



**Mater University
Hospital**

Strategic Plan 2022–2025

Leading innovation to transform patient care



**Building on
our rich heritage**



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Overview

Established 160 years ago, the Mater Misericordiae University Hospital is a leading level 4 Acute hospital and teaching hospital in Ireland with 4,277 staff.



The hospital is the national centre for over 15 specialties and super specialties



It is one of the eight designated Cancer centres



It is a major centre for Intensive Care Medicine



It has a distinctive track record in whole system transformation and innovation



It has been chosen to be one of the two Major Trauma Centres in Ireland as part of the National Trauma Network

National Centres for specialties and super specialties

- > Heart surgery
- > Heart and lung transplant
- > Adult congenital heart disease (ACHD) service
- > Pulmonary hypertension
- > Adult Extracorporeal Membrane Oxygenation (ECMO)
- > Hyperthermic intraperitoneal chemotherapy (HIPEC)
- > Spinal injuries
- > Adult scoliosis
- > Isolation unit
- > Inherited metabolic disorders
- > Rare diseases
- > Forensic and postmortem imaging
- > Bone anchored hearing aid
- > Deep Brain Stimulation
- > Ventricular Assist Device (VAD)
- > Brachial Plexus Service

Despite the impact of COVID-19 in 2020 and 2021 the hospital has maintained a significant level of activity, whilst continuing to build capacity and streamline processes.

While healthcare in Ireland faces constant challenges, the Mater Hospital always responds in a proactive way **bringing solutions forward and leading the way in transformation.**

Through the drive, commitment, expertise and flexibility of our staff, we are constantly evolving and innovating, addressing challenges and adopting new practices; always ensuring we provide exceptional care to our patients. Most recently, our response to the COVID-19 pandemic demonstrates this exactly.

Our culture and track record of transformation, innovation and change is a key strength and puts the Mater Hospital in a strong position to develop further and to grow so that we can address the key issues we face in healthcare today, continue to deliver excellence in patient care and advance the care we provide.

Mr. David Begg
Chair of the Board



This document sets out our vision for the future and our strategy. It is very ambitious, but I have no doubt that we can collectively, with the support of our partners in academia, industry and government, deliver successfully on it.

Our overall ambition is to grow and build on excellence; expanding the supra specialty care we provide and creating an environment that is rich in translational research (linking scientific discovery to best clinical practice and patient outcomes), innovation and strong academic partnerships.

We have identified six key strategic priorities that underpin our strategy and 15 strategic initiatives which we are committed to deliver, each with quantifiable outcomes against which we will measure ourselves.

This strategy aims to address some key challenges we face across our health system today and some fundamental requirements in healthcare provision. However it also seeks to be future focused and position the hospital as unique because of its size and scale, the degree of specialty care it can offer and for the scope and quality of research and academic activity it conducts.

I look forward to working with our staff, partners and our funding bodies to deliver on this strategy and realise our Vision.

Mr. Alan Sharp
Chief Executive



Our 2022–2025 strategy sets out the priorities for the Mater Hospital over the next four years and will shape its future.

Delivering on our 2018-2021 Strategy

Over the last four years we have delivered successfully against our last strategy 'Doing what Matters'

Some of our key achievements include:

2018

- > Establishment of the Pillar Centre for Transformative Healthcare
- > Establishment of the Pharmacy and Medicines Optimisation Directorate (PAMO)
- > Establishment of a Clinical Audit Function in the Mater Hospital

2019

- > Procurement of DaVinci Robot and commencement of Robotic Surgery Programme in the Mater Hospital
- > Delivery of the 1st Lung/Liver Transplant in Ireland
- > Introduction of the all Ireland Deep Brain Simulation Unit

2020

- > Acute Medical Short Stay Unit (28 beds)
- > A Hyper Acute Stroke Unit (HASU)
- > An uplift in Critical Care
- > Delivery of significant intervention and innovative initiatives in response to COVID-19

2021

- > Winning of the Major Trauma Centre Bid
- > National centre for Peritoneal Malignancies and Heated Intraperitoneal Chemotherapy (HIPEC)

Throughout the four years of our strategy, despite the challenges we faced with COVID-19 and the cyber-attack on the HSE, we delivered ongoing service transformation, new models of care with our community, we expanded a number of our services and improved our organisational processes and data.

Our New Strategy 2022–2025

Our Vision

To build on excellence and enhance our role as an international leader in the provision of complex care and specialist services with a strong academic and translational research agenda, empowering our people to deliver excellence in care to our patients while shaping the medicine of tomorrow.



➤ A hospital that is differentiated from others due to the degree of its **supra specialties, the complexity of care and breadth of services** it provides and for its size and reach

➤ A hospital rich in translational research **linking scientific discovery to best clinical practice and patient outcomes**

➤ A hospital that is **recognised internationally** for what it does and for its future focus and innovation

➤ A hospital that provides its staff unique opportunities to work in an environment immersed in **teaching, training, translational research and innovation**

➤ A hospital that is grounded in education and strong academic partnerships with UCD and others providing a **distinguished student experience to its undergraduate and post graduate students**

➤ A hospital that enables the science of today inform the **medicine of tomorrow**

Our New Strategy 2022–2025 continued

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

- Always **inclusive, compassionate, respectful, dignified** and **patient focused**
- Demonstrating **leadership, accountability, flexibility** and **professionalism**
- Being **innovative, collaborative** and **future focused**
- Striving to **continually improve** and **be the best** in everything we do
- Mindful and **supportive** of our colleagues



Strategic Priorities

Our strategic priorities are centred around **quality and the patient experience** - ensuring quality, patient safety and the patient experience are central to everything we do every day and embedding a culture of accountability for quality and patient safety right down to each individual in our organisation.

Our priorities are also built around 3 core principles

- > Access to care
- > Integrating with the community
- > Keeping the patient closer to home



1 Attracting, retaining and developing the best people

Ensuring our culture and values system enable our people to learn, innovate and develop; building a culture and an organisation that supports the hospital as it expands and develops over the coming years; ensuring our patients get the safest and best care, and our staff have unique opportunities in teaching, training, research and innovation.

2 Developing key specialist services and capabilities

Developing current and new services and capabilities within the hospital; ensuring the hospital can continue to provide leading complex acute care to its patients, is prepared to be a Major Trauma Centre and continues to be a provider of unique, leading specialist services nationally.

3 Right-sizing the hospital and proactively addressing waiting lists

Building capacity through new pathways, efficiencies, the full utilisation of existing infrastructure and new developments in order to meet today's demand for acute adult services and to reduce waiting lists; also preparing for future demand and challenges that may lie ahead.

4 Delivering efficiencies, improved structures and securing funding

Leveraging our expertise in transformation to continually streamline and review our patient pathways and processes to deliver efficiencies with the best possible patient outcomes; and ensuring that we have the right organisational structures in place and secure the required funding to continually improve; striving to deliver excellence in everything we do.

5 Digitising and modernising the hospital

Replacing our current clinical information system with a secure future-proofed Electronic Health Record and implementing an overall digital strategy for the hospital; investing in hospital infrastructure to be recognised as a modern healthcare setting, ensuring the Mater Hospital is a place where people want to work and can work safely and to their best abilities.

6 Building further our Academic, Research and Innovation Programmes

Developing further our capabilities in translational research and innovation, strengthening our academic and training programmes with UCD and extending our partnerships with other academic partners and industry both nationally and internationally.

Strategic Initiatives

1. Development of the Rock Wing (RW)
2. Establishment of the Major Trauma Centre (MTC)
3. Establishment of People, Culture and Organisation Development Programmes
4. Hospital Digitisation and an Electronic Health Record (EHR)
5. A Quality and Patient Safety Programme for the Hospital
6. Key Waiting List Initiatives
7. Development of Gene Therapy and Precision Medicine within the Mater Hospital
8. Enhanced Cancer Services within the Mater Hospital
9. A new State-of-the-Art Laboratory within the Mater Hospital
10. Critical Care, Heart Lung Services and Robotic Surgery
11. New Integrated Care Models
12. Establishment of a New Adult Psychiatry Centre within the Mater Hospital
13. Development of the Pillar Centre For Transformative Healthcare
14. Enhancement of training opportunities for undergraduates
15. Sustainability and Corporate Social Responsibility Programmes



1 Development of the Rock Wing (RW)

Significant lack of bed capacity is an ongoing challenge across the Irish Healthcare System and will only be exacerbated with our growing and ageing demographic. COVID-19 has also highlighted the need for single rooms and clear pathways for infectious disease.

As part of this strategy, we will build and staff a seven-story extension within the hospital with all single ensuite rooms; this will be an agile and adaptable contemporary infrastructure, with state-of-the-art facilities to support health care provision now and into the future.

Our four year plan

- > Build and develop the new extension comprising 98 beds
- > Recruit approximately 474 additional staff
- > Design new patient pathways and models of care for Infectious Diseases, Surgery and Respiratory services
- > Design streamlined patient pathways for the improved management of infectious diseases and separate pathways to support the optimal delivery of service in the event of an outbreak of infectious disease.

Impact

- > Ability to care for over 5,000 additional patients per year in a modern facility
- > Targeted additional specialised capacity and additional intensive care beds in the system
- > Timely access to care in the appropriate clinical setting for patients
- > Improved staff experience due to modern working environment
- > Preparation for future surges in COVID-19 or other pandemics and infectious diseases.

98 additional single patient rooms

Our measure of success

By the end of 2022 the new Rock Wing will be built and fully staffed.

Future focused

Building capacity and facilities not just for today but for the future.



2 Establishment of the Major Trauma Centre (MTC)

In 2021 the Mater Hospital was selected as a Major Trauma Centre, as part of the planned National Trauma System for Ireland.

As part of this strategy the Mater Hospital will establish this Major Trauma Centre and build and develop this service in a phased approach, reaching maturity over the next 10–15 years.

Our four year plan

- Build the infrastructure to support this service - initially expanding and reconfiguring our current infrastructure for a soft start (Phase 1) and ultimately building a new purpose-built Trauma Wing (Phase 2) which will comprise approximately 130 beds (including 16 ICU beds), 4 operating theatres and expanded Radiology service and OPD services
- Design and develop a novel Inpatient Trauma service within the hospital and agree protocols for access and egress to the Trauma service
- Develop a new acute Neurosurgery service at the Mater Hospital
- Recruit additional staff for Trauma (initially approx. 72 additional staff in Phase 1 increasing to approx. 600 in Phase 2).

Impact

- Significant reduction in the number of deaths and disabilities caused by major trauma approximately 15–25%
- Improved patient experience and outcomes due to early access to focussed high-level care and intervention by appropriately trained and skilled practitioners at the earliest possible juncture
- Development of new specialty services within the Mater Hospital
- More oversight and expertise in the areas of injury prevention, trauma research and innovation and trauma training & education.

15–25% reduction in death and disabilities due to trauma

Our measure of success

By the end of 2022 Phase 1 of the Major Trauma Centre will be operational and between 2023-2025 we will be building towards a more mature model and full operationalisation of Phase 2 .

Developing
leading expertise

in trauma Care delivery,
education and research.



3

Establishment of People, Culture and Organisation Development Programmes

The hospital will expand and grow considerably welcoming approximately 1,500 additional staff in the next four years. However, there are well recognised challenges across healthcare globally and in Ireland in the recruitment and retention of staff.

We will, as part of this strategy, design and implement specific programmes around People, Culture and Organisational Development to ensure we recruit, retain and develop the best staff and that we provide our people with opportunities and a unique experience across teaching, training, research and innovation; creating an environment that supports the Hospital's ambitions and Mission.

Our four year plan

- Implement an innovative recruitment and retention strategy which will support the Hospital's current activity and growth into the future
- Develop a competency framework for all levels and build our learning capacity by designing and rolling out developmental programmes for staff
- Introduce a performance achievement process, implement accreditation programmes and develop organisation plans to drive organisational performance
- Review and enhance our organisation structures, processes and communications and implement new technologies to support our people programmes
- A new gym and courtyard to improve the working environment and the health and wellbeing of staff.

Impact

- Improved staff satisfaction, retention and wellbeing which translates into improved quality patient care
- Efficient organisational structures, processes and communications to meet existing and future needs ensuring we continue to deliver quality care to our patients as we grow and expand
- Clearer career paths for staff and development plans for them to ensure they have the required skills, knowledge, opportunities and experiences
- A hospital culture, value set and environment that supports and enhances organisational performance and adaptability to meet the challenges of today and the future.

A multifaceted integrated organisation

Our measure of success

By 2025 we will have achieved the staffing levels and expertise required to support the hospital and its new and expanded services and will have a high staff and patient satisfaction metric.

A rich learning environment

Providing our staff with opportunities to participate in leading innovative practices and translational research.



4 Hospital Digitisation and an Electronic Health Record (EHR)

Healthcare globally is transforming digitally, however, unfortunately in Ireland, our healthcare system is behind the curve in this area. Most recently, our response to COVID-19 has demonstrated the benefits of digitisation and our ability to quickly adopt technology in order to reach out to our patients and as appropriate care for them in a different and more efficient way. The cyber-attack on our healthcare IT system in 2021 also highlighted the exposure we have due to our aging technology and our clinical information system.

We need to as a priority progress digitisation of our healthcare system and secure our IT systems. Investment in an electronic health record and digitisation is essential for the hospital and forms a core part of our strategy for the next four years.

Our four year plan

- > Secure funding for the procurement and implementation of an Electronic Health Record (EHR) to replace our current Clinical Information System
- > Establish a dedicated multidisciplinary project team to implement the EHR
- > Implement the EHR in a phased approach
- > Define and agree an overall digital strategy for the hospital
- > Continue to identify and implement digital initiatives to support our clinical services and operations
- > Develop our AI and informatics computer learning capability in collaboration with UCD and Industry.

Impact

- > Improved ability to provide safe, consistent delivery of services to our patients
- > Improved data quality, data analytics and AI
- > Improved patient experience
- > Ability to collaborate and integrate more with community and partners
- > Efficiencies and improved synergises across services.

A hospital-wide Electronic Health Record

Our measure of success

By 2025 we will have a new Electronic Health Record system in the hospital and a roadmap for further digitisation.

Towards a “hospital without walls”

Developing digital capability to enable connectivity and collaboration across patient care.



5 A Quality and Patient Safety Programme for the Hospital

We are committed to continually improving our quality systems ensuring high quality patient safety and continuously improving care are demonstrably our first priority and are at the centre of everything we do.

We want to embed a pan-organisational culture of accountability for quality and patient safety right down to the individual level of our organisation.

Our four year plan

- > Conduct a review of the Quality function in the Mater Hospital and benchmark against quality functions in other hospitals nationally and internationally
- > Define and agree the key quality metrics that the hospital will robustly measure, track, communicate and intervene on ensuring these are aligned and informed by the Mater Hospital Framework for High Quality Healthcare, the HSE Quality Framework, HIQA National standards and relevant international standards
- > Develop an overall strategy and plan for the development of the Quality directorate and function over the next four years
- > Participate in external quality accreditations for our services and the hospital as whole as appropriate.

Impact

- > A Quality and Patient safety function aligned to international leader institutions
- > Infrastructure in place that will empower all staff to proactively seek out, understand and co-lead with others to improve care challenges
- > Structures and foundations in place to meet any external accreditation requirements.

One set of tracked quality metrics hospital-wide

Our measure of success

Being able to demonstrate to ourselves and our patients, that the Mater Hospital is a leader in providing high quality healthcare across all domains, providing excellent patient and staff experience and delivering continuous improvement in quality.

Quality reputation

A hospital recognised for its quality and patient safety culture.



6 Key Waiting List Initiatives

Long waiting lists have a detrimental impact on the patient and the broader system and the COVID-19 pandemic has only exacerbated our waiting lists which as of September 2021 stands at over 900,000. The hospital is working with the Ireland East Hospital Group and the HSE across many initiatives to address waiting lists.

A significant way the hospital can proactively address these waiting lists is to operationalise and maximise existing capacity and to realise additional capacity. This will be achieved through re-configuration, additional staffing, new equipment and infrastructure development.

Our four year plan

- > Develop a new out-patient procedural suite (incorporating a surgical OPD plus procedure space) and design more efficient models of care
- > Reconfigure Cardiology, commission and staff Cathlab 3 and extend the CCU
- > Develop and staff a new Neurology outpatient department and day ward facility
- > Expand and staff the hospitals operating theatres to full capacity and access a second theatre in Our Lady's Hospital Navan for ENT, Vascular, Urology, Colorectal, Plastics, Hepatobiliary and Gynaecology
- > Expand our radiology services and procure an additional MRI, CT and PET
- > Investigate the feasibility of establishing a new Ambulatory Day Hospital off site.

Impact

- > Improved patient outcomes and improved patient experience
- > Reduction in wait times in line with best practice for Plastics, Dermatology, Neurology, ENT, Ophthalmology, Cardiology and Colorectal by 2025
- > Uplifted capacity in surgical activity and enablement of the delivery of more complex procedures and cancer work
- > Preparation for future demand.

An uplift of approx. 20% in surgical activity leading to reduced wait time

Our measure of success

A quantifiable reduction in waiting lists across multiple services by 2025.

Addressing waiting list challenges

and enabling us to provide more complex and specialty care for patients nationally.



7

Development of Gene Therapy and Precision Medicine in the Mater Hospital

The Mater Hospital has the opportunity to position itself at the forefront of gene therapy and precision medicine. As part of this strategy, we aim to advance Medical Genetics and Genomics at the Mater Hospital, leveraging the current expertise across the hospital and within the Next Generation Gene Sequencing Lab and establish the hospital as a national leader in adult Genetics.

Our four year plan

- > Establish a Department of Medical Genetics and Genomics within the Mater Hospital comprising a multidisciplinary team of approximately 20 staff
- > Drive gene-based research activity in conjunction with the Pillar Centre for Transformative Healthcare, UCD, industry and with other national and international academic and healthcare institutions
- > Extend our current Cardiology service delivery model to other specialties across the hospital
- > Establish the hospital as a training and education site in Genomics
- > Establish relationships and integrate with other genetic services nationally as appropriate.

Impact

- > Addresses a current gap in adult genomics in Ireland
- > Enables Ireland to expand and consolidate clinical and laboratory genetic services to international standards across the spectrum of clinical medicine from 'cradle to the grave'.

A national centre for Adult Genomics and Precision Medicine

Our measure of success

By 2025 we will have an established genomic department in the hospital delivering a comprehensive service across multiple specialties with a focus on education and participating in translational research.

Supporting the medicine of tomorrow

Developing a key new specialty and national service.



8 Enhanced Cancer Services in the Mater Hospital

The Mater Hospital is one of the eight designated Cancer centres in Ireland. Cancer incidence projections unfortunately indicate that the incidence of cancer in Ireland is expected to double by 2040.

As part of our strategy, we aim to enhance the cancer services within the hospital, enabling additional capacity, better access and an improved service to our patients. We intend to participate in more translational research and acquire accreditation with the ultimate aspiration to establish a Cancer Institute within the Mater Hospital.

Our four year plan

- > Provide more capacity and access to our patients through effective use of our current assets and resources and plan for additional infrastructure to support the growing demand for cancer services
- > Apply in partnership with UCD for Comprehensive Cancer Centre status (OECl accreditation and designation)
- > Increase our translational and clinical cancer research activity and establish an early phase trials unit within the Mater Hospital for cancer in collaboration with the Pillar Centre for Transformative Healthcare and UCD
- > Invest in a more extensive range of high-quality cancer diagnostics and innovative procedures
- > Provide cancer care that is tailored to the individual patient's needs informed by our capabilities in gene therapy and precision medicine.

Impact

- > Improved patient outcomes through improved access to cancer services for our patients
- > Improved quality of care through accreditation, research, collaboration, education and innovation.
- > Supports the National Cancer Strategy

The first dedicated Early Phase Trials Unit in Ireland

Our measure of success

By 2025 we will have grown our capabilities in cancer services and achieved OECl accreditation.

Building expertise and capabilities

in critical specialist services within the hospital.



9 A New State-of-the-Art Laboratory in the Mater Hospital

The current laboratory facilities within the hospital are outdated and not fit for purpose. It is essential that a hospital of our complexity and activity has the appropriate laboratory facilities to support quality patient care, and leading education, research and innovation activity.

It is our intention as part of this strategy to develop our laboratory infrastructure and services to comply with international best practice, integrating it into a single floor in a more centralised location in the hospital.

Our four year plan

- Expand the lab footprint from 1,500 sq mtrs to 3,500 sq mtrs
- Ensure the provision of appropriate space for education and research
- Replace critical equipment that has reached end of life and enhance facilities to support evolving services
- Introduce a new lab ICT system
- Build a new autopsy suite, body storage and relative viewing rooms.

Impact

- A lab that is aligned with the 2011 National Lab Strategy and is a hub in the overall National Laboratory Hub and spoke model
- An improved work environment for the staff
- Additional efficiencies in lab services and other services across the hospital
- Timely access to diagnostics and improved patient outcomes
- Capacity to increase activity in line with the expansion of the hospital.

A 3,500 Sq metre lab that is a National Laboratory Hub

Our measure of success

By 2025 we will have a new fully staffed state-of-the-art laboratory.

Ensuring infrastructure

to support quality leading practice and patient care and expanded services.

10 Critical Care, Heart Lung Services & Robotic Surgery

The Mater Hospital is unique in Ireland for the expertise and capabilities it has in its Critical Care capabilities and in its Heart Lung Services. As part of this strategy we aim to develop these services even further; providing national access to beds for patients with complex and critical care demands so that we can provide unique high intensity support and treatment options for critically ill patients with cardiopulmonary diseases.

We also intend to build our robotic surgery capability to support innovation and advancement in rapidly evolving practice and patient care.

Our four year plan

- Establish cohesive care pathways coordinating Critical Care, Cardiology, Cardiothoracic Surgery and Transplant services and provide additional capacity within theatres for higher complexity surgery and daytime Transplant services
- Support the enhancement of Extracorporeal support systems for critically ill patients including ECMO, Left Ventricular Assist Devices and medical circulatory support
- Implement a new Advanced Heart Failure Programme, incorporating the National Mechanical Heart Programme
- Bench marking activities, including outcomes and complexity, to international centres and link the provision of high intensity services with training and research via a Heart and Lung Institute structure
- Fully operationalising the Robot assisted, image guided integrated navigated and microscopic assisted spine surgery system and procure additional robotic surgical systems and digital technologies to support advanced procedures and innovation in practice.

Impact

- Strengthening of key national Heart and Lung expertise and services and critical care for the entire country to access
- The Mater Hospital alignment to HSE Heart Failure Model of Care 2020, creating a unique national referral pathway for heart failure patients to receive individualised medical or surgical treatment plans.

A unique national referral pathway for heart failure patients

Our measure of success

A significant uplift in complex surgery and complex care across the hospital by 2025.

Developing our leadership role

nationally and internationally in our super specialties.



11 New Integrated Care Models

Central to our strategy and Ireland's national health policy SláinteCare is to provide more care within the community and to bring care closer to the patient.

We are currently and will continue as part of this strategy work with our partners in the community to implement new integrated models of care. We will, with our partners, also establish a new North-East Regional Integrated Eye Care Service (NEREICS).

Our four year plan

- Establish an integrated care service for the older person in the Mater catchment area and expand the Frail Intervention Therapy Team (FITT) at the Mater
- Establish four community health networks with chronic disease hubs that are aligned to enhance diabetes, respiratory and cardiology services in the Mater catchment area
- Develop new rehabilitation pathways for Neurology and Trauma
- Design and implement an integrated eye care system across 13 sites in the north Dublin region.

Impact

- Keeping older people well in their own homes with hospital avoidance where possible
- Prevention of chronic diseases and provision of health promotion and management of chronic diseases in the community
- Achievement of SláinteCare targets for Ophthalmology by the end of 2024.

One regional integrated eye care service

Our measure of success

By 2025 we be able to demonstrate movement of care into the community as is appropriate and in line with SláinteCare and will have a new leading eye care delivery model in Ireland comparable to world leaders.

Transforming and innovating

to improve patient care and deliver efficiencies, demonstrating leadership in innovative models of care.



12 Establishment of a New Adult Psychiatry Centre at the Mater Hospital

In support of the government's vision for mental health services in Ireland, the Mater Hospital will as an initiative of its strategic plan develop a new inpatient adult psychiatry unit located at the Mater Misericordiae University Hospital.

This will form part of the adult mental health service operated by the Health Service Executive (Dublin, North-City) and the Mater Hospital.

Our four year plan

- > Build of a new dedicated building on the the Mater Hospital campus comprising 54 single en-suite bedrooms
- > Staff and develop an acute inpatient service that is comprehensive, modern, multi-disciplinary and effective in meeting the diverse needs of mental health users and their families
- > Develop a specific ward for Old Age Psychiatry with access to gardens to provide safe and secure outdoor spaces
- > Establish a support liaison service and a walk-in service within the development.

Impact

- > Provision of in-patient facilities which are sensitive to the needs of psychiatric patients in an environment that is spacious, well-lit, safe and promotes recovery
- > An adult psychiatry inpatient unit that can provide "a comprehensive range of medical, psychological and social therapies relevant to the needs of service users and their families" as part of a modern, community-oriented service (A Vision for Change)
- > Provision of a service that directly impacts our catchment area of Dublin North-Central where approximately over 50% of the population falls into the most deprived socio-economic category.

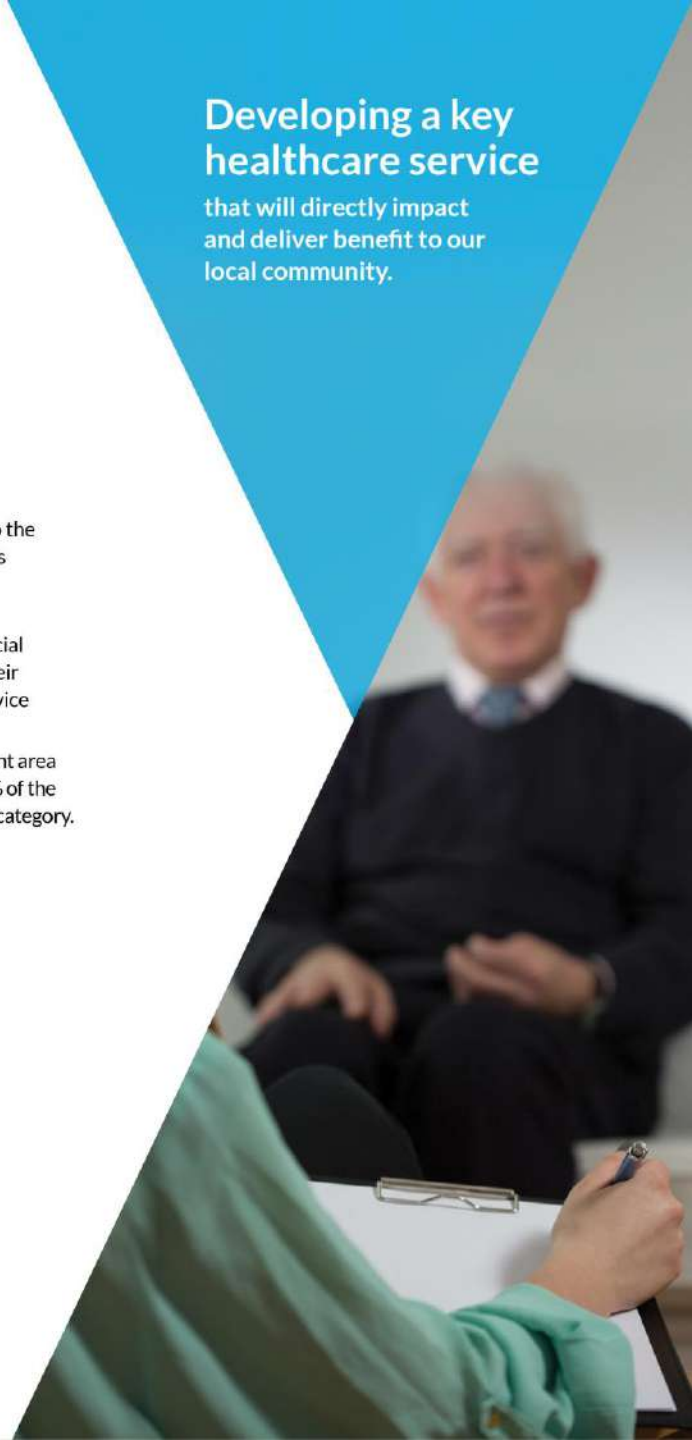
A comprehensive Adult Psychiatry Inpatient Unit

Our measure of success

By 2025 this new facility and service will be fully operational.

Developing a key healthcare service

that will directly impact and deliver benefit to our local community.



13 Development of the Pillar Centre for Transformative Healthcare

As part of our last strategy we established the Pillar Centre for Transformative Healthcare within the Mater Hospital.

This centre provides a unique interdisciplinary and multidisciplinary space for practical skills training, simulation and team-based learning. It will be key to positioning the hospital at the leading edge of medical science, research, innovation and education.

Our four year plan

- Develop a high-fidelity simulation suite within the Centre
- Establish the first dedicated early phase clinical trials unit in Ireland (START)
- Develop future focused, innovative "value added" postgraduate education with partners in industry, academia and other healthcare institutions
- Participate in collaborative research with partners nationally and internationally
- Review and remodel the research governance and management structures in the Mater Hospital and develop a focused research strategy for the hospital
- Develop a best practice model of design-led clinical innovation within the hospital environment with clear pathways for triage, development and commercialisation of these innovations
- Put in place the required infrastructure to support the development of this Centre (IT, staff, policies).

Impact

- Improved patient safety and quality of patient care and optimised training of those healthcare workers who provide this care
- Improved research governance and leadership with comprehensive support and monitoring of research activity and funding
- Establishment of a leading site for postgraduate Education, Translational Research and Digital & Device Innovation.

A high-fidelity simulation suite

Our measure of success

By 2025 we will demonstrate that we are participating in more translational research and innovation and are delivering differentiated postgraduate education and training.

Providing patient care

that is enriched by the hospital's activity and focus on research, innovation and education.



14 Enhancement of Training Opportunities for Undergraduates

The Mater Hospital is a leading academic hospital and in partnership with University College Dublin and other HEIs provides world renowned undergraduate clinical training to more than 1,000 students per year. As the hospital grows and develops the opportunities for our students also will advance. As part of our strategy and in parallel to the development and expansion of the hospital services and infrastructure we will enhance our undergraduate education opportunities; ensuring they are best in class and our students are exposed to leading and evolving practice; providing a unique student experience.

Our four year plan

- In partnership with UCD and other third parties continue to review and develop our undergraduate programmes to incorporate modern methods of training such as simulation, to reflect evolving practice and to incorporate new developments in education delivery
- Conduct a review of the current education support structures and processes within the hospital in regard to undergraduate training and identify areas for improvement and efficiencies
- Enhance our overall governance framework for undergraduate education ensuring we have best practices in teaching and training, maximise economies of scale across our schools and encourage collaboration where possible amongst teaching staff and students
- Look at ways to enhance the student experience and identify and provide additional capacity and space for students on the campus.

Impact

- Increased capacity for training at the Mater Hospital in line with planned growth for healthcare
- Delivery of inter-disciplinary training and education where appropriate and possible
- Ultimately improved quality of care as a result of improved training and education provided to our students
- Improved trainee experiences.

Increased capacity to train students

Our measure of success

Evidence that the Mater Hospital is the top destination of choice for undergraduate students.



A unique, differentiated student experience.

15 Sustainability and Corporate Social Responsibility Programmes

The Mater Hospital is committed to leading out and investing in innovative energy efficiency projects to reduce the carbon footprint of the hospital and position it as an exemplar in the field of healthcare sustainability.

It will also continue to reach out into our community to support sustainability initiatives and corporate responsibility initiatives.

Our four year plan

- Develop a contract for Waste Reduction & Recycling for the hospital
- Continue the ongoing operation and management of our 15 year contract with Veolia for energy efficiency and conservation
- Develop additional energy efficiency opportunities associated with our 15 year energy performance contract; specifically a review of Whitty building in context of identifying emerging technology to drive improved energy efficiency for the building
- Conduct a review of our Energy Utilities Utilisation
- Engage with our local communities and residents in regard to sustainable energy in partnership with SEAI.

Impact

- A reduction in the hospital's carbon footprint by approximately 81,000 tonnes, cutting imported electricity from the national grid by 77% and delivering €26 million in guaranteed energy and operational savings over 15 years
- Improved patient and staff experience
- Valuable cost savings that can be redirected to patient care
- Position the Mater Hospital as a leader in healthcare sustainability and energy efficiency; exceeding the energy efficiency goal set for publicly funded bodies and in doing so supporting Ireland's national and EU targets on energy efficiency for 2030 by 2025.

€26 million in guaranteed energy and operational savings over 15 years

Our measure of success

By 2025 the Mater Hospital will be a carbon neutral hospital and the greenest in the state.

Sustainability initiatives

Leading the way nationally and being internationally recognised within healthcare.

Our Overall Strategic Plan

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 Vision

To build on excellence and enhance our role as an international leader in the provision of complex care and specialist services with a strong academic and translational research agenda, empowering our people to deliver excellence in care to our patients while shaping the medicine of tomorrow.

Our Core Values

- > Always **inclusive, compassionate, respectful, dignified** and **patient focussed**
- > Demonstrating **leadership, accountability, flexibility** and **professionalism**
- > Being **innovative, collaborative** and **future focused**
- > Striving to **continually improve** and **be the best** in everything we do
- > Mindful and **supportive** of our colleagues

Our Strategic Priorities



Our Strategic Initiatives

1. Development of the Rock Wing
2. Establishment of the Major Trauma Centre
3. Establishment of People, Culture and Organisation Development Programmes
4. Hospital Digitisation and an Electronic Health Record (EHR)
5. A Quality and Patient Safety Programme for the Hospital
6. Key Waiting List Initiatives
7. Development of Gene Therapy and Precision Medicine within MMUH
8. Enhanced Cancer Services within MMUH
9. A new State-of-the-Art Laboratory within MMUH
10. Critical Care, Heart lung Services & Robotic Surgery
11. New Integrated Care Models
12. Establishment of a New Adult Psychiatry Centre within MMUH
13. Development of the Pillar Centre For Transformative Healthcare
14. Enhancement of Training Opportunities for Undergraduates
15. Sustainability and Corporate Social Responsibility Programmes

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