

Reconfiguration of Acute Hospital Services, Cork and Kerry

**A roadmap to develop
an integrated university hospital network**

Bantry General Hospital
Cork University Hospital
Kerry General Hospital
Mallow General Hospital
Mercy University Hospital
South Infirmary Victoria University Hospital





What is Reconfiguration?

Reconfiguration is a change programme which is taking place in the health services in Cork and Kerry. The reconfiguration programme is focused on:

- **Better Patient Care**
- **Better Patient Safety**
- **Better Patient Outcome**
- +
- **Reducing wasteful duplication and maximising use of resources so that we can protect frontline services**

The six acute hospitals in Cork and Kerry are: Bantry General Hospital (BGH), Cork University Hospital (CUH), Kerry General Hospital (KGH), Mallow General Hospital (MGH), Mercy University Hospital (MUH) and South Infirmary Victoria University Hospital (SIVUH). The Mercy University Hospital and the South Infirmary Victoria University Hospital are voluntary managed hospitals and the others are part of the HSE.

University College Cork trains its doctors, nurses and health professionals in all these hospitals. Reconfiguration will result in an integrated university hospital network with all the acute hospitals in Cork and Kerry working together.

The Reconfiguration programme will involve changes for all our staff and patients. Cork and Kerry are not the only counties involved in health service change. Our reconfiguration programme is part of the Health Service Executive's national change agenda called the Transformation Programme.

What is the purpose of Reconfiguration?

That the people of Cork and Kerry benefit from having a more joined up university hospital network that:

- achieves the best possible health outcomes for the people it serves, within available resources;
- realises for the people of the region the economic and other benefits that flow from leading edge health research, technology and innovation; and
- delivers value for money.

How did the Reconfiguration Roadmap come about?

Over 40 subgroups representing the medical and surgical specialties in Cork and Kerry were established to recommend how their services could be better organised. These subgroups comprised staff from the six acute hospitals along with staff from Primary, Community and Continuing Care services, GPs, patient advocates and UCC. The subgroups were chaired by clinicians and project managed by HSE, Mercy University Hospital, South Infirmary Victoria University Hospital and UCC staff. The recommendations from each subgroup were submitted to the reconfiguration team who then arranged further discussion to clarify their submissions. There was wide consultation and engagement with the subgroup members and all key stakeholders before the recommendations in this Roadmap were agreed and published.

The Reconfiguration Roadmap will provide a healthcare system that works for everyone.

Why is Reconfiguration necessary?

The changes proposed in this Reconfiguration Roadmap are changes that many health services have found necessary throughout the developed world. Present economic circumstances create huge challenges for all our hospitals. If we do not press ahead with reconfiguration, clinicians and managers at all levels will find themselves forced to use all possible means to defend shrinking budgets. This will lead to short-term decisions which may not be the right decisions in the long term.

Reconfiguration provides a roadmap that sees services delivered more logically, has consultants managing services more proactively, and provides a means to identify inefficiencies in the system in an organised way. Reconfiguration puts forward a secure future for each hospital within an integrated hospital network with meaningful links to higher education and research. This means we not only change the present but we also gain control of our future by enabling the benefits of integrated healthcare delivery to shape the education of the healthcare professionals of tomorrow.

What will Reconfiguration achieve?

- Better communication between our hospitals and between hospitals and primary care services.
- A more efficient emergency system with faster clinical decisions.

- More efficient use of operating theatres and shorter waiting times for elective surgery.
- Better discharge coordination between acute and community services.
- More outreach services delivered through hospitals and primary care centres bringing specialists closer to local communities.
- Stronger links with education and research.

How will this be achieved?

- There will be greater separation between emergency care and elective care with fewer cancellations for elective patients.
- All cancer and trauma care will be concentrated at Cork University Hospital.
- Mercy University Hospital will be the main regional centre for elective general surgery, gastroenterology and rehabilitation.
- The South Infirmary Victoria University Hospital will become a specialist elective hospital for particular forms of surgery such as orthopaedics, eye surgery and ENT.
- An increasing range of routine care will be provided by consultants and staff at Bantry and Mallow General Hospitals with visiting consultants providing specialist outreach services.
- Kerry General Hospital will continue to provide a full range of acute services.

The Reconfiguration Roadmap provides an agreed, shared vision for the health services in Cork and Kerry.



Services will be reorganised and new initiatives introduced including:

- **Consultants will work in specialist teams** (e.g. surgeons) across a number of hospitals in the region. This means that patients will benefit from doctors sharing their expertise and making joint decisions on the patients' treatment and ensuring that the patient gets the best possible care.
- Clinical Directors will be appointed to ensure consistent standards of clinical care and equal access to that care throughout Cork and Kerry.



- An **electronic referral system** will be developed for GPs, which will allow easier referral to hospital for patient appointments and more timely access to consultants.
- A **single patient identification number** will be developed which means that the patient can be easily identified when accessing treatment at different hospitals. This will over time be further developed into an electronic chart used by the six hospitals so that health professionals can access current patient information at any point in the hospital network. This will give the complete

patient picture and avoid duplicate tests and investigations being carried out therefore eliminating waste.



- An **advanced paramedic (AP) team** with a fully equipped rapid response vehicle to respond to 999 calls is on duty in West Cork and will be introduced in North Cork in 2011. An AP is certified to perform advanced life support procedures including intubation, defibrillation and administration of drugs under a doctor's direction. APs can perform additional life saving treatment at the emergency scene which previously had to be done in a hospital.
- **Hospitals will be able to share diagnostic results online** (scans, x-rays, blood tests, etc.) so that patients won't have duplicate tests being carried out if they are getting treatment in different hospitals.
- **Intermediate Care Vehicles (ICVs)** will be introduced to transfer patients between hospitals. ICVs are ambulances which can transfer up to six patients at a time between hospitals for tests and other medical procedures. This new service will enable the acute ambulance service to focus on emergency pre-hospital care and improve ambulance response times.

Advanced paramedics: starting patient treatment at the scene of the accident or in the patient's home.

What services will the hospitals deliver after the Reconfiguration Programme is implemented?

The hospitals will offer varying degrees of services depending on the complexity of patient care each hospital provides.

- **Patients will be streamlined at the front door of the hospital** and depending on their needs, sent to either an:
 - Emergency Department;
 - Acute Medical Unit;
 - Surgical Assessment Unit; or
 - Urgent Care Centre.

CUH will have a:

- 24/7 Emergency Department;
- Surgical Assessment Unit;
- Acute Medical Unit to treat patients with chest pain headaches; and
- an Urgent Care Centre to treat patients with minor injuries such as query fractures or lacerations.

MUH will have an:

- Emergency Department;
- Acute Medical Assessment Unit; and
- Urgent Care Centre.

KGH will have a:

- 24/7 Emergency Department;
- Acute Medical Assessment Unit; and
- Urgent Care Centre.

MGH and **BGH** will each have a:

- Medical Assessment Unit; and
- Urgent Care Centre.



Bantry General Hospital (BGH)

BGH provides a vital service to the people of west Cork, many of whom live in remote rural locations. It will continue to provide consultant delivered selected acute medicine and geriatric medicine. It will be a centre for outreach specialist services that can provide initial assessment and post treatment follow up care in an increasing range of services, for example, gynaecology, rheumatology, orthopaedics, urology and gastroenterology. There must be at least five consultant physicians based at BGH in order that the hospital can maintain a viable consultant duty roster and play its full part in the regional hospital network envisaged in the Roadmap. Its location, activity and integration with local primary and community care services will make it an important teaching site for medical and other health profession students from UCC.

Trolleys must go.



Cork University Hospital (CUH)

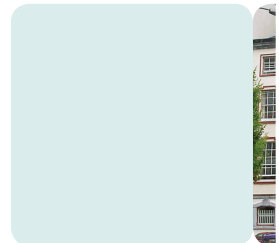
CUH will be the main regional tertiary centre for Cork and Kerry. It will continue to be a major teaching hospital of University College Cork. Services at CUH that can be located at alternative city hospitals will be moved in order to allow CUH to become an efficient tertiary specialist hospital. It will provide 24 hour ED, 24 hour Acute Medical Unit, 24 hour emergency surgery, critical care and the following specialist services: Cancer, cardiac, renal, maternity neurosciences and paediatric services. It will provide 24/7 care for medical and surgical emergency patients. CUH will house the regional laboratory. All histopathology services in Cork will be concentrated in CUH. Paediatric services will also be concentrated on the CUH campus.



Kerry General Hospital (KGH)

KGH provides a range of acute services to the population of Kerry. The future for KGH lies in greater connectivity to other hospitals in the region and in this

respect it serves to gain much from being integrated with a regional hospital network. Its close proximity to the Bon Secours Hospital Tralee will enable greater collaborative arrangements. It will continue to provide 24/7 Emergency and critical care services supported by general and orthopaedic (trauma) surgery. It will provide unselected acute medical care. Other services will include elderly care, maternity care, mental health and palliative care. Its rehabilitation unit will expand to a number of beds for medical rehabilitation of younger adults. Certain services need to be strengthened by new regional arrangements eg. cardiology, ENT, radiology and orthopaedics. The range of services at KGH needs to be increased through outreach services. The hospital has over the years built up links with the Institute of Technology Tralee and these links should be nurtured in the interests of the people of Kerry.



Mallow General Hospital (MGH)

MGH provides a vital service to the population of north Cork. MGH will continue to provide acute hospital service delivery for the people of Mallow and north Cork. It will have a Medical Assessment Unit and Urgent Care Centre open 12 hours a day. Medical specialties will include acute medicine, medicine for the older person, rehabilitation medicine and

Consultants will work in specialist regional teams covering a number of hospitals in the region.

specialist outreach services, eg. respiratory, dermatology etc. Day surgery will be expanded to include general surgery, plastics, maxillofacial and gynaecology. There must be at least five consultant physicians based at MGH in order that the hospital can maintain a viable consultant duty roster and play its full part in the regional hospital network envisaged in the Roadmap.

The newly built primary care centre in Mallow, should become a particular focus for pioneering a wide variety of non-complex locally accessible healthcare services for the people of North Cork.

As MGH develops its range of services, it will become an important site for health education and training with respect to outreach, local services and integrated service delivery between the hospital and its catchment community of North Cork.



Mercy University Hospital (MUH)

MUH, a major teaching hospital of UCC, will provide a wide range of specialist services. It will have a 12/7 Emergency Department, an Acute Medical Assessment Unit and a 12/7 Urgent Care Centre. There will be a significant transfer of acute medical services from SIVUH to MUH. Inpatient medical services will include acute medicine, respiratory,

geriatric, endocrinology, rheumatology and infectious diseases. MUH will admit unselected acute medicine patients. It will develop a regional gastroenterology diagnostic centre for ambulatory and outpatients that includes the National Colorectal Screening Programme.

MUH will be the regional centre for elective general surgery, urology and vascular surgery supported by the full range of critical care services.

MUH will become the regional centre for a new rehabilitation medicine service and a new regional amputee service for Cork and Kerry, providing rehabilitation for young and mid-life adults suffering from acquired brain injury (including stroke) and amputee patients requiring rehabilitation.

Building on the international reputation of the Cork Cancer Research Centre, MUH will host a clinical research facility for UCC.



South Infirmity Victoria University Hospital (SIVUH)

SIVUH will continue to be a major teaching hospital of University College Cork and will become primarily an elective surgical hospital. It will be the regional centre for elective orthopaedics, plastics, ENT, eye surgery, pain medicine and maxillofacial surgery. It will also provide dermatology, rheumatology

Results of patient's diagnostics (x-rays, scans, blood tests, etc.) to be shared electronically by all six hospitals.



and endocrinology ambulatory and day services.

The national cervical screening programme is located at SIVUH. The nurse led sexually transmitted disease unit should remain at SIVUH and all benign gynaecology surgery should be conducted there.

Community Hospitals and home care support are crucial contributors to the care system, performing a key service to their local communities. It is vital for the acute hospital system that community hospital beds are used as efficiently as possible, and that their interfaces with the private nursing home sector, with GPs and with other forms of care such as sheltered housing and home care are managed carefully and compassionately. Geriatrician consultants, operating as a regional team within the Medicine Directorate and liaising closely with other services will work to define a new relationship between the acute hospital system and the community hospital system with streamlined clinical governance.

See also graphic on the inside back cover.



What are the priorities of the Reconfiguration Programme?

Our key priorities for 2011 are to:

- Transfer orthopaedic services from St. Mary's Orthopaedic Hospital to the South Infirmary Victoria-University Hospital.
- Commence the development of MUH regional gastroenterology centre by submitting planning application.
- Open an Acute Medical Unit at CUH which will have each patient assessed and seen by a consultant promptly.
- Open an Acute Medical Assessment Unit at MUH which will have each patient seen by a consultant promptly.
- Develop a surgical assessment unit at CUH to enable patients requiring surgery to be assessed promptly.
- Move ophthalmology services from CUH to SIVUH.
- Introduce intermediate care vehicles to west Cork and north Cork.
- Introduce advanced paramedics to north Cork.
- Expand day surgery in BGH.
- Commence outreach specialist clinics at Primary Care Centres in the region.
- Continue to embed Lean ways of working.

All staff will have a role to play in implementing the Reconfiguration Roadmap.

Should we build a new hospital in Cork?

We have a long term vision to build a new hospital for specialist elective in-patient and day-patient hospital and ambulatory diagnostic centre whose services would complement the acute services of CUH. We would see it as providing a new home for MUH and SIVUH over time.



What will Reconfiguration deliver?

- HSE, voluntary hospitals and higher education working together sharing a common vision.
- Organisation of services into the right hospital or other healthcare facility.
- Improved integration of acute hospitals and community services.
- Real engagement with service users, staff and the general public.
- Improved efficiency by the day to day use of Lean processes.
- Improve technology leading to improved efficiency eg. electronic GP referral, electronic patient record etc.
- Teamwork leading to joined up thinking.
- Better use of local resources leading to improved education and training.
- Improved patient flows and discharge planning.
- Outpatient services in locations more easily accessible to patients.

Further information on Reconfiguration is available from reconfig.south@hse.ie



Reconfiguration of Acute Hospital Services

A roadmap to develop an integrated university hospital network for Cork & Kerry

MALLOW GENERAL HOSPITAL

Diagnostics	Medical Services	Surgical Services (day services)	Women and Children's Services
Point Of Care Testing (POCT) low volume diagnostic tests e.g. bloods	Acute Medicine	<ul style="list-style-type: none"> General Surgery Dental Plastics Urology Outreach - other specialties 	Outreach Maternity Services (including surgery): <ul style="list-style-type: none"> Obstetrics Gynaecology
Radiology (Imaging Medicine)	Gastroenterology		
	Rehabilitation Medicine (patients aged over 65)		
	Other medical specialties provided through outreach services	Critical Care Level I (resuscitate, stabilise and transfer)	

- Medical Assessment Unit 12/7
- Urgent Care Centre 12/7

BANTRY GENERAL HOSPITAL

Diagnostics	Medical Services	Surgical Services (day services)	Women and Children's Services	Mental Health Services
Increase Acute Work Decrease Cold Work	Acute Medicine	<ul style="list-style-type: none"> General Surgery Dental Plastics Urology Outreach - other specialties 	Outreach Maternity Services (including surgery): <ul style="list-style-type: none"> Obstetrics Gynaecology 	Mental Health
	Medicine for the Elderly			
	Gastroenterology			
	Rehabilitation Medicine (patients aged over 65)			
Radiology (Imaging Medicine)	Other medical specialties provided through outreach services	Critical Care - appropriate for remote rural hospital		

- Medical Assessment Unit 12/7
- Urgent Care Centre 12/7

CORK UNIVERSITY HOSPITAL

Diagnostics	Main Centre Complex Medical Services	Main Centre Complex Surgical Services	Main Centre Women and Children's Services	Mental Health
Laboratory Medicine <ul style="list-style-type: none"> Clinical Biochemistry Clinical Microbiology Haematology / Blood Transfusion Immunology Molecular Genetics 	Regional Centre Cardiology	Regional Cancer Centre	Maternity Services – <ul style="list-style-type: none"> Obstetrics Midwifery Gynaecology (emergency and cancer) 	Mental Health
	Dermatology (inpatient)	Emergency General Surgery for Cork		Liaison Psychiatry
	Endocrine/Diabetes (inpatient)	Regional Centre for Cardio Thoracic Surgery		
	Gastroenterology (inpatient)	Maxillo Facial (trauma and cancer)		
	Clinical Haematology	Regional Centre for Neurosurgery	Regional Centre for Neonatology	
	Medical Oncology			
	Radiation Oncology			
	Infectious Diseases	Orthopaedics (trauma)	Regional Centre Paediatrics	
Histopathology (tissue analysis)	Medicine for the Elderly	Plastics (trauma and cancer)		
Radiology (Imaging Medicine)	Neuroscience/ Neurology	Vascular (emergency and complex elective)		
	Acute Stroke Unit	Critical Care Level II and Level III		
	Palliative Care			
	Renal			
	Respiratory			
	Rheumatology (inpatient)			

- Emergency Department 24/7
- Acute Medical Unit 24/7
- Urgent Care Centre
- Surgical Assessment Unit



DIAGNOSTICS
one set of bloods, x-rays and scans set per patient shared by hospitals



ADVANCED PARAMEDICS
treat at scene and discharge or refer patient on for treatment



PATIENT



GP/ FAMILY DOCTOR



ONE ELECTRONIC REFERRAL SYSTEM
for GPs to all 6 hospitals

CLINICAL GOVERNANCE/ MANAGEMENT
an integrated university hospital network

CLINICAL GOVERNANCE/ MANAGEMENT
an integrated university hospital network

PATIENT CHART
single patient number ultimately leading to one chart per patient shared by hospitals

PARAMEDICS
treat at scene and transport patients to appropriate hospital by ambulance

ICVs
transfer non urgent patients between hospitals for treatment in intermediate care vehicles

COMMUNITY HOSPITALS

CONSULTANTS
work in specialist teams covering all 6 hospitals

SOUTH INFIRMARY VICTORIA UNIVERSITY HOSPITAL

Diagnostics	Medical Services (elective)	Surgical Services (elective)	Women and Children's Services (elective)
Point Of Care Testing (POCT) low volume diagnostic tests e.g. bloods	Regional Centre Dermatology	Regional Centre Ear, Nose and Throat	Elective Gynaecology and Uro-gynaecology: day services, diagnostics and out-patients
Radiology (Imaging Medicine)	Rehabilitation Medicine Endocrinology (day services) Sexually Transmitted Diseases (day services) Rheumatology (day services)	Regional Centre Ophthalmology Maxillo-Facial - elective Plastics Regional Centre Elective Orthopaedics Regional Centre Pain Medicine Critical Care Level II (intensive care and high dependency) Trauma Rehabilitation	National Cervical Screening Programme

MERCY UNIVERSITY HOSPITAL

Diagnostics	Medical Services	Surgical Services	Mental Health Services
Specialty Regional Services	Acute Medicine	Regional Centre for Elective General Surgery	Mental Health
Radiology (Imaging Medicine)	Regional Centre Gastroenterology Diagnostic Services Regional Centre Rehabilitation Medicine (patients aged under 65) Regional Amputee Service Medicine for the Elderly Respiratory Medicine Infectious Diseases (inpatient) Rheumatology (inpatient) Endocrinology (inpatient) Palliative Care	Regional Centre for Elective Urology Critical Care Level II and Level III Regional Centre for Elective Vascular	

- Emergency Department 12/7
- Acute Medical Assessment Unit
- Urgent Care Centre 12/7

KERRY GENERAL HOSPITAL

Diagnostics	Medical Services	Surgical Services	Women and Children's Services	Mental Health Services
Laboratory Medicine • Clinical Biochemistry • Clinical Microbiology • Clinical Haematology	Acute Medicine Cardiology Endocrinology Palliative Care Medicine for the Elderly	General Surgery – emergency and elective Ear, Nose and Throat (ENT) Orthopaedics Critical Care Level II and Level III	Maternity Services – • Obstetrics • Gynaecology Paediatrics	Mental Health
Radiology (Imaging Medicine)	Gastroenterology Respiratory Rehabilitation Medicine (patients aged over 65) Rheumatology Other medical specialties provided through outreach services	Outreach – other surgical specialties		

- Emergency Department 24/7
- Acute Medical Assessment Unit 12/7
- Urgent Care Centre 12/7



HSE South (Cork and Kerry)

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Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

This is a summary version of the Reconfiguration Roadmap.
The full Roadmap is available on www.hse.ie

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