



Blackrock Health Statement of Purpose

1.0 POLICY STATEMENT

At Blackrock Health, our purpose is to provide compassionate, high-quality, and patient-centred healthcare to individuals. We are committed to delivering comprehensive medical services that promote wellness, restore health, and improve quality of life.

We strive to be a trusted partner in our patients' health journeys by embracing innovation, upholding the highest standards of clinical excellence, and ensuring access to equitable and respectful care for all. Our multidisciplinary team of professionals works collaboratively to foster a healing environment that values dignity, empathy and transparency.

Driven by a deep sense of responsibility to our patients, and by integrating cutting-edge technology with personalised treatment, we endeavour to meet the evolving needs of those we serve.

2.0 PURPOSE

The purpose of Blackrock Health is to provide accessible, high-quality, and compassionate healthcare services that promote healing, improve quality of life, and enhance the well-being of the people we serve. Our Hospital Group is committed to continuous improvement, ethical practice and fostering a healing environment that supports both physical and emotional recovery.

3.0 SCOPE

Blackrock Health provides a comprehensive suite of healthcare services including specialised medical treatment, surgical interventions, diagnostic services, preventative care and health education. Our facilities serve individuals and families with age groups defined in policy locally by each hospital. We focus on delivering patient-centred, culturally sensitive, and evidence-based care.

We operate within a multidisciplinary framework that includes physicians, nurses, allied health professionals, and support staff, working collaboratively to ensure continuity of care. Our scope of services extends

to diagnostic, outpatient, same-day and inpatient care, with integrated support which includes chronic disease management, acute cardiac care, oncology services, radiotherapy, specialist robotic surgical techniques and emergency medical services. Our comprehensive care plans are supported by state-of-the-art technology and a team of highly skilled healthcare professionals. Our integrated approach ensures that each individual receives person-centred treatment guided by our core values of:

- Patients First
- Innovation
- Excellence
- Dignity
- Sustainability
- Integrity
- Collaboration.

Geographically, Blackrock Health has sites on the east and west of the country, treating patients from all counties on the island of Ireland.

4.0 ROLES AND RESPONSIBILITIES

The Board of Directors of Blackrock Health appointed by the Shareholder serves as the governing entity, responsible for overseeing the facilities, mission, strategic direction, and financial and ethical integrity. Board members are expected to act in the best interest of the organisation, patients, and community.

Day-to-day Managerial Responsibility and Accountability is guided by a Group Chief Executive Officer, and a Chief Executive Officer in each respective hospital. They each work collaboratively with an Executive Leadership/Senior Management team on each site. Their responsibility and accountability are guided by the following concepts:

- Governance and Oversight
- Financial Stewardship
- Compliance and Legal Responsibilities
- Executive Leadership/Senior Management Oversight
- Quality and Patient Care

- Ethical and Conflict-Free Leadership.

Sub Committees of the Board include a Group Clinical Governance Committee and a Group Finance Committee

Board Members

Chairman	Mr Bryan Harty
Board Member	Mr Laurence P Goodman
Board Member	Mr Fergal O'Dwyer
Board Member	Ms Margaret Muldowney
Executive Director/Board Member	Ms Margaret O'Donnell
Executive Director/Board Member	Mr Peter Reynolds
Company Secretary	Fairway Group
Group Chief Executive Officer	Ms Caroline Whelan
Chief Executive Officer (Galway/Limerick)	Ms Cecilia McGrath
Chief Executive Officer (Hermitage Clinic)	Mr Chris Carr
Chief Executive Officer (Blackrock Clinic)	Mr Gordon Dunne

5.0 COMPANY DETAILS

Blackrock Healthcare Group Unlimited

Head Office

Fonthill House Old Lucan Road Dublin 20. D20 RH22.

Website www.blackrockhealth.com

6.0 LEGAL STATUS

Blackrock Healthcare Group Unlimited Company

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7.0 TYPES OF SERVICES PROVIDED

7.1 LOCATIONS

Hospital Name	Address	Chief Executive Officer
Blackrock Clinic	Rock Road, Blackrock, Co. Dublin, A94E4X7	Gordon Dunne

Hermitage Clinic	Old Lucan Road, Dublin, D20 W722	Mr. Chris Carr
Galway Clinic	Doughiska Galway, Galway H91HHT0	Ms Cecilia McGrath
Limerick Clinic	City Gate House Raheen Business Park Limerick V94 H9YE	Ms Cecilia McGrath

7.2 DESCRIPTION OF SERVICES

Service Provision	Blackrock Clinic	Hermitage Clinic	Galway Clinic
Medical Specialties:			
Cardiology	✓	✓	✓
Respiratory	✓	✓	✓
Endocrinology	✓	✓	✓
Gastroenterology	✓	✓	✓
Rheumatology	✓	✓	✓
Neurology	✓	✓	✓
Endoscopy	✓	✓	✓
Dermatology	✓	✓	
Surgical Services:			
Orthopaedics	✓	✓	✓
General Surgery	✓	✓	✓
Urology	✓	✓	✓
ENT	✓	✓	✓
Vascular Surgery	✓	✓	✓
Colorectal	✓	✓	✓
Plastic Surgery	✓	✓	✓
Robotic Surgery	✓	✓	✓
Neurosurgery	✓	✓	
Oncology & Haematology Services:			
Chemotherapy	✓	✓	✓
Immunotherapy	✓	✓	✓
Supportive care	✓	✓	✓
Palliative care	✓	✓	✓
Diagnostic & Interventional Radiology	✓	✓	✓
Endoscopy & Colonoscopy Services	✓	✓	✓
Pain Management	✓	✓	✓
Allied Health Services:			
Physiotherapy	✓	✓	✓

Occupational Therapy	✓	✓	✓
Dietetics	✓	✓	✓
Social Work	✓	✓	
Vascular Services	✓	✓	✓
Radiotherapy		✓	✓
Medical Physics	✓	✓	✓
Respiratory Lab	✓	✓	✓
Pharmacy	✓	✓	✓
Laboratory	✓	✓	✓

7.3 VISION, MISSION, VALUES

Our Vision

To be the best place to receive care, to practice medicine and to work

Our Mission

Caring for our patients and enhancing their health through integrated clinical practice, efficient processes and exceptional personal care

Our Values

Patients First
 Excellence
 Sustainability
 Dignity
 Innovation
 Collaboration
 Integrity

8.0 STANDARDS OF PATIENT CARE

At Blackrock Health we pride ourselves on achieving and maintaining the highest level of compliance with National and International Standards. All three hospitals are accredited by Joint Commission International

Our established guidelines are followed to ensure the safety, effectiveness and ethical delivery of healthcare services to all patients. These standards are based on evidence-based practices, professional

codes of ethics, legal requirements, and patient-centred values. The key components of Patient Care Standards are as follows:

- Safety
- Effectiveness
- Patient-centred Care
- Timeliness
- Efficiency
- Equity
- Professionalism
- Ethical Conduct.

9.0 STAFFING PLANS

A strategic staffing plan, developed by Blackrock Health, ensures unwavering care and clinical support 24/7 and that resources align with patient acuity and census. Compliance with regulations and accreditation standards will be maintained at all times ensuring employee support, well-being and retention which is a priority for Blackrock Health.

10.0 PATIENT CARE PERFORMANCE IMPROVEMENT ACTIVITIES

The fundamental objective of quality improvement and patient safety in Blackrock Health is to continuously improve patient safety and the quality of all clinical care and services. Leadership is responsible for creating and maintaining a supportive and nurturing culture that empowers participants to proactively reduce risk, enhance patient safety, and initiate performance improvement activities.

Quality Measures and Performance Indicators quantify healthcare processes, outcomes and patient perceptions. These indicators provide a focus for strategic and operational improvement, creating an analytical basis for decision making and help focus attention. Good organisational structure and systems are associated with the ability to provide high-quality health care and relate to one or more quality goals for health care. These goals include effective, safe, efficient, patient-centred, equitable, and timely care, and provide a guide for coordinated, integrated measurement activities throughout the Hospital Group.

11.0 COORDINATION AND INTEGRATION OF PATIENT CARE AND SUPPORTS

Blackrock Health's vision of being the best place to receive care, practice medicine, and work is underpinned by Blackrock Health's overall objectives. The coordination and integration of patient care and support aims to contribute to Blackrock Health's overall objectives through:

- **Exceptional Patient Care:** Ensuring that every patient receives top-tier, personalised care while meeting accreditation and regulatory standards.
- **Efficiency and Innovation:** Adopting advanced techniques and streamlining patient flow, enhancing service capacity while maintaining quality.
- **Sustainability:** Optimising resource use and contributing to Blackrock Health's leadership in healthcare sustainability. Resource needs are aligned with Blackrock Health's infrastructure investments, ensuring the service can meet current and future demand.
- **Human Resources:** Continued investment in staff training and recruitment essential to expand procedural capacity and maintain regulatory and accreditation compliance.
- **Equipment and Technology:** Ongoing upgrades in service technology which enhances clinical capabilities.
- **Facilities:** Expansion of bed capacity critical for supporting the growing demand for healthcare services.

12.0 SUPPORT SERVICES

The Board of Directors and Executive Leadership/Senior Management Teams are responsible for evaluating procedural volumes, safety standards and patient outcomes. In critiquing strategy and development through continuous benchmarking of service performance, Blackrock Health can be assured of achieving optimum service supports and outcomes.

13.0 FREQUENCY OF REVIEW

The Statement of Purpose document will be reviewed by the Board of Directors and Executive Leadership/Senior Management teams annually to ensure its accuracy and reflects developments in services provided.

14.0 REFERENCES

The Joint Commission. (2024). Joint Commission International Accreditation Standards for Hospitals: Including Standards for Academic Medical Centre Hospitals. 8th Ed. Oak Brook, Illinois: Joint Commission Resources

Health Information Quality Authority (2024) National Standards for Safer Better Healthcare, Version 2 September 2024.

Institute for Healthcare Improvement available at the following link

<https://www.ihl.org/resources/how-improve-model-improvement>