacist, Social Worker and Secretary.

Cardiac Rehabilitation is for people who are recovering from a heart attack, a stent or heart surgery. Once patients have been discharged from hospital, they are invited to take part in the cardiac rehab programme. The Cardiologist recommends patients take part in the programme to help patients recover and get back to as full a life as quickly as possible after a cardiac event.

The first part of CR comprises of information sessions for patients and family if they wish to attend. These sessions cover topics such as heart disease and risk factors, medications, exercise, stress management, diet and entitlements. Patients are then invited to take part in the CR exercise programme to improve fitness and help resume normal activities. The exercise programme is an 5/8-week programme that takes place three times a week in the CR Unit St. Columcille's Hospital or twice a week in Arklow for people who live in that area.



## PHARMACY DEPARTMENT

The pharmacy department is led by Ms. Jacqueline Walsh, supported by Clinical Pharmacists, Antimicrobial Pharmacist, Pharmacy Technicians and a Pharmacy Attendant.

### The Pharmacy provides the following services:

- **Dispensary services** - Pharmacy ensures that medicines are bought, stored and supplied promptly, safely and cost effectively for all patient services in St. Columcille's.
- **Clinical pharmacy** - Pharmacists work on the wards in the hospital and assist in the medication reconciliation process for patients on admission and discharge. Clinical Pharmacists monitor drug treatments and provide key medicines information to medical and nursing staff. They also counsel patients on newly prescribed medications.
- **Medicines information** - Pharmacy promotes the safe, effective and economical use of medicines by providing up-to-date and accurate information and advice to healthcare professionals within the hospital.
- **Antimicrobial stewardship** - The Antimicrobial Stewardship team leads on promoting the appropriate and safe use of antimicrobials in this hospital.
- **Medication safety** - Pharmacy along with the Drugs and Therapeutics committee work to promote safe medication practices in St. Columcille's hospital. Staff voluntarily report medication incidents, which allows the team to detect and correct any errors in the medication-use system.

The Pharmacy Department also provide education, teaching and work experience to undergraduate pharmacy students and pharmacy technician students. They also provide tutoring for postgraduate pharmacy courses and in-house educational programmes for medical and nursing staff.

## RADIOLOGY DEPARTMENT

The Radiology Department is committed to providing a high-quality imaging service to all patients. The Radiology Department provides a comprehensive inpatient and outpatient service including referrals from within SCH (IU, MAU, Outpatients, Wards, Endocrine and Bariatric Units) and GPs who can avail of services within SCH and the satellite diagnostic centre within the Bray Primary Care Centre (BPC).

### A full range of specialised services is provided including:

- **General Radiography** (including screening in theatre and portable radiography within the hospital)
- **Fluoroscopy**
- **Computed Tomography (CT)**
- **Ultrasound and DEXA** in St Columcille's Hospital (SCH), with plain General Radiography and Ultrasound provided in the Bray Primary Care Centre (BPC).

A multidisciplinary team of Radiologists, Radiographers, Nurses, Physicists, Administration and Support Staff provide these services in an efficient manner maintaining the care, safety and dignity of the patient at all times. The team works together to provide an excellent service performing over **38,900 exams in SCH and 4770 exams in 2022 in Bray Primary Care.**

Using the national imaging technology service NIMIS, the hospital is linked to other hospitals across the country allowing clinicians to share patient imaging to enhance patient care and start/ provide treatment without the patient being transferred to another centre.

Being **linked with St. Vincent's University Hospital (SVUH)**, the department is also able to alleviate some of the waiting list in SVUH CT by accepting referrals for patients in SCH, scanning them in SCH and sending their imaging back, therefore, expediting their treatment.

All Radiology staff are actively involved in training and development to ensure the best possible service is provided to all who access our services. As a teaching hospital the department has **close links with UCD to support placements for radiography students** throughout their training.

The Radiologists and Radiographers engage in continuing professional development, practice education and participate in research and development.

The introduction of new technologies and equipment is always implemented with patient focus very much to the fore, as evidenced by the **new CT scanner installed in December 2021.** The CT scanner has a large diameter and high table weight limit to cater for bariatric patients.

A skylight was installed in the ceiling to enhance the patient experience by acting as a focal point and therefore providing a calming environment for patients undergoing a scan. It enhances patient relaxation and emotional balance, reduces anxiety and acute stress. While also helping to alleviate feelings of claustrophobia and disorientation for patients whilst within the closed interior of the scanner, it has also been shown to improve staff wellness and productivity.



## LABORATORY

The pathology department is managed by Ms. Maria O'Neill, supported by Medical Scientists. The Laboratory provides a diagnostic service for Haematological and Biochemistry clinical activity in St. Columcille's Hospital with Clinical governance provided by a Consultant Haematologist and a Consultant Chemical Pathologist. Immunology, Microbiology and Histology services are provided by St. Vincent's University Hospital (SVUH) Pathology department. All referral samples are documented in the laboratory for traceability purposes. Blood Transfusion services are also provided by SVUH Pathology department with all processes and training monitored & provided by the Haemovigilance Officer.

The SCH pathology department has responsibility for a Near Patient Testing Service (NPT). This service provides analytical devices to perform testing outside the laboratory environment and near the patient.

The pathology department also has responsibility for the Phlebotomy service in the hospital. This service is for hospital inpatients, OPD patients and scheduled GP patients. The laboratory is committed to performing its activities in accordance with the requirements of the International Standard, ISO 15189 (Medical Laboratories – Particular Requirements for Quality and Competence) and of the EU Directive 2002/98/EC for Blood Transfusion.



## QUALITY, RISK & SAFETY

The Quality, Risk and Patient Safety Department is led by Ms. Lorraine O’Toole with Health & Safety, led by Mr. Ger Sheridan and Facilities maintenance led by Mr. Philip Lawler.

Enhancing excellence in quality and patient safety is a key priority for St. Columcille’s Hospital. All teams are committed to ensuring a culture of safety, quality and learning across the hospital supported by the Quality Patient Safety and Risk Department. Enhancing safety and improving quality is a key objective for staff within St. Columcille’s hospital and this is reflected in the many improvement activities undertaken throughout the hospital.

To deliver excellent in quality and patient safety, St. Columcille’s Hospital focuses on the following six key strategic aims that drive improvement and development across the hospital.



### PATIENT ENGAGEMENT & COLLABORATION

St. Columcille’s aim to create an environment where patients, families, carers and advocates are listened to and are actively involved in making services better and safer. This is achieved by fostering a culture of partnership to maximise positive patient experiences and outcomes and minimise the risk of error and harm. This includes working with and learning from patients to design, deliver, evaluate and improve care.

### CONTINUOUS QUALITY IMPROVEMENT & COMPLIANCE

The Management team work to enhance governance and quality through reporting on quality indicators, complying with the Health, Information & Quality Authority (HIQA) Standards and the National Clinical Care Programmes. Compliance is achieved through continuous audit of hospital performance against HIQA National Standards for Safer Better healthcare which drives improvements in patient care.

## INFORMATION & COMMUNICATION

Effective communication and engagement are fundamental to how teams manage, deliver and improve services. We endeavour to communicate openly and effectively to build confidence in the services provided. This is achieved by providing information regarding quality, risks, policies and procedures to help ensure that we are all working together towards common goals. There are regular reviews of communication processes seeking feedback to improve the information provided to patients and staff. Information is used to help recognise when things go wrong, learn from and support good practice by measuring, monitoring and recognising improvements in patient safety and quality.

## SAFETY CULTURE

The teams recognise the need to work hard to develop a safety culture, which supports the hospital and enables transformation. Therefore, St. Columcille's are committed to building a positive, just culture where there is a common sense of purpose, openness and transparency in everything that we do. The aim is to unite all teams to a shared vision, focusing on transparency with open reporting on quality and safety measurement and reporting while learning from adverse events. We aim to embed a culture of quality and safety improvement at every level of the patient service delivery through effective leadership and governance.

## QUALITY GOVERNANCE

The Management team continuously review the organisational structures in order to develop an accountable and effective performance management framework. We also continue to work with colleagues to strengthen the approach to performance management and develop a more accountable organisation.

## IMPROVING RISK MANAGEMENT CONTROLS

St. Columcille's are committed to ensuring that risk management is seen as the concern of everyone, is embedded as part of normal day-to-day business and informs the strategic and operational planning and performance cycle in the hospital. Our aim for improving the approach to risk management and internal controls include:

- **Implementing the HSE's Integrated Risk Management policy (2023)** by identifying risks to patient safety in order to create and maintain safe and resilient systems of care
- **Adopting an Enterprise Risk Management (ERM) approach**
- **Establishing a risk management programme.**

St. Columcille's also regularly reviews the Corporate Risk Register and has implemented departmental risk registers to ensure progress on actions relating to risk are a priority across the hospital.

## YOUR SERVICE YOUR SAY

St. Columcille's are committed to ensuring patients are informed and aware of the HSE 'Your Service Your Say' feedback facility. St. Columcille's welcomes feedback and makes sure that patients get a full response and that the hospital learns from patient's experiences.

If patients have had a good experience or have a suggestion, their comment or compliment will be shared with the team or staff member so that St. Columcille's can build on what teams do well and improve where needed. If patients have had a poor experience, they can tell a member of staff or the person providing their care. The Staff member will escalate concerns to the appropriate manager for review and follow up. Patients can Email at [yoursay@hse.ie](mailto:yoursay@hse.ie) or call on 1890 424 555 from 9:00 am – 5:00 pm Monday to Friday.

## STRATEGIC OBJECTIVES

St. Columcille's aims to achieve the following Strategic Objectives within the time frame of this 3-year Strategic Plan.

### OBJECTIVE 1

Enhance integrated care pathways delivering best outcomes for patients in line with Sláintecare.

**This will be achieved by:**

1. Strengthening engagement with services in the community to enhance patient flow.
2. Providing timely access to hospital-based diagnostics and assessments for community services.
3. Realignment of In-patient beds to meet the needs of patients (Short Stay, acute medical observation, frailty, stroke and orthopaedic rehab).

### OBJECTIVE 2

Enhance MAU/IU capacity to meet the demand for unscheduled (unplanned) care and delivering care in the right place at the right time.

**This will be achieved by:**

1. Anticipating an increase in healthcare needs in the aging population.
2. Expanding the Injuries unit opening times and ensuring availability of diagnostics & interventions to meet this expansion.
3. Developing FITT (Frailty, Intervention, Therapy Team) and Reablement teams to support patients in community and avoid admission.

### OBJECTIVE 3

Improving timely access for outpatient and day case services.

**This will be achieved by:**

1. Monitoring waiting lists and utilising and identifying resources to meet service demand in collaboration with the Southside Group (Ireland East Hospital Group, St. Vincent's University Hospital, St. Michael's Hospital & St. Columcille's



- Hospital).
2. Reducing DNA's (Did-Not-Attend) to increase capacity.
  3. Management of all scheduled care to ensure efficient systems and processes are in place.

## OBJECTIVE 4

Develop Health & Social Care led hospital /community services

**This will be achieved by:**

1. Further develop initiatives that increase integrated community services for admission avoidance and decreased length of stay (Reablement, Technology in the home).
2. Strengthen links with community-based services Outpatient antibiotic treatment. (OPAT), Community intervention team (CIT), Integrated community programme Older Persons (ICPOP), Enhanced Community Care programmes (ECC) and the Chronic Disease management Programme.
3. Develop integrated Fiber-optic Endoscopic Evaluation of Swallowing (fees) service for Hospital and community.
4. Increasing & enhancing the Multi-Disciplinary (MDT) Services to improve access for Community Partners.

## OBJECTIVE 5

Meet Sláintecare obesity/weight management objectives.

**This will be achieved by:**

1. Enabling the weight management programme to increase throughput by 50%
2. Meeting Key Performance Indicators (KPI's) in line with the Obesity management model of care.

## OBJECTIVE 6

Further develop high quality safe, continuously improving services

**This will be achieved by:**

1. Ensuring compliance with HIQA National Standards for Safer Better Healthcare.
2. Improving patient safety by evaluating services through audit and quality improvement plans.
3. Creating a quality and safety culture that supports service improvement.

## OBJECTIVE 7

Retain, attract skilled staff – supporting innovation, education, training & research.

**This will be achieved by:**

1. Engagement with staff and implementing support initiatives outlined in the HSE National Staff Survey.
2. Engagement with academic partners to further develop training and education.

3. Support staff to engage and participate with local training bodies.
4. Promote staff health & wellbeing initiatives in line with Healthy Ireland.

## OBJECTIVE 8

Ensure financial sustainability and deliver efficient, effective safe services.

### This will be achieved by:

1. Implementation of national IFMS financial system resulting in improved reporting and budget management
2. Implementation of cost saving initiatives and redirect savings to patient safety and service development initiatives.

## OBJECTIVE 9

Design a facility to meet the needs of patients, delivering on the framework for the development of smaller hospitals.

### This will be achieved by:

1. Securing seed funding for a design team.
2. Achieving approval for design and build development control plan for St. Columcille's.
3. Increase car parking and traffic management.

## OBJECTIVE 10

Develop ehealth, integration with St, Vincent's University Hospital (SVUH), St. Michael's Hospital (SMH) and Community Healthcare East.

### This will be achieved by:

1. Implementing electronic discharge letters from day procedures.
2. Implementing electronic referrals system from GP's and Specialities in SVUH & SMH.
3. Implementation of iPMS Patient management system.

## OBJECTIVE 11

Achievement of 20% reduction in energy to meet targets for healthcare

### This will be achieved by:

1. Management of the heating system across St. Columcille's hospital.
2. Establishment of energy committee with champions and focussed initiatives.
3. Monitoring energy usage in high usage areas.
4. Implementing sustainable waste management and recycling processes and engage in biodiversity initiatives.

## IMPLEMENTATION, MONITORING & REVIEW

Following publication of the Strategic plan 2023 - 2027, an implementation plan with actions, responsible persons and timelines will be developed.

- St. Columcille's Hospital will continuously monitor and review the actions outlined within the **Strategy Implementation plan**.

- Actions will be followed up by the Department Managers.
- Timelines will be monitored by the Executive Management Team on a quarterly basis.

The Implementation Plan will be formally reviewed six monthly by the Quality & Safety Executive, Clinical Governance Committee and annually by Ireland East Hospital Group. Where progress is less than expected, or where difficulties or risks are encountered, the Implementation Plan shall be revised to reflect same.

## PATIENT FEEDBACK /EXPERIENCE

St Columcille's Hospital welcomes, learns and values feedback from patients who have or are attending services in St Columcille's Hospital.

### PATIENT COMMENTS

"I was very satisfied with the level of facilities and treatment"

Staff have more time to see to one when the hospital doesn't have an ED, they are also very kind, caring and helpful especially towards an elderly person"

"The kindness shown to me was amazing and I was treated with the upmost care and attention."

"Very good hygiene protocol, experience, staff, nice atmosphere. Excellent patient care"

"The staff were very friendly and helpful to me. I observed the nurse's kindness and compassion to older more frail patients"

"Care was the best"

"The whole day was a pleasant experience, I was treated with utmost kindness, help, and gentleness by all the staff I was in contact with on the day" including porters, nurses and doctors 100%

St. Columcille's Hospital

# STRATEGIC PLAN

2023 - 2027



**St Columcille's Hospital**

Loughlinstown, Co Dublin, D18 E365

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