

**OPENING STATEMENT – SOUTH/SOUTH WEST HOSPITAL GROUP**  
**FUTURE HEALTHCARE COMMITTEE WEDNESDAY 16<sup>TH</sup> NOVEMBER 2016**

Delighted to have the opportunity to speak on behalf of the South/South West Hospital Group; my name is Dr Gerard O Callaghan, and this is my colleague Dr Orla Healy. The South/South West Hospital Group delivers care for a population of 895,222 people across the counties Cork, Kerry, Waterford and South Tipperary, with gross expenditure of €927m. It is one of seven hospital groups serving 19% of the population of the state. We provide the full suite of acute hospital services across nine hospital sites. We have model 4 hospitals Cork and Waterford and model 3 hospitals in Cork, Kerry and Clonmel, model 2 hospitals in Mallow and Bantry and exclusively elective hospitals in Cork and Kilcreene. Emergency services are provided at seven of the nine sites in compliance with Acute Medicine Programme and Emergency Medicine Programme requirements. CUH is the only acute hospital in the country providing the full range of trauma specialties. This should secure its status as one of two major trauma centres for the country in the upcoming report on trauma centres.

We have reconfigured the hospitals in Cork and Kerry hospitals between 2010 and 2014. Acute and complex work has been centralized and non-complex day case work has been decentralised.

We have now commenced a process of service re-alignment across the Group.

The last three years has seen the development of a leadership team and the embedding of a new governance and management structure. One of the key actions over the past year has been to meet with the 40 clinical specialties across the group to assess their current state and develop cross-group specialty working. To that end we are developing a clinical directorate structure and have just appointed a group clinical director for women and children as the first directorate in the Group.

We are actively integrating care delivery with our colleagues in the community. We have an unscheduled care steering group as well as access, throughput and egress subgroups established with them. We also have multi-layered collaboration across all hospitals with community service including regular meetings at senior management level.

The leadership team is co-located with the management team of the College of Medicine and health for the primary academic partner UCC. Important progress has been made in building this collaboration such as:

- Working with UCC to attract and rotate NCHDs to all 9 hospitals through a range of joint initiatives.
- Established International working relationship with Erasmus Academic Health Centre, Rotterdam. Achievements include:
- Established MSc in Physiotherapy Programme.
- Established MSc in Healthcare Leadership – commencing in September 2016.

- Examining Postgraduate Radiography Programme.

The overarching strategic goal of the Group is to achieve independent status with the imminent appointment of a Board and the establishment of an Academic Health Centre, in partnership with UCC. The best hospitals in the world are academic health centres and this model will attract the highest calibre graduates to work in Ireland. We are actively fostering our relationship with industry especially the multinational pharma companies based in Cork to develop our services and realise the economic benefit for our population. To that end we are working with the Health Innovation Hub which is based in UCC. .

We share many of the same challenges as other groups that you are already aware of such as staff recruitment and retention and cost control. However, we as a group face a particular challenge because of the ageing infrastructure of our hospitals. We need:

1. Urgent capital investment to expand services at UHW and UHK.
2. Major infrastructural investment at STGH. Consideration will be given to the complete rebuilding of that hospital but in the interim planned capital projects must proceed with full funding if the provision of services are to be retained there
3. The critical construction of a new hospital site for Cork city. This hospital would see amalgamation of the SIVUH and MUH in collaboration with UCC. The range of services and facilities to be located at this site will include but not be limited to:
  - Services currently provided at MUH& SIVUH
  - Dental Hospital,
  - Mental Health Services
  - Ambulatory care
  - Expanded Diagnostics
  - Clinical Research Facility
  - Health Innovation Hub
  - Sub-acute Rehabilitation

To conclude the delivery of high quality sustainable health services is dependent on strategic configuration and integration of hospital and community services. At regional level this translates to the requirement for evidence-based, well-articulated plans that are consistent with national policy but tailored to local context and sustained commitment to implementation by distributed clinical leadership supported by coherent national policy. It is possible to deliver this objective through the development of a Hospital Group/Academic Health Centre organisational structure.