

Co-locating the new children's hospital with St James's Hospital

How the decision was arrived at and why it is the right decision to support the delivery of improved clinical outcomes and survival rates

The development of the new children's hospital has taken into account international and national trends in delivery of acute healthcare. The irrefutable trends in global healthcare regarding the consolidation of acute hospital services are projected to continue into the future, particularly in relation to highly specialist services in the healthcare system consolidating into a single healthcare campus for a population of 4 -5 million

The decision by Government in 2012 to co-locate the new children's hospital on a shared campus with St James's Hospital was led by clinical considerations and followed a series of reports that examined best practice internationally for a country of Ireland's population.

The Maternity Strategy states that the three Dublin Maternity Hospitals should be co-located with an adult hospital and one with the new children's hospital, facilitating **tri-location** of acute adult, paediatric and maternity services on the same campus, which is identified as the 'optimal' configuration from a clinical perspective.

Relevant reports include:

- **The McKinsey Report, "Children's Health First"** (2006) recommended that the population of Ireland, and projected demand, could support only one world-class tertiary paediatric hospital, that this should be in Dublin and that it should ideally be co-located with a leading adult academic hospital, to ensure relevant sub-specialty and academic linkages. The McKinsey Report recognised the importance of having a critical mass of sub-specialist skills in a tertiary paediatric centre to deliver quality healthcare for complex conditions and stated this could be achieved firstly, by serving a large enough population to support a full complement of sub-specialists and secondly, by co-locating with an adult teaching hospital thereby enabling access to specialists who serve both adult and paediatric patients, facilitating clinical and academic "cross fertilisation", and attracting the top staff.
- The **Bristol Inquiry into paediatric cardiac surgery in the UK** (2001) stated "*Children's acute hospital services should ideally be located in a children's hospital, which should be physically as close as possible to an acute general hospital*". (The cardio-thoracic surgeons in paediatrics in Crumlin work across paediatric and adult services to ensure they maintain their competencies and skills in surgical techniques).
- The **Scottish Review of Paediatric Services** (2004) specified that, "*Children's specialist acute services should be co-located with adult, maternity and neonatal services.*" This recommendation has resulted in the opening in July 2015 of the Queen Elizabeth University Hospital campus which incorporates an acute adult and maternity hospital, the Royal Hospital for Children and regional laboratory services on a single campus in Glasgow.
- The **Mellis (Queensland) Review** (2006) became the policy position on co-located paediatric services that resulted in the merger of two children's hospitals into a new children's hospital developed and opened in 2014 on the campus of an adult hospital. It recommended 'the construction of a single integrated children's hospital in Brisbane adjacent to an adult teaching hospital and in close proximity to an obstetrics unit to act as the hub of a state-wide network of paediatric tertiary services'.
- An **Independent Review Group** established by Minister for Health (2011) made up of a team of four Chief Executive Officers who are physicians with extensive paediatric medical experience and drawn from the National Association of Children's Hospitals and Related

Institutions (NACHRI) and the Children's Hospitals International Executive Forum (CHIEF) stated in their report on the subject that *"co-locating with tertiary adult and maternity hospitals is essential to the development of an excellent paediatric service. This has become best practice internationally and was recognized in the McKinsey report."*

- The **Dolphin Review Group** set up in 2012 to advise on the next steps following the refusal of planning permission for the project at the Mater campus, stated that, *"having reviewed the reports already prepared and considered their analysis and opinions, and having also consulted with a wide range of professionals in the field, we are also of the view that co-location is essential and tri-location optimal. We recommend that the Minister remains on this path."* It identified St James's Hospital as the most suitable adult hospital for the new children's hospital to co-locate with from a clinical, research and site perspective.

St James's Hospital – The Facts

As outlined above planning permission was denied for the new children's hospital to be developed at the Mater Misericordiae University Hospital and the subsequent Dolphin Review Group set up in 2012 to advise Government on next steps identified St James's Hospital as the most suitable adult co-location hospital for the new children's hospital, from a clinical, research and site perspective.

Scale and complexity of clinical specialities

St James's Hospital is Ireland's largest and leading adult teaching and research-intensive hospital. It has the greatest number of clinical specialities and national services in the acute adult hospital system. It also has the widest range of sub-specialities in the adult system that can best support paediatric services, ensuring children with conditions whose prevalence does not warrant paediatric-only consultants, get the best support. Several specialties at St James's Hospital already support paediatric services in the children's hospitals. For example:

- Haematology
- Oncology
- Burns and Plastics
- Maxillo-Facial and Cleft Lip service
- Dermatology
- Immunology

Plastic surgery is a good example of why co-location of sub-specialities benefits paediatric services. Plastic surgeons are highly specialist diagnosticians that are adult based because more adults than children need their expertise. The skills and expertise they develop in their work on, for example, adult injuries benefit the smaller number of children who present with similar injuries.

Haematology is a service with a national role in bleeding disorders. Our Lady's Children's Hospital, Crumlin is the national centre for children with bleeding disorders. The same consultants work across both the paediatric and adult services and this allows them to provide lifelong care to children and young people with chronic blood disorders. Having highly specialist clinicians together in one place means patients with the most complex and rare diseases have the greatest number of specialists and sub-specialists on the one campus that can be called on to help diagnose and treat these children and even help develop cures through new research.

Currently 25% of the consultants in the three children's hospitals have adult service commitments with one of the adult hospitals in Dublin. The children's hospitals have the greatest number of joint consultant arrangements with St James's Hospital and the Mater Hospital. As mentioned above, there are many clinicians already working between St James's Hospital and the children's hospitals (in areas such as immunology, haematology, plastic surgery, dermatology, burns and maxillofacial surgery) and this will increase once the new children's hospital opens. Inevitably, having them on the same campus will lead to greater access to adult specialities where needed. Currently consultants have to travel from adult hospitals to provide treatment and care to children in the three children's hospitals. This will no longer be necessary as in the new children's hospital, children will have better access to these consultants will already be on one campus, making it easier and more efficient to treat children in the new facility.

Access to external services

The campus at St James's Hospital already has two external services that are used by paediatric services:

- The **National Radiation Oncology (cancer) Service**. Having this on the same campus means that children with cancer who need radiotherapy will not have to leave the campus for this treatment. At the moment children with cancer, and supporting paediatric staff, have to be transferred multiple times to another hospital for their course of radiotherapy treatment. Beaumont, St James's and St Luke's Hospitals make up the St Luke's Radiation Oncology Network in Dublin. The development of radiation oncology services at Beaumont and St James's Hospitals followed a Government decision in 2005 that these should be the key locations for future development of radiation for development of radiation oncology services in Dublin.
- The **Irish Blood Transfusion Service Board**, which already has strong commitments in delivering services to paediatric haematology, paediatric oncology, paediatric haematopoietic stem cell transplantation and paediatric cardiac surgery. Having both adult and paediatric bone marrow transplantation services on the same campus as the national blood transfusion service creates an enviable opportunity for all the national specialists in blood disorders to work better together in treating and curing blood diseases.

Tri-location with the Coombe Women and Infants University Hospital

Announced in June 2015 the Coombe Women and Infants University Hospital will relocate to St James's Hospital meaning the optimal tri-location of adult, paediatric and maternity services will be achieved, creating a campus of healthcare excellence. Tri-location has benefits for children, adolescents, new-borns and their mothers and women. In all cases, the benefits of tri-location are maximised where the adult hospital provides the broadest possible range of clinical specialities, sub-specialties and expertise, which are readily available to assist in the treatment of paediatric and maternity patients on a shared campus. Also, tri-location on a single campus facilitates the most significant depth and breadth of clinical and academic research and innovation which will drive the best clinical outcomes.

Transition to adult services

Co-location with St James's Hospital will drive the development of a best practice model for the transition to adult services for children and young people with chronic medical and surgical conditions. Some examples of this transition include: Haemophilia, sickle cell disease and other blood disorders, cancer, cleft lip, craniofacial, arthritis, epilepsy, gynaecological disorders, chronic skin conditions and immunodeficiency conditions.

Research 'Today's research is tomorrow's cures'

St James's Hospital is one of Ireland's leading research hospitals. It has an excellent, internationally recognised, clinical research and education culture and infrastructure. The Institute of Molecular

Medicine, the Stem Cell Biology Programme and the Wellcome Clinical Trials Unit are already on the campus. The new Children's Research and Innovation Centre and the facilities for active research within the children's hospital and on the wider campus, will foster the type of research intensive environment that will enable the attraction and retention the world's best paediatricians, paediatric-scientists and basic scientists.

Economies of scale

Co-locating with St James's Hospital will mean that the new children's hospital will have access to highly specialised equipment that a standalone children's hospital would not otherwise have access to.

This includes;

- Radiation Oncology facilities with linear accelerators to deliver radiation to children with cancer
- Centre for Advanced Medical Imaging (already used by infants and babies participating in research programmes at the children's hospitals who will now be able to access this service more easily)
- PET MRI Scanner St James's Hospital is the only adult hospital in Dublin to have a public PET scanner.
- Mass Spectrometer (advanced and expensive equipment to analyse molecules as part of research projects)

The role of the new Paediatric OPD and Urgent Care satellite centres at Tallaght and Connolly Hospitals

Consolidation of services requiring highly specialist inputs by clinicians and advanced technology is a well-accepted trend resulting in delivering better quality of care and clinical outcomes for patients requiring specialist treatment and care. This trend is supported by the localisation and dissemination of services that can and should be available on a local basis for patients. For very sick children they need to be in a specialist centre with all the necessary specialist and sub specialist care. However, there are lots of children who need urgent or outpatient care such as orthopaedics and management of minor illness and injuries which they can receive in one of the two Paediatric OPD and Urgent Care satellite centres at Tallaght and Connolly Hospitals.

Therefore, the future trends in acute services are increased complexity and acuity of in-patients through consolidated services and increased facilities for out-patient and urgent care services available in several local settings.

The vast majority of children attending children's hospitals are treated on a same-day basis and do not require admission to hospital. The new children's hospital will provide inpatient secondary care for all children within the greater Dublin area as well as providing urgent and outpatient care for those parts of the greater Dublin area not served by the satellite centres. The new Paediatric OPD and Urgent Care satellite centres at Tallaght and Connolly Hospitals, and the regional network of paediatric units, will play an important role in delivering the new national model of care for paediatric healthcare which will provide secondary care (which is the majority of treatment and care) locally to children and young people in their respective local facilities. The new children's hospital on the campus at the St James's Hospital will provide highly specialised tertiary care for children and young people throughout the island of Ireland.

In Conclusion

In a joint statement on June 22, 2016 Our Lady's Children's Hospital, Crumlin; Temple Street Children's University Hospital; the National Children's Hospital at Tallaght Hospital, the Children's Hospital Group; St. James's Hospital and the National Paediatric Hospital Development Board stated:

"We are unequivocal in our certainty that the campus at St. James's Hospital is the right location for Ireland's much needed and much wanted new children's hospital.

Sharing a campus with St. James's Hospital will deliver better clinical outcomes and improved survival rates for the sickest children and young people."

**Children's Hospital Group
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