Mercy
UNIVERSITY | HOSPITAL
Compassion Excellence Justice Respect Team Spirit

STRATEGY 2025-2030



Maintaining and Improving the Health and Wellbeing of those we Serve

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Who We Are

Founded by the Sisters of Mercy in 1857, Mercy University Hospital (MUH) has a unique place in Irish healthcare, as a Voluntary Hospital, it has a rich legacy in the community it serves, a tremendous heritage, and most importantly it is a Values Led Hospital. The hospital is a leading provider of healthcare education affiliated with UCC and many of the post graduate training bodies. MUH is committed to being an exemplar model of 'one hospital on multiple sites' and this is evidenced through the governance of off-site MUH services on St Mary's Health Campus including the Mercy Local Injury Unit and the Transitional Care Unit and the offsite Medical Oncology Unit at the Lee Clinic.

Mercy University Hospital (MUH) is committed to providing a sustainable, socially relevant service in line with national and international evidence-based practice and the hospital's Core Values of **Compassion, Excellence, Respect, Justice** and **Team Spirit** support and underpin the enduring nature of the hospital's fundamental purpose in its Care for the Sick.

Mission

In the spirit of the Sisters of Mercy we provide excellent patient services to maintain and improve the health and wellbeing of those we serve.

The mission confirms Mercy University Hospital's commitment to ensuring that all patients receive the highest standard of care. In doing so we remain true to the founding principles of the Congregation of the Sisters of Mercy, which is the provision of healthcare services for all especially those who are most vulnerable and marginalised.



VISION

The vision reflects the overall ambition of Mercy University Hospital and serves as the basis from which the Hospital's strategy is developed:

- Mercy University Hospital is a centre of excellence for diagnostic, medical and surgical services in line with the changing needs of patients within the community we serve, encompassing MUH's Mission and Values.
- Mercy University Hospital's staff are motivated and supported in reaching their full potential.
- Mercy University Hospital delivers service innovation through high standard education, training and research in an academic healthcare centre.
- Mercy University Hospital has the operational and financial capability to contribute to the future healthcare needs of our community.

VALUES

Respect **We recognise the dignity and uniqueness of each person, at all times.**

Justice **We honour the rights and responsibilities of each person in light of the common good.**

Compassion **We empathise with the other as we try to understand their suffering.**

Excellence **We give of our very best within the resources available to us.**

Team Spirit **We work together to achieve our common purpose.**

Foreword



In our Strategy for 2025-2030, Mercy University Hospital is setting out our plan for the Mercy's next chapter. In doing so we have taken time to consider the needs of our patients and what Hospital care might look like in the next 5 years within the emerging HSE Southwest Regional Structure.

The Strategy Development team have worked with 190 staff across 31 Departments collating their views in shaping our collective future, whilst keeping high quality patient care, our values, and our mission at the centre of all that we do. We anticipate that this involvement will continue throughout the lifetime of this Strategy, and we have also worked with our partners in HSE South West to consider how our hospital addresses unbalanced growth and challenges in both estates and digital infrastructure.

Mercy University Hospital intends to progress our ambition to be recognised for our complexity of work whilst maintaining the principle of being one hospital with many sites and attracting and retaining a highly skilled workforce. Our Hospital Strategy 2025-2030 sets out how we intend to respond through our Clinical Strategy and four 'Big Moves'. **Delivering our Hospital Strategy 2025-2030 will be through continuous work and engagement with our staff and partners, while we ensure we remain connected with Sláintecare.**

We will address deficits in our infrastructure and maximise the opportunity that the development of Lee View Block 2 affords us, creating much needed bed capacity for the population we serve, together with the redevelopment of our Theatre complex and the recently vacated Paediatric Unit.

There is much to do. Yet there is a sense of optimism, on which to build. There is a shared passion for the delivery of excellent healthcare services across all the communities we serve, as well as a culture for driving continuous improvements and championing innovation. I look forward to working with all our staff in realising these ambitions.

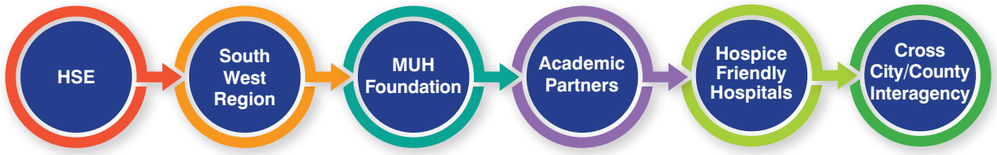
Margaret McKiernan

Margaret McKiernan
Chief Executive Officer (CEO)

Our Relationships

To support people to live healthier, happier lives we know that our partnerships are very important. Our role within our community is far reaching and we operate across different sites and with other organisations to deliver our services.

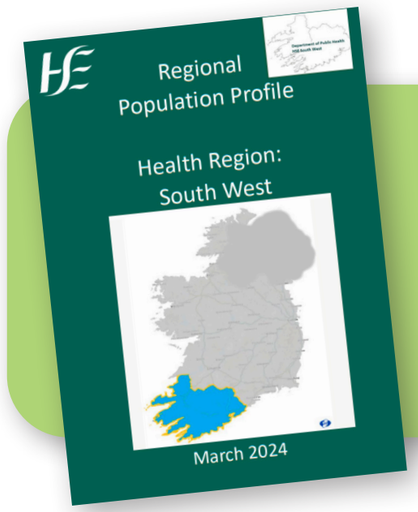
PARTNERS



OUR COMMUNITY AND PATIENTS

Awareness of the need and immediacy of the response is central to the ethos of Mercy University Hospital. It is through this awareness and response that our hospital will maintain its relevancy and uniqueness in Irish healthcare as it continues to look after the needs of the community we serve.

Mercy University Hospital serves a diverse and growing population and, as an inner-city hospital, especially cares for a cohort of patients with a complexity of social needs as well as health needs. The engagement with our Public Health Partners and the presentation and breakdown of population data provides valuable context for staff in understanding the communities we serve and how the MUH Strategy* must realistically and practically deliver for our community.



- **All of the data derived from Census 2022.**
- **Health Atlas Finder (HSE) https://www.healthatlasireland.ie/**
- **Department of Health Statistical Analysis Unit**

STAKEHOLDER ENGAGEMENT

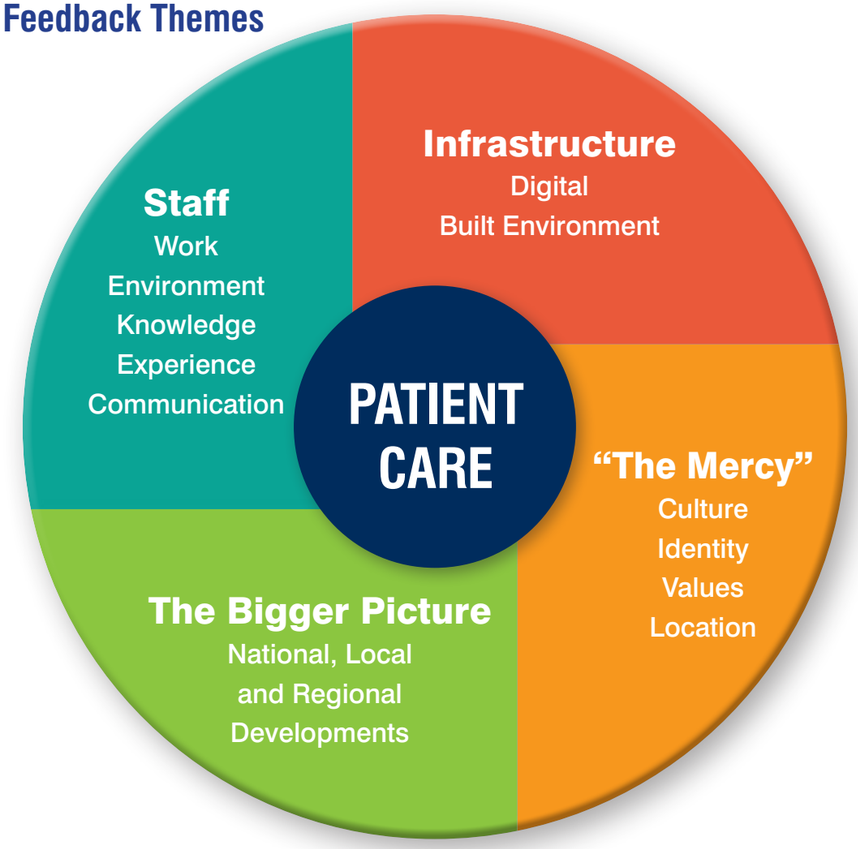
Our people are everything and to reflect this philosophy, MUH staff from across all disciplines have been involved, from the outset, in co-designing our Strategy. To get a greater understanding of what our people feel is most important moving forward, a series of SWOT Analysis (general and concentrated) and dedicated Engagement Sessions (departmental and multidisciplinary), were held to ensure everyone's involvement.

The Board of Directors of Mercy University Hospital and the Strategy Sub Committee have also been appraised throughout of the development of the Strategy and have been afforded opportunities to comment and subscribe.

The Strategy has been presented to meetings of the HSE South-West Integrated Senior Leadership Team meeting and the Board of Mercy Care South.

During the lifetime of the Strategy, Mercy University Hospital will be impacted by national requirements, policies, reports and legislative changes. Integral to the achievement of the Strategy is continued investment through our service agreement with the HSE, which will enable us to realise our ambition.

Staff Feedback Themes



Clinical Strategy Guide



MUH Clinical Strategy

Introduction

The Clinical Strategy sets out our vision and priorities for the provision of healthcare to the patients of Mercy University Hospital (MUH). We are proud of the strong connection between the local community and MUH, a connection that has endured through generations.

We need to plan for the health needs of our population. Overall, our vision is to help our community live healthier lives. **We will:**

- Provide high quality clinical services.
- Deliver person centred care with a focus on quality outcomes.
- Make continuous improvements in patient experience.

As we look to the next five years, we can see that the nature of our population is changing. Firstly, rapid growth means more people than ever will need to access our services. Secondly, the population is older. Linking this to the third change is the rise in complexity, as people live longer with multiple conditions.

This Clinical Strategy is designed to meet this challenge in serving our community. To support these ambitions, **We will:**

- Use new estates developments to increase diagnostic capacity.
- Continue to develop clinical areas where we are national leaders.
- Rapidly deliver digitalisation.
- Use data to support decision making.
- Continue investing in our education and training facilities.
- Support alternatives to hospital care by working and collaborating with community partners.



Staff

To deliver planned services to meet the needs of our population, an increase in the recruitment of Medical and Surgical staff together with Nursing, Health and Social Care Professionals and all Support Staff is required. To do this, we will continue to invest in education, training, and research functions. We want MUH to continue to be a great place to learn and to be a supportive and challenging place to practice medicine.

Capital Developments

Our five-year plan envisages the construction of new facilities, as well as developing existing ones. **This includes:**

- A new extension comprising 72 beds.
- Increase in the number of beds in ICU/HDU.
- Co-location of urgent and emergency care.
- Centralisation of an expanded theatre complex to include new theatres to meet the demands of our patients and to provide state of the art Robotic Theatres.
- Expansion of our day surgery facilities to reduce patient stay and improve bed occupancy.
- Increase diagnostic capacity by expanding the Radiology Department.

Data and Digitisation

We must deliver better digital services to help us evaluate and plan care. **We will:**

- In line with national policy, introduce Electronic Prescribing.
- In line with national policy, adopt the Electronic Healthcare Record.

Inclusion Health

To meet the unique needs this complex patient group, MUH will build upon its existing resources and work towards the development of a multidisciplinary Inclusion Health Team which will include medical expertise in Inclusion Medicine and in Gastroenterology/Hepatology, nursing expertise, social work, and pharmacy. A full-time team dedicated to serving this population is of urgent priority

Research, Education and Training

Generating and implementing research evidence into clinical practice is a cornerstone of high-quality healthcare. We will continue to encourage and support research across MUH departments.

With new facilities in place, our aim is to become the highest rated training establishment among medical students. We know that a positive experience for students will attract them to apply for training and consultant posts, as they move through their careers. As well as these initiatives, we will continue to develop facilities that make us attractive to consultants moving from other parts of Ireland, the EU or the wider world.

MUH Strategy 2025-2030 Building on Solid Foundations

In developing this strategy, Mercy University Hospital has carefully considered our role in healthcare provision to the city and wider region. We know the importance of collaborating with our regional partners, continuing to advocate for our patients through the delivery of exceptional evidence-based patient care, and also supporting the development of the next generation of healthcare professionals in Ireland.

The design and development of the MUH Hospital Strategy 2025-2030 is grounded in six strategic pillars, each aligned with the Mission, Vision and Values of the hospital. These Pillars are Mission, Quality, Stewardship, Digital, Sustainability and Research and have enabled the identification of four Big Moves which focus on Staff, Continuous Operational Improvement, Sustainability and Technology & Partnership.

Throughout the lifetime of this Strategy, MUH will work with our patients, partners and the HSE Southwest Region to ensure that our cutting-edge research is rapidly translated into measurable improvements in patient outcomes, safety and potential cost effectiveness. Staff will be supported to challenge conventional practice and facilitate the dialogue between academics and clinicians which will lead to research that identifies best practice and delivers a step-change in clinical performance at MUH.



SIX STRATEGIC PILLARS

Six Strategic Pillars | Four Big Moves | Five Values | 1 Mission

... have enabled the identification of four Big Moves which focus on Staff, Continuous Operational Improvement, Sustainability and Technology & Partnership.

MISSION

Living the Mission (Core Purpose), of Mercy University Hospital, is shaped by our Core Values. These determine how the Mission is consistently expressed by our dedicated staff through their attitudes, behaviours and decisions. Our Core Values not only create and sustain the ethos of the hospital but are a constant guide to ensure Mercy is meeting the needs of its time in providing a sustainable, socially relevant service.

We will sustain a culture which provides a compassionate person centred service where our collective values of Respect, Compassion, Excellence, Justice and Team Spirit will prevail.

QUALITY

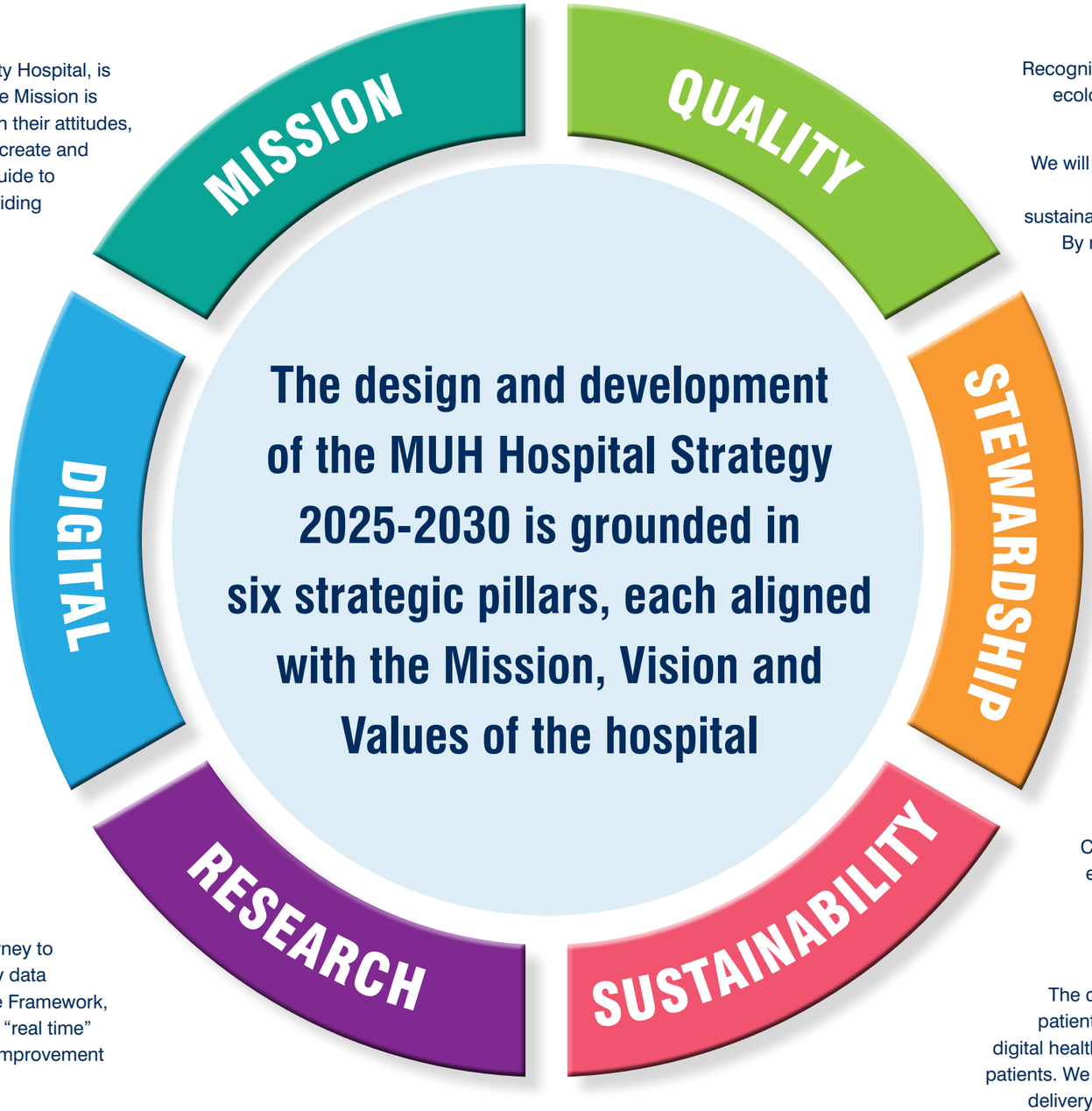
Creating a shared single view of Quality that is person centred and equitable and will improve the experience, outcomes, and safety of our patients.

We will deliver quality care underpinned by the National Standards for Safer Better Health Care (HIQA) and the Core Values of MUH. Quality care will be delivered safely, positively, effectively, sustainably, resourced and well led.

STEWARDSHIP

Improving patient care and outcomes through the effective management of financial and operational resources by focusing on Learning, Productivity and Stewardship

We will engage with our patients and staff on the journey to develop service improvement priorities, supported by data analysis, aligned with the hospital's Board Assurance Framework, and identify key performance measures to develop a "real time" performance dashboard and to support continuous improvement across all departments.



SUSTAINABILITY

Recognising our environmental obligations, MUH will assume ecological responsibility through practices which promote respect and care for the environment.

We will strive to become more resource and energy efficient, prevent/reduce waste and endeavor to create a more sustainable environment for patients and staff of the Hospital. By reducing our environmental impact through improved services and educational programs we enable our patients and staff to acknowledge the importance of a healthier environment.

RESEARCH

Fostering further the culture of innovative research in the hospital and adding further value in patient care. Generating and implementing research evidence into clinical practice is a cornerstone of high-quality health care.

We will sustain a culture that embraces the pursuit of research to improve clinical practice and deliver exceptional care whilst embracing ongoing development of clinical and non-clinical research. We will embrace collaborative partnerships and empower patients, as partners, in high quality research.

DIGITAL

Create an appropriate level of digital capability that will enable colleagues to work more efficiently and enable patients to access their information, through the innovative use of technology whilst providing services which are stable, safe and secure.

The creation of a digital enabled hospital will ensure better patient outcomes by seamless, safe, secure and connected digital health services which support health and wellbeing for our patients. We will harness digital power to increasingly connect the delivery of health and social care services for our population.

Our Big Moves



Mission and Values

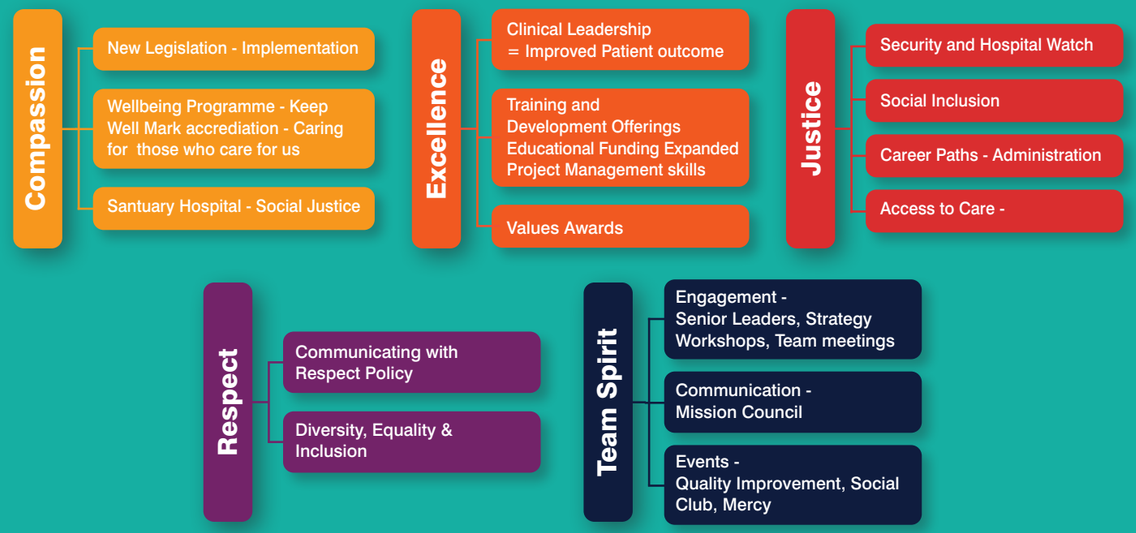
Mercy University Hospital is committed to sustaining its culture which is infused with a strong identity, spirit and meaning, and where our collective values of compassion, excellence, justice, respect and team spirit are part of who we are and everything we do. This is reflected in the work of Mercy up to the present time and will continue in the years to come as Mercy will continue to inspire and be inspired by those we seek to help.

Physical care without compassion is not Mercy. Each new generation of Mercy is entrusted to carry forward the richness of the past - the legacy and proud tradition - to nurture and care for it and to pass it on to others as a precious inheritance. Cognizant of the changing nature of healthcare, it is important to remember the foundational and enduring nature of the organisation's Core Purpose - Care for the Sick - and of its Core Values.

Living the Mission, or Core Purpose, is shaped by the Core Values. These determine how the Mission is consistently expressed by a dedicated staff through their attitudes, behaviours and decisions. Collectively they not only create and sustain the ethos of the organisation but are a constant guide to ensure Mercy is meeting the needs of its time in providing a sustainable, socially relevant service. This is a philosophy of innovative care that has endured and is carried forward today – rooted in healing and caring for all. It inspires Mercy to pioneer new ways to deliver care, expand access, optimize technology and work processes to enhance and improve healthcare quality and service for all. It remains a key strength of our hospital as we continue to strive to create the space in which to nurture the skills that keep core values central to our purpose.

All employees have a role to play in upholding our values of Compassion, Excellence, Justice, Respect and Team Spirit. The ongoing nurturing and weaving of our values and culture into the fibre of Mercy University Hospital is achieved by ensuring our Core Values underpin the delivery of education and training programmes, the development of policies and procedures and performance accountability.

MISSION ROADMAP



Big Move 1

People - Our staff are our most important asset

Developing a partnership approach to foster a team spirit in the interests of our common purpose and enhanced job satisfaction for staff.

What does this mean?

As an employer of choice, Mercy University Hospital will inspire and develop our people, building resilience for the future by attracting and retaining the very best healthcare professionals, managers and staff across all disciplines.

Why are we doing it?

The Mercy has a proud tradition of staff with long service. In 2023, a total of sixty four long service awards were presented to staff for reaching 10, 20, 30 and 40-years' service. The MUH also has a proud tradition of attracting and developing new talented staff each year. This cannot be taken for granted. The Hospital must remain an employer of choice across all parts of the Hospital, in both clinical and non- clinical roles. Our People Strategy supports traditional elements of HR such as Recruitment, Performance Management and Reward with a focus on our Values and Culture. Our People Strategy is focused on how we treat people, how we engage and motivate people towards achieving common goals as outlined in this strategy document.



Wellbeing

The MUH has a long established Wellbeing Strategy with fresh initiatives rolled out annually. We wish to respect our valued colleagues by caring for the staff that care for our patients. We will continue to support ongoing physical and mental health initiatives to support the delivery of our strategy. MUH has been successful in its application for the IBEC Keep Well Accreditation Mark. The Team will now continue to maintain this Accreditation Mark for the benefit of all staff.

The Keep Well programme will provide the hospital with all the tools necessary to embed the highest standards of good workplace health, wellbeing, and safety practices. Additionally, it serves to strengthen us – both internally and externally as an organisation that values its staff.



Employee Engagement

Engaged employees take more pride in their organisation, enjoy better job satisfaction and are more connected to achieving organisational goals. We are committed to improved internal communication with the development of a new Internet and Intranet offering to support this. We are also committed to providing feedback opportunities through surveys, forums, workshops and our new compliments and complaints process. Effective employee engagement at a Departmental level and nurturing of recognition schemes is key to ongoing employee engagement and the solidification of our values.

Inclusive Workplace

Diversity, Equality and Inclusion in our Workforce

Respect is one of our core values. Everyone in MUH should feel respected and valued in their workplace, and everyone should feel safe and comfortable when they come to work in MUH. Inclusivity in the workplace will be supported by a targeted programme. The MUH will also seek to baseline our inclusivity measure and improve on this over the coming years. It is our wish, as a values led hospital to create a sense of belonging of all staff and that we are seen as a great place to work from an inclusivity perspective,

We will seek to implement all family friendly legislation and flexible working initiatives in a way that meets the needs of our staff and organisation. By offering flexibility to our workforce through a range of different contracts and working arrangements, we will become an attractive employer and create benefits for our existing workforce which will support the retention of our existing staff.

As our most important asset we must prioritise our workforces' health and well-being. Advocating flexibility offers benefits which will help people to stay well.



Leadership

We have a well-established Management Development Programme, and we now turn our focus to Leadership Development. The implementation of the new Clinical Strategy and Directorate Structure is underpinned by an investment in strong leadership. We will continue to support this as it evolves and becomes embedded in the organisation. These outputs have been turned into a dynamic Leadership Charter which will be further evolved to define behaviours and a leadership development programme to grow and motivate MUH's talent.

Learning & Development

At MUH we are committed to empowering employees with the skills and knowledge to do their job. An annual corporate training calendar is delivered Educational assistance is open to all employees through an application process. We are a teaching hospital supporting under and post graduate education across Medicine, Nursing and Health and Social Care Professionals. Opportunities for learning are also provided by and supported by our Centre of Nurse Education, Nurse Practice Development Unit, Library, Grand Rounds, Simulation Training and on the job learning.

The use of the HSE e-learning (HSELand) tool is also actively encouraged. The MUH will implement a new Learning Management System over the coming years which will support clarity around competencies and mandatory training records. This will also empower staff to be self directed in relation to their own Learning

Advancement Opportunities

Career Paths are key to staff being aware of growth and development opportunities. The MUH is committed to outlining visible career path across all disciplines. This will help with motivation, succession management and retention of key staff.



Big Move 2

Continuous Operational Improvement

Maintaining high standards of quality, excellence and performance in all aspects of the organisation's services which include patient care, education, training and research

What does this mean?

In keeping with the Slaintecare ethos of providing the right care, in the right place, at the right time we will foster a culture of continuous operational improvement. We will provide care, to our patients, that is of the highest quality, delivered by a highly skilled and engaged workforce utilising best available technology. All operational decisions will be informed and driven by data. Development of more ambulatory care and admission avoidance pathways, supported by enhanced digital capabilities, will ensure that when patients need a hospital stay, we have the capacity to provide that.

Why are we doing it?

While our bed base will grow by 82 beds in the lifetime of this strategy, we need to ensure our operational processes are optimised. We need to minimise waiting times, optimise length of stay to minimise the impact of HCAI (Health Care Acquired Infections) and integrate patients with community based services.

All 6 pillars of this strategy will support the delivery of continuous operational improvement.

Journey to Zero and Journey to Slaintecare are our roadmaps to ensure equitable and safe access to high quality healthcare for all who access our services. By ensuring no one waits on a trolley for an in-patient bed we will reduce the morbidity and mortality associated with long wait times and provide a safe clinical environment for patients and staff. Achieving the Slaintecare waiting list targets will mitigate the risks associated with delayed diagnosis and access to care.



The Journey to Zero plan has identified 5 core areas of work that will allow us to achieve our ambition and while progress has been made, there is more to be done.

Daily Discharges

Daily discharges are facilitated by ward cohorting and multidisciplinary whiteboard rounds.

Acute Medical Assessment Unit

The consolidation of our AMAU service will ensure that patients are streamed to the most appropriate acute medicine service as early as possible during their episode of care.

Reduction in length of stay

We know that a one-day reduction in length of stay equates to the availability of 30 additional beds to other patients.

Theatre Scheduling

Given the specialist nature of our surgical activity it is vital that we move towards more advanced scheduling to maximise Theatre efficiencies.

Diagnostics

Timely access to diagnostics is critical to clinical decision making and patient flow within the hospital. We will work to optimise our diagnostic capacity to meet our current and future demands for these services.

Journey to Slaintecare is a programme of works that will facilitate the achievement of Slaintecare waiting list targets for out-patient, day case and in-patient services

Referral Validation | **Modernised Care Pathways** | **Maximising Capacity** | **Development Opportunities**

Referral validation will remove duplicate referrals, facilitate clinical prioritisation, and identify alternative care pathways ensuring patients are seen by the right service, in the right place, at the right time.

Our Gastroenterology service are an exemplar of modernised care pathway application and the components of this will be applied to other suitable services.

The efficiency of our Out-patient Department (OPD) service will be maximised, aligning with the principles of the Outpatient (OP) Waiting List Management Protocol 2022. By reducing our DNA (Did not attend) rate, working towards a new patient: follow up ratio of 1:2 and extension of the working day to facilitate an additional clinic we will create capacity to review more new patients thereby reducing waiting times to access care.

The centralisation of paediatric services in Cork University Hospital (CUH) affords opportunity to develop the site of the previous paediatric ward. Through this increase in our bed base, we will be able to protect elective surgical activity throughout the year while maintaining throughput in unscheduled activity.

Advances in surgical techniques and particularly the use of robotics will facilitate reduction in length of stay, ultimately increasing patient throughput and reducing waiting list volumes.

What will it deliver?

The cumulative effect of these initiatives and workstreams will have a positive impact on the experience and outcomes of all those accessing our service.

- **Capacity to meet demand: here when you need us.**
- **Improved outcomes for those who access our services.**
- **Strong focus on admission avoidance and maintaining people within their community.**
- **Culture of innovation and partnerships.**



Big Move 3

Sustainability

Assuming ecological responsibility through practices which promote respect and care for the environment.

What does this mean?

Mercy University Hospital will embrace and embed Sustainability into the delivery of care for our patients by assuming ecological responsibility through practices which promote respect and care for the environment.

Why are we doing it?

At Mercy University Hospital (MUH) we know that our activities are important to our hospital community. We are aware of our responsibility in protecting our environment and ensuring an equitable, inclusive and supportive workplace for our people We achieve this through collabation with our civic partners, engaging with Cork Healthy Cities and HSE Sustainability and Energy offices.

We believe it is now more critical than ever to ensure that everything we do has a positive impact, environmentally, socially, and economically.

MUH is also committed to supporting the 17 UN Sustainable Development Goals (SDGs) to promote prosperity while protecting the planet. MUH contributes to most SDGs in one form or another, as they directly relate to health or contribute to health indirectly. Our ambition is to move from simply treating chronic conditions to helping prevent them in the first place.

MUH will deliver a Sustainability Strategy which will set out our vision, goals and actions for the 2025-2030 period under a number of key pillars. This will form part of the MUH Strategy 2025-2030 working towards the 2050 Net Zero targets. These priority areas are the foundation that will help us achieve our vision to embed Sustainability into the heart of our hospital community and staff engagement will be integral to the process.

These priority areas will be aligned with the "Priority areas of Focus" as outlined in the HSE Climate Action Strategy 2023-2050 based around:

PRIORITY AREA OF FOCUS	SUMMARY OF AREA OF FOCUS
Sustainable Buildings and the Green Environment	Improve energy efficiency and sustainable building practices reduce GHG emissions and manage green spaces to promote biodiversity, physical and mental wellbeing.
Greener Models of Healthcare	Reduce high emissions and waste in the delivery of high-quality healthcare
Water and Waste Management	Conserve Water, reduce and manage Waste
Sustainable Procurement	Align MUH purchasing decisions with the HSE decarbonisation and sustainability goals
Transport and Mobility	Facilitate a supportive framework for increasing sustainable options of travel.
Staff Engagement/ Communication	Engage staff on a continuum and raise the profile of Greenway57.
Green Flag	Maintain an overarching ambition and intention for MUH to attain this credential.

Strategic objectives will be agreed around each of these priority areas and will have their progress tracked on an annual basis throughout the lifetime of the strategy and onwards toward 2050.

The hospital sustainability group - **Greenway57** was established in 2019. The goal of **Greenway57** is to enable MUH in becoming more resource and energy efficient, prevent/reduce waste and endeavour to create a more sustainable environment for patients and staff of the Hospital. By reducing our environmental impact through improved services and educational programs we enable our patients and staff to acknowledge the importance of a healthier environment. **Greenway57** is underpinned by the Mission and Values of Mercy University Hospital.

MUH will produce an annual Sustainability report detailing progress on the annual targets, highlighting the man activities delivered throughout the year. This will also include the strategy for the next year and what the main actions will be.

What will it deliver?

- Update MUH Climate Action Roadmap
- Complete roll out of Heating controls project
- Hot water generation upgrade projects
- Launch "MUH Sustainability Strategy"
- Progress "Green Flag" application
- Commence plant and equipment replacement works to high efficiency low carbon alternatives
- Target ISO50001 Certification for Energy management
- Achieve Climate action carbon reduction targets

Big Move 4

Technology and Partnership

Implementing where necessary, improvement plans that are based on best practice, innovative technology, knowledge and skill.

What does this mean?

MUH will develop an appropriate level of digital capability that will enable colleagues to work more efficiently, and patients access to their information, through the innovative use of technology whilst providing services which are collaborative, stable, safe and secure. This will ensure:

- Better health outcomes enabled by seamless, safe, secure and connected digital health services and which support health and wellbeing for our patients and empower our staff who provide their care.
- To harness the power of digital to increasinbly connect the delivery of health and social care service for our patients, subscribing to the philosophy of “Hospital without Walls” where we will seek to enhance patient care by reducing their hospital stay and delivering more care at home.

Why are we doing it?

Mercy University Hospital has, in keeping with Sláintecare, taken a “hospital without walls” approach through our outreach programmes. The expansion of the Mercy Home Care Service will aim to flourish within the development of Virtual Wards. Emerging technology will allow us to prevent a hospital admission, utilise ambulatory care pathways, both at the MUH and within the community, and improve flow out of hospital. This will require a change in public and clinical mindsets, partnership working and will be supported using proven technology.

Our ambition is to provide the right services, to meet the health and care needs of our communities both now and in years to come. We want to deliver better outcomes for patients helping them to live longer lives with fewer years of ill health. We know from the Central Statistics Office (CSO) document “Population and Labour workforce projections 2017-2051”, the population aged over 70 years will rise from 516,000 to 955,000 by 2041 nationally. Embedding a ‘Hospital without walls’ mindset and making better use of technology, we will be able to develop more sustainable services. We will work with our partners in the HSE SouthWest region and advocate on behalf of our patients, to develop these services for patients.

With emerging technology, it is envisaged that during the life of this Strategy, the Electronic Health Records (EHR) will be introduced. Other technologies will enable the ability to provide remote monitoring facilities ensuring we are well placed to utilise virtual ward models of care. The patient in the virtual ward, their home, will be monitored by staff in the hospital and supported to remain out of hospital as they recover from their acute illness. The MUH is well placed to innovate and collaborate on development of technology through our status as a university hospital and our close relationships with research facilities including the Tyndall National Institute.

What will it deliver?

Working with partners across health, social care and the voluntary sector will help us to care for our population in the right place to support them to live as well and independently as possible. We will support patients to maintain their independence and prevent or reduce some of the associated risks of staying in hospital such as de-conditioning, loss of mobility and hospital acquired infections.

Aligning the MUH Digital Strategy with the National eHealth Strategy for Ireland will allow our patients to collaborate with us more efficiently. Patient portal and electronic means of managing appointments, having access to their clinical information, being more informed about their own healthcare needs, interacting using telemedicine and enhancing the services to their homes.



Strategy Roadmap

2030

- Introduce National Healthcare Electronic Record
- Meet Sustainability Targets

2028 -2029

- Commissioning of the Lee View Block 2
- Develop 14 Bed ICU/Acute Floor
- Introduce Electronic Prescribing (in line with National Policy)

2027

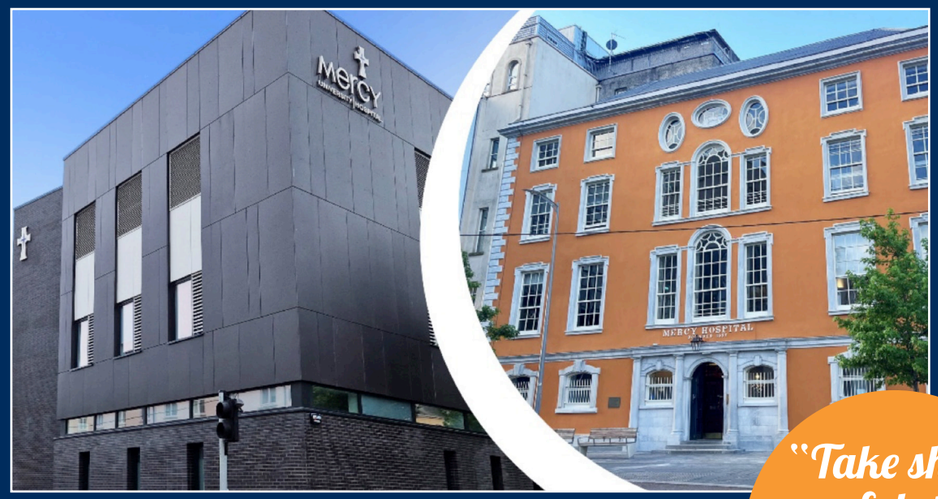
- Development of North Mall Campus
- Accreditation of Green Flag
- Implement new Learning Management System
- Target ISO500/Cert for Energy Management at MUH.

2025 -2026

- Repurpose of Paediatric Ward
- Commence work on expansion of Gastroenterology clinical facilities.
- Launch MUH Sustainability Strategy
- Conduct Employee Engagement Surveys/Consultation
- Progress “Hospital without Walls” vision.
- Innovation Hub
- Progress Magnet4Europe Application

Note: Should be read in conjunction with the Clinical Strategy and Sustainability Strategy

Continuing the Journey



“Take short careful steps, not great strides”
Catherine McAuley

This Strategy outlines the vision and priorities for Mercy University Hospital for 2025 to 2030. It will be a living document that will be further developed over the lifetime of the strategy. Its progression will take account of external influences and internal needs in a consultative and collaborative way that includes patients and staff.

Responsibility for the implementation of the Strategy and for the development of associated operational plans lie with the Executive Management Board, Pillar Leads and Staff.

In keeping with the co-design philosophy of this Strategy, involvement and collaboration with relevant stakeholders, will be key features of the implementation process in the coming months and years.

This will be achieved through:

- **Commitment and hard work from everyone in the hospital**
- **Quarterly Updates at Senior Leaders Meetings**
- **Annual Review of Strategy, including Staff engagement**
- **Reports will be presented to the MUH Board of Directors and Strategy Sub Committee.**

Action must follow engagement and accountability and delivering on our Big Moves lies with everybody, while direction and oversight will be provided by the hospital’s senior management team.

We are on an exciting journey and with your involvement we have ambitious plans to make our vision a reality.

The Strategy has been designed to incorporate the MUH Clinical Strategy and Development Strategy and this will be accounted for in the onward development and implementation of the Strategy.

Thanks to all Mercy University Hospital Colleagues and Staff for their contribution to this Strategy and to everyone who attended Staff Engagement Sessions, completed SWOT analysis and contributed to their Departmental Strategy feedback. We are also grateful for the contributions of our colleagues and partners in the HSE and Public Health.

We reserve a special word of Thanks to our former CEO, Anne Coyle who commenced this work and started the journey!

OUR VALUES

RESPECT

JUSTICE

COMPASSION

EXCELLENCE

TEAM SPIRIT





Mercy
UNIVERSITY | HOSPITAL

Compassion Excellence Justice Respect Team Spirit

Maintaining and Improving the Health and Wellbeing of those we Serve.

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