



'Doing What Matters'

Strategic Plan 2018 – 2021

Mater Misericordiae University Hospital



Working in partnership with



University College Dublin
Ireland's Global University



Seirbhís Sláinte
Níos Fearr
á Forbairt

Building a
Better Health
Service



Ireland East
HOSPITAL GROUP

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Foreword from the CEO

Deeply embedded in the Mater Misericordiae University Hospital is a culture of care that underpins what we do and how we do it.

This culture manifests in a ubiquitous patient-centred behaviour by our staff. Our patients are at the heart of everything we do and this strategy sets out our plan of how we can deliver the best care in terms of their treatment, their comfort and their outcome.

Alongside this culture of care is a reputation for excellence – in our clinical therapy, in our systems, in our people; and we are committed to excellence through our core functions of patient care, healthcare education, staff personal development, research and innovation.

In order to maintain and advance these attributes, we manage every aspect of our hospital with ambition, drive, dedication and professionalism.

Of course, in an operation of our scale, we must prioritise our work. And this strategy sets out key priority areas that we must deliver over the coming years. We are conscious of the fact that not only must we keep on top of the daily challenges, but we must also drive on to demonstrate that, as a quality Level-4 acute hospital, we deliver healthcare comparable with the best in the world.

In recognising that ambition to deliver what our patients want, the action plan in this strategy embraces these priorities and the model of care we are pursuing reflects the evolving structure of the Irish healthcare system.

Our strategy represents the concerted efforts of hospital staff and external stakeholders and I would like to take this opportunity to thank each of them for their valuable input during the consultation period and drafting process of this document.

Throughout this hospital are teams of talented staff and, with your collaboration, the goals we aspire to accomplish will, in time, translate into milestones of which you can be proud. Together, we are investing in building a better future for our community – for our Mater.



Gordon Dunne
Chief Executive

Context and Background

Adapting to a transforming healthcare environment requires education, flexibility, resilience and innovation. Our ambitious strategic plan is built around the needs of our patients and staff and focuses on six strategic aims. The extensive work underpinning this plan involved extensive

consultation with a significant number of stakeholders both within and external to the hospital.

In shaping our strategy, we set ourselves a number of guiding principles.



There are a myriad of diverse influences that are continually shaping the focus of healthcare today.

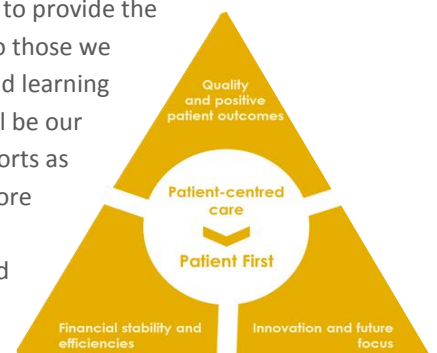
Our strategic plan considers the context in which we operate and aims to address some key challenges facing the Mater Hospital, such as

- ▶ **Demand of unscheduled care** impacting scheduled care, specialty services and patient outcomes
- ▶ **Funding** - driving efficiency and uncertainty of funding
- ▶ **Competition** - for funding and specialty services
- ▶ **Service Delivery challenges** - meeting national targets and patient expectations
- ▶ **Attraction and retention of staff**
- ▶ **Uncertainty** - in regard to the impact of changes / strategy of the DOH / HSE / IEHG
- ▶ **Focus on national specialties** vs level 2 and level 3 activity
- ▶ **Demonstrating the clinical complexity of the patients** we treat

Our Strategy also recognises the balance we need to strike across some key objectives

- ▶ Quality and positive patient outcomes
- ▶ Financial stability and efficiencies
- ▶ Innovation and future focus

Patients are at the heart of everything we do. We want to achieve truly person-centred care and this strategy supports that. By using patient experience as a driver for improvement we aim to provide the highest quality care to those we serve. Listening to, and learning from, our patients will be our guide to focus our efforts as medicine becomes more complex, more technology-driven and more challenging.



Our Mission

Our mission at the Mater Misericordiae University Hospital is to care for the sick with compassion and professionalism at all times, to respect the dignity of human life, and to promote excellence, quality and accountability through all our activities

Our Values

- ▶ Excellent reputation
- ▶ Competent and motivated staff
- ▶ Education, training and research
- ▶ Clinical excellence
- ▶ Positive patient experience
- ▶ Financial accountability
- ▶ Partnership
- ▶ Strategic planning and development

Our Vision

To be a leader in **innovation of specialist services** and **healthcare transformation** with a strong academic and research agenda, demonstrating **consistent efficiencies** and **quality care improvements** and delivering **excellence in care** as perceived by our patients



Our Strategic Goals

We have six key goals to achieve our Vision



Goal 1

Deliver system-wide process improvements in unscheduled and scheduled care

To implement 'whole systems' process improvement in unscheduled and scheduled care, enabled by our Transformation Office/Mater Lean Academy and IT Investment

Goal 2

Strengthen and promote our specialty services and areas of expertise (our DNA)

To focus on the development of our specialty services (with critical care as the hub) and to promote our expertise and outcomes in these areas to all our stakeholders

Goal 3

Enhance our education, research and innovation capability and profile

To strengthen our education, research and innovation profile, secure more academic positions, and participate in more directed research through the new Directorate of Education, Research and Innovation

Goal 4

Ensure effective data capture and reporting (clinical audit / HIPE / ABF)

To establish the necessary technology, processes and structures to ensure we are efficient in our data gathering and reporting, stronger at clinical audit and are maximising activity based funding

Goal 5

Demonstrate leadership and innovation in patient care delivery models, integrated care and staff wellbeing

To challenge the status quo and develop new service delivery models and new services that improve the patient experience, patient outcomes and staff wellbeing

Goal 6

Implement an EHR system

To invest in and implement an Electronic Health Record (EHR) system to facilitate clinical practice and to support the wider business environment

Goal 1

Deliver system-wide process improvements in unscheduled and scheduled care

To implement 'whole systems' process improvement in unscheduled and scheduled care, enabled by our Transformation Office / Mater Lean Academy and IT Investment

Deliver system-wide process improvements



In our last strategy we set out to establish a lean academy and build lean capability across the organisation.

We have trained approx. 1000 of our staff over the last number of years in Lean and now have a significant number of green and white belts across the organisation.

Through this capability we have already delivered a number of process improvement projects; specifically our General Internal Medicine takeover of care process, our process for discharge to rehabilitation sites and a number of projects relating to the acute floor and specialty wards.

Work is also on-going in a number of additional projects in the area of scheduling and in transforming cardio-thoracic service delivery.

However, there is more to do to ensure that we meet our national targets, deliver quality outcomes and deliver excellent patient-centred care. We also recognise that we cannot transform and improve unscheduled care in isolation from scheduled care as both are inter-related.

Our intent is to use the capability of the staff trained in lean process change and build on our successes to date to deliver system-wide process improvements across the Mater.

We aim to achieve this goal by

- ▶ Establishing a formalised process improvement programme around both unscheduled and scheduled care
- ▶ Reviewing our outpatient department processes
- ▶ Ensuring there is a clinical-led programme oversight group in place to guide and support the successful implementation of all our process improvement projects
- ▶ Ensuring clinical leadership and engagement in the delivery of these projects
- ▶ Working with IT to ensure that we leverage future technologies and an electronic health record platform to deliver improvements
- ▶ Investing in additional Black Belt capability for the organisation
- ▶ Developing a Black Belt (Masters level) Programme in Lean Transformation for the organisation
- ▶ Providing Lean training to all our clinical interns
- ▶ Continuing to build a continuous improvement culture across the Mater
- ▶ Investing in research and sharing our learnings internally and externally in implementation science
- ▶ Engaging with our community partners in developing alternative pathways for patients

Key developments you will see by 2021

- ▶ Improvements in our KPIs
- ▶ New technologies to support our processes
- ▶ New patient pathways
- ▶ Innovative models of care
- ▶ Service improvement embedded as part of 'the way we work' at all levels in the organisation

Goal 2

Strengthen and promote our specialty services and areas of expertise (our DNA)

To focus on the development of our specialty services (with critical care as the hub) and to promote our expertise and outcomes in these areas to all our stakeholders



The Mater delivers exemplary speciality care for its patients. It provides these services both locally and nationally.

It is important that we prioritise investment, service development and resource decisions in these specialty

areas, which include cardio-thoracic / transplantation, cancer, trauma, critical care, ECMO and spinal.

This strategy will ensure that we continue to invest in our core services and critical care as a hub for these services.

We aim to achieve this goal by

- ▶ Having clear service development plans for each of our core/specialty services
- ▶ Ensuring our critical care capacity requirements are met for both current and future demand
- ▶ Securing academic posts to strengthen our core/specialty services
- ▶ Investing in robotics and leveraging the expertise in robotics in the Mater
- ▶ Establishing and developing a pharmacy and medication optimisation directorate and further rolling out medicines reconciliation service
- ▶ Promoting our services and our successes more extensively to all stakeholders
- ▶ Agreeing key referral points for level 2 and 3 activity for our speciality areas
- ▶ Growing our capability for precision medicine
- ▶ Aligning our research strategy to our core areas of expertise



Key developments you will see by 2021

- ▶ An uplift in critical care capacity
- ▶ Additional theatre utilisation
- ▶ Improved promotion and awareness of our specialty services
- ▶ New academic posts
- ▶ A national precision medicine service
- ▶ A new model of care for trauma
- ▶ A Robotics surgical programme in the Mater
- ▶ New technologies to support our services
- ▶ A pharmacy and medicine optimisation directorate

Goal 3

Enhance our education, research and innovation capability and profile

To strengthen our education, research and innovation profile, secure more academic positions, and participate in more directed research through the new Directorate of Education, Research and Innovation



The Mater aspires to the highest standard of excellence and professionalism.

A strong profile in education, research and innovation is crucial in the development of a 21st century academic teaching hospital.

To this end, we have established a new directorate for education, research and innovation which will enable us to strengthen our academic, research and innovation profile, secure more academic positions, and participate in more directed research.

We aim to achieve this goal by

- ▶ Investing in dedicated resources to support our education, research and innovation agenda
- ▶ Developing an Academic Hub within the Mater
- ▶ Strengthening our relationship with our main academic partner UCD and establishing new relationships with academic partners both nationally and internationally
- ▶ Establishing an Innovation Office within the Mater
- ▶ Establishing more relationships with industry and other healthcare providers
- ▶ Defining a clear research strategy for the Mater that is aligned to our core areas of expertise
- ▶ Putting in place the appropriate processes, governance and technology to support research, innovation and education
- ▶ Pro-actively sharing, communicating and promoting our research and our innovative practices internally and externally
- ▶ Translating research and innovation into clinical practice through contemporary training and education programmes



Key developments you will see by 2021

- ▶ An Academic Hub
- ▶ An Innovation Office within the Mater
- ▶ New academic partnerships
- ▶ New and revised educational programmes
- ▶ A clear research strategy for the Mater
- ▶ Increased research output and profile
- ▶ The Mater being 'the destination' of choice for undergraduates

Goal 4

Ensure effective data capture and reporting (clinical audit / HIPE / ABF)

To establish the necessary technology, processes and structures to ensure we are efficient in our data gathering and reporting, stronger at clinical audit and are maximising activity based funding



Key to efficiency, continuous learning and quality improvements is the capture of accurate and timely clinical data. Measuring quality of care is one of the essential components to improving the quality of modern healthcare.

At the Mater, we care for patients who require complex multi-disciplinary care. It is important that

the clinical complexity level of our care is reflected across all our systems.

The outcomes from the services and care we provide also need to be shared and reflected upon, in order to further improve the care we provide, and to share more widely best practice and the positive outcomes we achieve.

We aim to achieve this goal by

- ▶ Establishing a formalised clinical audit function and clinical audit framework within the Mater based on international best practice
- ▶ Further improving our clinical audit processes and putting in place technologies and systems to support our clinical audit processes
- ▶ Improving collaboration between clinicians and clinical coders
- ▶ Developing an overall clinical documentation improvement training programme and rolling this out across the Mater
- ▶ Ensuring we are effective in patient level costing so that MMUH receives the correct funding for the quantity and quality of services provided by the MMUH under ABF
- ▶ Investing in human resources to support both our clinical audit processes and our HIPE coding



Key developments you will see by 2021

- ▶ A formalised central clinical audit function within the Mater
- ▶ New technologies to support clinical documentation and clinical audit
- ▶ Improved clinical documentation across all specialties and better alignment of activity and funding

Goal 5

Demonstrate leadership and innovation in patient care delivery models, integrated care and staff wellbeing

To challenge the status quo and develop service delivery models and introduce new services that improve the patient experience, patient outcomes and staff wellbeing

Leadership and innovation in patient care delivery models, integrated care and staff wellbeing

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It is important that the Mater continues to challenge the status quo in order to contribute to transformation in Healthcare in Ireland and internationally and looks to develop service delivery models and new services that improve the patient experience and patient outcomes.

The Mater has always been progressive in advancing excellence in healthcare. Through our Transformation Office, our planned Innovation Office and additional

investment and focus on research, we will harness the exploration, development and implementation of new patient care delivery models and pathways and new integrated care models of care.

We recognise that supporting and developing our staff is an important factor to ensure we continue providing excellent care to our patients. As part of our strategy, we are committed to introducing new innovative people initiatives.

We aim to achieve this goal by

- ▶ Establishing an Innovation Office within the Mater
- ▶ Establishing a formalised programme of work to support the development of innovation in services and the introduction of new patient care delivery models and integrated care models
- ▶ Piloting innovative services and initiatives across the Mater
- ▶ Developing and implementing a people programme that supports and develops our staff
- ▶ Continuing to build a strong culture of innovation across the Mater and establishing mechanisms to enhance and support innovation internally within the Mater
- ▶ Continuing to develop and then implementing our 'careful nursing' programme
- ▶ Working with the IEHG and the national clinical programmes to implement new pathways of care
- ▶ Introducing new technologies to support improved patient care models



Key developments you will see by 2021

- ▶ An Innovation Office in the Mater
- ▶ New innovative models of care adopted in the Mater
- ▶ More integrated models of patient care with our community partners
- ▶ Improved staff engagement

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Goal 6

Implement an EHR system

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To invest in and implement an Electronic Health Record (EHR) system to facilitate clinical practice and to support the wider business environment



Implement an EHR system

6



Embracing technologies is key to driving efficiencies in our healthcare system and improving patient outcomes.

The Mater has always pro-actively embraced new technologies and developed IT systems to support patient care. However, with the speed of technology developments in healthcare today it is important that we continue to adapt our technologies to ensure that they are 'future-proofed' and that they enable us to

be even more efficient in our clinical practice and in the quality care we provide. To commence the implementation of an Electronic Health Record (EHR) system is therefore a key goal for the Mater in the next three years.

An EHR will enable improved data capture, improved collaboration within the hospital and across the healthcare system and will provide timely and accurate data to inform our research.

We aim to achieve this goal by

- ▶ Appointing a Clinical Information Officer for the Mater
- ▶ Working with the IEHG to identify and fund the right EHR platform based on international best practice
- ▶ Ensuring that prioritisation of IT investment, design and implementation is aligned to clinical need and to delivering process improvement
- ▶ Ensuring the right governance and resource support is in place to oversee the implementation of an EHR system



Key developments you will see by 2021

- ▶ An EHR Platform for the Mater
- ▶ Individual Healthcare Identifier
- ▶ Medlis
- ▶ ePrescribing
- ▶ A clear plan for further IT development & rollout

Our Strategic Initiatives

We have identified 15 key strategic initiatives that we need to deliver on over the course of this strategy in order to achieve our goals and vision. Each of these will be managed as a strategic work programme until

implemented and operational. Each will be led out by an assigned strategic lead from both the clinical directorate and the executive team.

1

Development of a people programme

2

System-wide unscheduled and scheduled care process improvement programme (to include outpatients)

3

A HIPE / ABF clinical evolution programme

4

Establishment of a clinical audit function, formalised processes and governance based on best practice

5

Delivery of critical care capacity requirements

6

Core service development and investment in key academic positions

7

Investment in robotics and development of a robotics training centre

8

Implementation of an EHR System

9

Internal and external promotion and stakeholder engagement

10

Establishment of a healthcare innovation office

11

Development of the Directorate of Education, Research and Innovation and the MMUH academic hub

12

Development and implementation of a focused research strategy for MMUH

13

Development of a precision medicine service

14

A formalised programme for innovation in services and new models of care

15

Establishment and development of a pharmacy and medication optimisation directorate

Our Strategic Outcomes

We are committed to achieving a number of key outcomes by 2021.

- ▶ Improved staff satisfaction and engagement
- ▶ Improvement in national KPI's / targets
- ▶ Better alignment of activity and funding
- ▶ A centralised clinical audit function and best practice clinical audit processes
- ▶ An uplift in critical care capacity and additional theatre utilisation
- ▶ Additional academic posts
- ▶ Commencement of a Robotics surgical programme
- ▶ An EHR platform, Individual Healthcare Identifier, Medlis and ePrescribing
- ▶ Clear positioning of MMUH and its contribution to healthcare in Ireland
- ▶ An innovation office within the Mater
- ▶ An MMUH academic hub
- ▶ Increased research output and profile
- ▶ A national precision medicine service
- ▶ New patient care delivery models, integrated care models and improved patient outcomes
- ▶ A new model of care for trauma
- ▶ A Pharmacy and Medicines Optimisation Directorate and further rollout of the medicines reconciliation service

Each of our strategic initiatives will also define specific KPIs and measures of success which will be tracked as part of the overall strategic programme.

The Strategy Governance

The executive team and the clinical directorates will collectively be responsible for the delivery of this strategy. We have established an overall strategic programme and governance structure comprising representation from across the organisation and externally.

We recognise that we have set ourselves a challenge, but we believe we can deliver on this strategy if we work together and ensure we focus on what we have set out to do.

STRATEGY GROUPS

Strategy Steering Group

A newly established forum to provide oversight to the delivery of the strategy comprising both internal and external representatives

Strategic Leads

A clinical / executive lead will be assigned to each of the strategic initiatives

Strategy Working Teams

For each of the strategic initiatives, either working teams or project teams will be formed comprising representatives from across the organisation (external representation will be included as required)

Senior Sounding Board Group

Continuation of the group convened to develop the strategy; will convene quarterly / as required to contribute to the implementation of the strategy and strategic initiatives as appropriate

EXISTING INTERNAL FORUMS

MMUH Executive

Members of the executive team will be assigned as strategic leads for various strategic initiatives and will be involved in working groups / project teams as appropriate. Quarterly strategy sessions will be held with the executive to discuss progress

Clinical Directorate

Members of the clinical directorate will be assigned as strategic leads for various strategic initiatives and will be involved in working groups / project teams as appropriate. Quarterly strategy sessions will be held with the Clinical Directorate to discuss progress

Medical Executive

Bi-annual updates to the Medical Executive

STAKEHOLDERS

MMUH Organisation

Involvement in working groups / project teams as appropriate and regular communication of progress via the CEO Update and townhall meetings

External Stakeholders

Involvement in working groups / project teams as appropriate and regular communication of progress via CEO and scheduled meetings

MMUH Board

Representation of board member on strategy steering group and bi-annual updates to the board on progress



Our Overall Strategy Framework



Our Mission

To care for the sick with compassion and professionalism at all times, to respect the dignity of human life and to promote excellence, quality and accountability through all our activities

Our Values

Excellent reputation
Competent and motivated staff
Education, training and research
Clinical excellence
Positive patient experience
Financial accountability
Partnership
Strategic planning and development

Our Vision

To be a leader in **innovation of specialist services** and **healthcare transformation** with a strong academic and research agenda, demonstrating **consistent efficiencies** and **quality care improvements** and delivering **excellence in care** as perceived by our patients

Strategic Goals

IMPROVE	STRENGTHEN	ENHANCE	ENSURE	LEAD	IMPLEMENT
Deliver system-wide process improvements in unscheduled and scheduled care	Strengthen and promote our specialty services and areas of expertise (our DNA)	Enhance our education, research and innovation capability and profile	Ensure effective data capture and reporting (clinical audit / HIPE / ABF)	Demonstrate leadership and innovation in patient care delivery models, integrated care and staff wellbeing	Implement an EHR system

Key Strategic Initiatives

1. Development of a people programme
2. System-wide unscheduled and scheduled care process improvement programme (to include outpatients)
3. A HIPE / ABF clinical evolution programme
4. Establishment of a clinical audit function, formalised processes and governance based on best practice
5. Delivery of critical care capacity requirements
6. Core service development and investment in key academic positions
7. Investment in robotics and development of a robotics training centre
8. Implementation of an EHR System
9. Internal and external promotion and stakeholder engagement
10. Establishment of a healthcare innovation office
11. Development of the Directorate of Education, Research and Innovation and the MMUH academic hub
12. Development and implementation of a focused research strategy for MMUH
13. Development of a precision medicine service
14. A formalised programme for innovation in services and new models of care
15. Establishment and development of a pharmacy and medication optimisation directorate

Target Outcomes

- ▶ Improved staff satisfaction and engagement
- ▶ Improvement in national KPI's / targets
- ▶ Better alignment of activity and funding
- ▶ A centralised clinical audit function and best practice clinical audit processes
- ▶ An uplift in critical care capacity and additional theatre utilisation
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- ▶ Clear positioning of MMUH and its contribution to healthcare in Ireland
- ▶ An innovation office within the Mater
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- ▶ New patient care delivery models and integrated care models
- ▶ A new model of care for trauma
- ▶ A Pharmacy and Medicines Optimisation Directorate and further rollout of the medicines reconciliation service

Governance and Engagement

A strategy steering group, a strategic programme plan, regular programme communications and sharing of progress and learnings, ongoing engagement with external stakeholders, review and renew of strategy

