

Naas General Hospital Statement of Purpose (June 2024)

1.0 Introduction

Naas General Hospital (NGH) is a 220 bedded (202 Inpatient beds and 18 Day case beds) acute public hospital serving the catchment area of Kildare and West-Wicklow which has a population of over 200,000 people. Our services are designed to meet the needs of the adult (over 16 years) population within this catchment area. NGH is a Model 3 Hospital which means that it provides 24/7 services through the Emergency Department, has a functioning Acute Medical Assessment Unit and provides access to critical care beds. NGH caters for patient activity through the Emergency Department (ED), Inpatient Department, Out-patients Department and Day Services Department. As part of the new Integrated Regional Structures, Naas General Hospital NGH is part of Regional Area Dublin and Midlands.

2.0 Our Purpose

Our purpose is to provide safe, high-quality, person-centered care to our patients and their families. We implement our Mission Statement by continuously applying our Values of Care, Compassion, Trust, Learning and Respect to realise our Vision.

Mission Statement

‘Together we will provide accessible, quality, patient centred care, delivered safely by skilled and valued staff, through the best use of available resources’

3.0 NGH Strategic Objectives

1. To deliver excellent standards of person-centred, high-quality, safe care to our patients
 2. To optimise service delivery, ensuring patients are treated in the right place, at the right time, by the right people
 3. To develop integrated care pathways between Naas General Hospital, Tallaght University Hospital, other key specialist hospitals and our Community Primary Care Partners in the Dublin and Midlands Regional Healthcare Area
 4. To foster education, academic research and innovation
-

The Senior Management Team at Naas General Hospital are in the process of completing their first ever Strategic Planning Document 2024 – 2028. This document will be made publicly available. To note, the strategic objectives set out in this document are consistent with the wider HSE strategic aims and objectives and the following documents:

- The National Standards for Safer Better Healthcare 2012
- HSE Patient Safety Strategy 2019-2024
- Slaintecare

4.0 Our Vision

‘To deliver excellent patient care through evidence based practice and supporting continuous improvement for the benefits of our patients, their families and our staff’

Delivering and realising our Vision

In seeking to realise our Vision, Naas General Hospital will be guided by the HSE core document in relation to Patient Safety and Wellbeing namely “[Patient Safety Strategy 2019-24](#)”

Specifically the actions below will be adhered to in order to ensure that the vision is operationalised.

- Continuous assessment of progress in relation to the achievement of objectives as set out in the Naas General Hospital Strategic Plan 2024-2028
 - Implementation of National policies and guidelines including ongoing staff training in relation to same
 - Staff engagement forums and communication regarding the NGH vision
 - Implementation of the National Standards of Safer Better Healthcare (HIQA) 2012 including regular self-assessment, learning and improving
 - Regular follow up and review of incidents reported and feedback from patients that includes learning and improving
-

5.0 Models of service delivery and aligned resources necessary to deliver high quality, safe and reliable healthcare

Clinical Programmes

The National Clinical Programmes aims to bring “*clinical leadership to the heart of the decision making process with the ultimate aim of improving quality, access and value of healthcare in the country*” Source: [National Clinical Programmes Website](#)

In effect the Clinical Programmes outline the standardised clinical models and practices to be applied in order to deliver high quality safe hospital services. At present there are 32 Clinical Programmes established nationally.

The Clinical Programmes most relevant to NGH are:

- Acute Medicine
- Anaesthesia
- Critical Care
- Dermatology
- Diabetes
- Emergency Medicine
- Gastroenterology and Hepatology
- Interventional Radiology
- Mental Health
- Neurology
- Older People
- Palliative Care
- Pathology
- Radiology
- Rehabilitation Medicine
- Respiratory
- Rheumatology
- Stroke
- Surgery

In practice, effective and efficient service provision also promotes the movement from an inpatient to day case model of care (“stay to day”) increasing the rate of elective inpatients who have their principle procedure performed and are discharged on the day of admission. For procedures that require a post-operative hospital stay, every effort is made to admit

these patients on the same day as their surgery takes place.

Currently, our patients receive specialised services primarily from St. James's Hospital, Tallaght University Hospital, Beaumont Hospital and the Mater Hospital.

Service Model delivery within NGH

Unscheduled Care

- 24/7 ED
- 11 bedded AMAU due to open Q1 2025
- Local Injuries Unit (located offsite)

Scheduled Care

- Outpatients Department for referral to Consultant Care
- Day Services for elective diagnostics and treatment
- Care of the Elderly Day Hospital

Resources

Staffing

NGH currently employs 1,008 Direct Whole Time Equivalent staff (as at May 24). In addition to this, NGH also employ currently approximately 150 agency staff.

<u>Direct Employees</u>	<u>WTE</u>
Administration	132
Medical	95
Nursing	388
Health & Social Care Professionals	149
Support Staff	244
Total	1,008

Annual Budget Allocation

In 2024 NGH has a Gross Expenditure Budget of €108m. The Net Allocation available to NGH (after allowing for income expected to accrue) is €98.4m.

Of the €108m Gross Expenditure allocation, 71% (€76.9m) relates to Pay Costs.

6.0 Our Services

6.1 Description of Services Provided

Naas General Hospital provides the following core specialty services:

- General Medicine
- General Surgery
- Emergency Medicine

Additional multi-disciplinary specialty services provided by NGH are as follows:

- Anaesthetics
- Dermatology
- Endocrinology
- Endoscopy
- Gastroenterology and Hepatology
- Interventional Radiology
- Microbiology
- Neurology
- Non-invasive Cardiology Diagnostics
- Oncology and Haematology
- Orthopaedics
- Palliative Care
- Radiology
- Rehabilitation Medicine
- Respiratory
- Respiratory
- Rheumatology
- Stroke/Geriatrics
- Urology

These services are supported by multi-disciplinary staff (see staff organogram for details).

6.2 Integration Arrangements

Naas General Hospital is one of eight Hospitals within the Dublin Midlands Hospitals Group. Naas General Hospital has close strategic links to both specialist Model 4 Hospitals within the Dublin Midlands Hospital Group (St James and Tallaght University Hospital) but in particular to Tallaght University Hospital which has a long-standing arrangement with Naas General Hospital in relation to the delivery of specialist services to Naas. A number of Consultant Doctors have joint appointments with Tallaght University Hospital. Naas General Hospital links with the tertiary referral centres for specialist services outside the Dublin Midlands Hospital Group as required. A number of existing and new pathways link our hospital services to our Community Service providers in Community Healthcare Organisation 7. Linkages to the provision of healthcare within a Community setting will increase with the implementation of the Slaintecare plan which aims to maintain care as close to the service user's home as possible. As per previous, Naas General Hospital are now part of the new Dublin and Midlands Region which has been recently established. Existing governance arrangements are in the process of change and re-designation with the national focus on optimising integrated care delivery pathways in a manner consistent with the Slaintecare document.

6.3 Governance and Accountability

At present The General Manager of Naas General Hospital reports to the Chief Operations Officer of DMHG. It is envisaged that by September 2024 the General Manager of Naas General Hospital will report to the new Integrated Healthcare Area Manager for this region who in turn will report to the Regional Executive Officer for the Dublin and Midlands region.

Accountability

Formal monthly Performance Review Meetings take place between NGH and DMHG. These meetings assess overall hospital performance relative to established KPIs across all clinical, operational, quality and patient safety, human resources and finance areas. Separate departmental and functional meetings also take place periodically between NGH functional leads (e.g Finance/Nursing) and DMHG Executive leads. Given the strong strategic linkages with Tallaght University Hospital, there are also monthly review meetings between both hospitals. According to the NGH Committee organogram, key committees exist across the hospital that meet periodically to assess performance, ensuring the delivery of person-centered, high-quality, and safe healthcare to our patients, with a continuous focus on service improvement.

7.0 Quality, Risk and Patient Safety Management

Naas General Hospital (NGH) is committed to providing person-centered, high quality, safe care for our service users. Within NGH, there is a dedicated Quality, Risk & Patient Safety Department that leads the development, implementation, delivery and evaluation of a comprehensive Quality and Patient Safety (QPS) Programme with associated governance, structures, staffing, policies and tools. Core QPS activities include the management of incidents, risks, service user feedback (compliments, complaints and comments), patient advocacy support and quality assurance that includes assessment and assurance of the hospital's compliance with national standards, frameworks, policies and guidelines including:

- ✓ National Standards for Safer Better Healthcare (HIQA) 2012
- ✓ Incident Management Framework 2020
- ✓ HSE Enterprise Risk Management Policy and Procedures 2023
- ✓ HSE's National Patient Safety Strategy 2019-2024
- ✓ HSE's Open Disclosure Policy 2019
- ✓ HSE's Your Service Your Say Policy 2008
- ✓ HSE's Framework for Improving Quality 2016
- ✓ Office of the Ombudsman's Learning to get better 2015 and 2018

Service User Feedback

NGH welcomes Service User feedback in order to assess and continually improve its services. Service Users can provide feedback on their hospital experience in several ways, including via email (feedback.naas@hse.ie) and the HSE's "*Your Service, Your Say*" channel.

Quality Improvement Initiatives

NGH is committed to a culture of continuous improvement and is constantly implementing various Quality Improvement Programmes to enhance patient experience and service provision.

8.0 Policies and Procedures

Naas General Hospital is committed to the provision of safe, high quality health services, delivered according to our standardised policies, procedures, protocols and guidelines (PPPGs). Local PPPGs are in line with national and international best practice and are regularly reviewed and updated to ensure they remain relevant.
