



The
Rotunda Hospital
DUBLIN

STRATEGIC PLAN
2007-2011

Foreword

A message from the Master

The Rotunda has been providing care to generations of women and their babies since the hospital was founded in 1745. The hospital has always strived to provide innovative and leading edge healthcare to our patients. This year the hospital celebrates its 250th anniversary of providing continuous care on the Parnell Square site. It is entirely appropriate therefore that we present our Five-Year Strategic Plan, 2007 - 2011. To this end there has been wide consultation among staff across all areas of the hospital. In addition, we have consulted with key stakeholders who have links with our hospital.

The Rotunda is committed to excellence in health and wellbeing for women, infants, and all within our care, by attaining and maintaining the highest international standards in treatment, education, research and community outreach. Over the last five and a half years as Master, I have been very impressed and very proud of the staff here and the work that they do. Staff are our greatest asset and at present we have 855 individuals running the hospital. I have stressed many times that each one of us are 'ambassadors' for the Rotunda in all that we do.

There have been significant changes in the healthcare environment over the last five years and the Rotunda has responded to these challenges with excellent results. The hospital has become increasingly busy; with 2006 being the busiest year on record with 7,325 babies delivered over 500 grams. The current projections are that over the coming five years the hospital will become even busier and that there are significant changes on the horizon for maternity services in Dublin. The Rotunda has therefore developed this strategy to focus our efforts on further developing the services we provide to mothers and babies, with a focus on excellent care, all in the wider context of a rapidly changing and ever challenging external environment.

This Five-Year Strategic Plan will bridge the five-year period when there will be a change of Mastership. I sincerely hope that we will be able to implement many of the proposed developments over the next couple of years, and in January 2009 my successor will take up post and continue to implement the strategic goals set out in this five year plan.

Many people have been involved in bringing this Strategic Plan to completion and I would like to thank everyone for their contribution. Our overall strategic direction is built upon our commitment to the Rotunda Hospital being the 'Maternity Hospital of Choice', coupled with our long standing tradition of excellence of care down through the generations.



Dr Michael Geary
Master

Executive Summary

Context

The environment in which the Rotunda operates is undergoing constant change. Regional maternity services will be reviewed over the coming months with a view to reorganising how and where maternity services are delivered. National and regional paediatric services are a focus with the development of a single national tertiary paediatric hospital adjacent to the Mater Hospital. It is also suggested that adult acute services will be reviewed in the near future.

Management of the health sector is setting a clear agenda for the future, with increasing expectations around transparency and governance, implementing standards based performance management, ensuring equity of access, developing clinical practice that is evidence based and research informed, developing integrated care pathways, and providing an engaging and developmental environment for staff.

Despite an increasingly challenging operating environment the Rotunda is committed to building on our leadership role across all areas of obstetrics and gynaecology, and continuing to provide a world-class service. This strategic plan has been developed to align our vision and set common goals across the organisation, bringing together clinical service delivery, research and education, and capital development and infrastructure, with an overarching focus on the patient and on our staff. Our mission, values and strategic objectives, as set out below, describe the Rotunda's strategic direction for the next five years.

We identified nine key areas as central to the ongoing development and success of the Rotunda over the next five years. Under each focus area there is a defined strategic objective, and together, these nine strategic objectives set the direction for the Hospital.

Mission and Values

The mission statement reflects the long-term ambition of the Rotunda Hospital, taking into account the hospital's core activities as well as its role in the wider community, its position as a major teaching hospital, and internal and external environmental influencers. The values outlined represent the key standards and beliefs that will guide all hospital activity. In the following sections, our strategic objectives, and actions, are aligned with the core mission and values of the Hospital.

Mission statement

The Rotunda is committed to excellence in health and wellbeing for women, infants, and all within our care, by attaining and maintaining the highest international standards in treatment, education, research and community outreach.

Values

- ▶ *We will attain and maintain quality and excellence of patient service*
- ▶ *Patients will be at the centre of all our work*
- ▶ *We will be open, honest and transparent in everything we do*
- ▶ *We will value and support our staff*
- ▶ *We will engage and support staff to work in partnership across multi-disciplinary teams*
- ▶ *We will harness and embrace change and innovation to enhance services*
- ▶ *We will regularly monitor our progress by a process of self-auditing and benchmarking*

Strategic Objectives

Nine key areas were identified as being central to the ongoing development and success of the Rotunda over the next five years. Under each focus area there is a defined strategic objective, and together, these nine strategic objectives set the direction for the Hospital. The strategic objectives are presented below, with a brief rationale on the importance and relevance of the focus area and the defined objective.

Strategic Objectives

Focus Area

Strategic Objective

Clinical Services

We will provide the highest levels of Maternity and Gynaecological care in a truly patient centred environment.

Rationale: The Rotunda Hospital's core business is the provision of maternity and gynaecological care. Developing and ensuring the highest standards of clinical services, which are planned and delivered with the patient at the centre, is key to our success. Our clinical services will be provided within the hospital itself as well as through our local communities. We will continue to innovate and develop in order to serve the needs of women in Ireland/Dublin and their families.

Patient Focus

We will respond to our patients' needs, with an emphasis on communication, equity and choice.

Rationale: In keeping with the "patient at the centre of our care" approach, we must be responsive to the needs of our community. We will strive to provide equity of access, to involve the patient in communications and decisions, and to give patients a choice in their care and the care of their babies.

Staff

We will create an environment that focuses on staff satisfaction, ongoing development and career and personal fulfilment.

Rationale: We recognise that staff are the greatest asset of the hospital and the services we provide. We commit to providing a working environment that values and supports staff, and offers unparalleled opportunities for personal and career development. Our environment, structures and systems will attract and retain the best staff and allow the Rotunda to be the 'employer of choice'.

Organisational Effectiveness

We will develop the Rotunda brand, our leadership capability, governance arrangements, and executive functions to enable us to provide a truly world class service.

Rationale: Efficient management and working structures, governance, support functions and internal infrastructure are vital to the smooth running of the hospital. Our structures, functions and processes should be flexible, innovative and lean, supporting the implementation of our strategy. Specifically we must ensure that IT systems, HR processes, leadership (clinical and non clinical), and communications, are supportive of our mission and our objectives, and enable us to deliver the highest standards of care. We must also build our profile through marketing and communications, as a leader in the delivery of maternity and gynaecology services.

Strategic Objectives

Strategic Objectives

Focus Area

Strategic Objective

Education and Research

We will become a leading academic teaching hospital through excellence in teaching, training and research.

Rationale: Teaching and research are central to the operations of any world class hospital and it is essential that we put in place clear and formal structures and agreements around all of our educational relationships, including undergraduate and postgraduate medical, nursing, midwifery, allied health professionals, etc. Our educational and research activity should be planned strategically with an emphasis on the overall development of the hospital and our services. We will leverage our academic partnerships to produce meaningful research. Ongoing employee training and development will also be a key focus, providing personal and career development opportunities for all staff.

Relationships and Alliances

We will develop strong alliances with our partners, within our medical district, within the community, and at a national level.

Rationale: The Rotunda Hospital is a national leader in the provision of maternity and gynaecological services, and we must continue to develop our leadership position through establishing and maintaining strategic relationships with all our partners. A strong marketing and communications strategy should support our efforts.

Capital Development

We will implement a comprehensive property and buildings plan to make the best ongoing use of our Parnell Square site as a health asset to the population that we serve.

Rationale: Our site and buildings are unique; they offer us both opportunities and challenges. We must take advantage of these opportunities using certain buildings and areas to produce income that can be used to develop and support our services. We must also address the challenges that our site and buildings provide, developing them to provide a modern and state-of-the-art service. Finally we feel a strong responsibility to our local and regional community to continue to develop the site and buildings as a health asset for our population.

Quality and Safety

We will provide a service of consistent high quality through building on our accreditation goals, risk management processes and key performance indicators.

Rationale: Quality is a key focus area for the Rotunda, and we have achieved much already through the accreditation process. We want to build on our achievements to date in the accreditation process to ensure that quality and safety underpin all our operations. It is essential that we maintain the highest quality standards in our clinical and non clinical services, and in the environment that we provide for staff as well as for our patients and their families.

Value for Money

We will ensure that value for money underpins the development, planning and delivery of all our services.

Rationale: We recognise that value for money is high on the agenda of healthcare nationally and we are committed to planning and delivering our services in a cost effective manner.