

The Pillar Centre for Transformative Healthcare



STRATEGIC PLAN
2020 - 2023



Working in partnership with



Contents

Foreword	4
Context and background	5
Hospital mission, values, vision and goals	6
The Pillar Centre for Transformative Healthcare	7
Our vision	7
Our strategic goals.....	7
Goal 1	8
.....	8
Goal 2.....	9
.....	9
Goal 3.....	10
.....	10
Goal 4.....	11
Goal 5.....	12
Strategic enablers.....	13
MMUH in numbers 2020	15



Foreword



David Begg

Chairman MMUH Board of Directors

I am delighted to endorse this strategic plan and to give my full support to The Pillar Centre for Transformative Healthcare. I am sure that this ambitious plan, and specifically its five strategic goals, will position The Mater Hospital at the leading edge of medical science, research, innovation and post-graduate education in the years ahead. Most importantly, it will be the means through which our patients will be able to access the best quality of healthcare. This has been the mission of the hospital for the past 160 years. On behalf of the Board, I take this opportunity to thank all the staff for their magnificent work and selfless dedication. In particular, I wish Brendan and his colleagues every success as they take this project forward.



Alan Sharp

Chief Executive MMUH

“Doing What Matters”, the Hospital Strategy for 2018-2021 outlines our vision to be a leader in innovation of specialist services and healthcare transformation with a strong academic and research agenda. The Pillar Centre for Transformative Healthcare exemplifies this vision.

I would like to take this opportunity to thank all staff members for their commitment to making the Mater Misericordiae University Hospital the Hospital of Choice when it comes to delivering exceptional care to our patients while leveraging our unique position to enhance education, research and innovation to create further advancements for the benefit of our patients.



Prof. Brendan Kinsley

Clinical Director, The Pillar Centre for Transformative Healthcare

As Clinical Director of the Pillar Centre for Transformative Healthcare, I am committed to the implementation and success of the Strategy for 2020-2023 as outlined in this exciting document. Our goal is the creation of a centre which optimises the potential of staff at the MMUH in collaboration with academic, commercial and local partners to advance added value education, research and innovation on the clinical campus of a Clinical Academic Medical Centre. The commitment to these developments in education, research and innovation results in improved outcomes for our patients and the community.

Context and background

Situated in the iconic 1861 building at the Mater Misericordiae University Hospital (MMUH), the **Pillar Centre for Transformative Healthcare** offers a unique, state of the art, interdisciplinary and multidisciplinary space for practical skills training, simulation and team based learning.

Launched in 2018, this unique Centre aspires to enhance the Education, Research and Innovation capability of MMUH as outlined in **Doing what Matters** the MMUH Strategic Plan 2018-2021.

Through **P**artnerships, **I**nnovation, **L**earning, **L**eadership, **A**cademia and **R**esearch, the Pillar Centre for Transformative Healthcare strives to be a leader in Education, Research and Innovation with a particular emphasis on developing the potential of co-location on a hospital campus.



Hospital mission, values, vision and goals

Hospital mission

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

Hospital values

- ▶ Excellent Reputation
- ▶ Competent and motivated staff
- ▶ Education Training Research
- ▶ Clinical Excellence
- ▶ Positive patient experience
- ▶ Financial accountability
- ▶ Partnership
- ▶ Strategic planning and development

Hospital vision

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

Hospital strategic goals

- 1 Deliver System Wide Process Improvement
- 2 Strengthen our specialty services
- 3 **Enhance Education, Research and Innovation**
- 4 Effective Data Capture and Reporting
- 5 Leadership and innovation in patient care delivery models, integrated care and staff wellbeing
- 6 Implement an EHR system

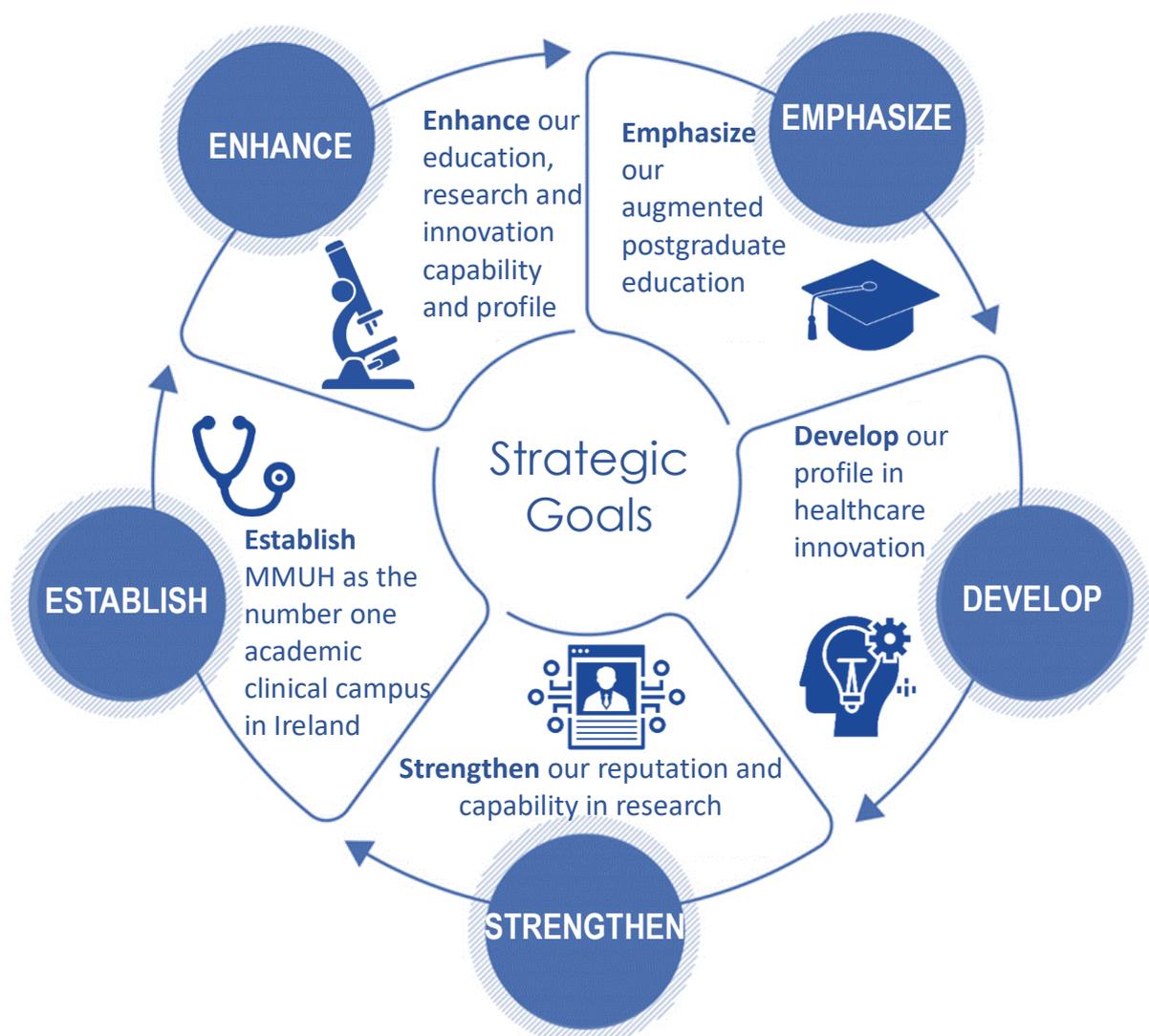
The Pillar Centre for Transformative Healthcare

Our vision

To be a leader in education, research and innovation with a particular emphasis on developing the potential of co-location on a hospital clinical campus

Our strategic goals

1. To enhance education, research and an innovation capability and profile as outlined in **Doing What Matters** the MMUH Strategic Plan 2018-2021
2. To emphasise 'added value' postgraduate education
3. To develop a profile in healthcare innovation
4. To enhance our reputation and capability in research
5. To be the number one academic clinical campus in Ireland



Goal 1

To enhance education, research and an innovation capability and profile

Doing What Matters the MMUH Strategic Plan 2018-2021 outlines that *“a strong profile in education, research and innovation is crucial in the development of a 21st Century academic teaching hospital.”*

To this end, the Board of the MMUH have established a new Directorate for Education, Research and Innovation (DERI) which will enable us to strengthen our academic, research and innovation profile, develop more academic positions, and lead in postgraduate education, research and innovation. The Pillar Centre for Transformative Healthcare offers a unique, interdisciplinary space for education, clinical research and innovation, supporting the workings of Directorate for Education, Research and Innovation (DERI) in parallel to generating potential income through collaboration with Pharma and Medtech industry.

We aim to achieve this goal by

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

Goal 2

To emphasise 'added value' postgraduate education

Developing postgraduate education on site allows flexibility for Clinicians who wish to gain specific skills, knowledge or technical expertise in an active and vibrant level 4 teaching hospital environment. MMUH is committed to outstanding training for its medical professionals. The Pillar Centre for Transformative Healthcare strives to exemplify this while expanding the “added value” postgraduate education available.

As an example of this innovative approach; in 2019, MMUH Emergency Departments Consultants in collaboration with and supported by the Pillar Centre, launched the first Point of Care Ultrasound Course (POCUS), utilising the world class skills of MMUH staff to educate future Clinicians. It is anticipated that this model of support will be utilised to develop a range of advanced interdisciplinary postgraduate courses for healthcare professionals.

Our goal is

- ▶ To establish world-class, interdisciplinary and multidisciplinary training programmes within environments of clinical excellence
- ▶ To build partnerships with enterprise and other external bodies in the development and delivery of innovative programmes of research and training
- ▶ To encourage inter-institutional collaboration and efficiency in the provision of excellent postgraduate student training
- ▶ Providing a diverse range of progressive educational and training opportunities for clinical and non-clinical staff working in healthcare
- ▶ Proposed Surgical Skills Training and Simulation Facility

Goal 3

To develop a profile in healthcare innovation

In developing a profile in healthcare innovation, the Pillar Centre for Transformative Healthcare, through collaboration with the recently established Innovation office, will act as a catalyst in transforming the innovation mind-set within MMUH and the wider healthcare community. Activities that incorporate creative thinking and new ways of working will be prioritised in order to foster a culture of innovation. The Pillar Centre will place strong emphasis on scientific rigour and evidence based practice.

We aim to achieve this goal by

- ▶ Developing a formalised programme in innovation in services and new models of care
- ▶ Promoting activities that incorporate creative thinking and new ways of working to foster a culture of innovation
- ▶ Placing strong emphasis on scientific rigour and evidence based practice
- ▶ Developing programmes in Device Development and Remote Monitoring
- ▶ Liaising with appropriate agencies (e.g. NOVA UCD and others) to optimise commercial opportunities

Goal 4

To enhance our reputation and capability in research

The Mater Hospital prides itself on nurturing a well-established, experienced and committed research team, individually and collectively, as they work to improve the outcomes for patients. The Pillar Centre for Transformative Healthcare will endeavour to develop expertise and research excellence in specific thematic research areas and to enhance our reputation and capability in research.

We aim to achieve this goal by

- ▶ Defining a clear research strategy for MMUH aligned to our core areas of expertise ex. Cancer, Cardiovascular Disease, Neuroscience, Trauma
- ▶ Putting in place the appropriate processes, governance and technology to support research
- ▶ Proactively sharing, communicating and promoting our research internally and externally
- ▶ Translating research into clinical practice through contemporary training and education programmes
- ▶ Provide out-patient facilities for patient research, including clinical trials
- ▶ Closely integrate the CRC with the hospital
- ▶ Support clinical research (clinical trials and investigator-initiated translational medicine)
- ▶ Provide a focal point for clinical research management (regulatory affairs, quality assurance, clinical trial implementation, data storage and analytics)
- ▶ To develop and support research talent to achieve their potential in delivering the research element of the hospital strategy
- ▶ Provide critical infrastructure, including laboratory support, directly or through partnership

Key developments

- ▶ Developing the MMUH/UCD Clinical Research Centre on site
- ▶ Centre for Translational Medicine
- ▶ Innovative Genomics Initiative
- ▶ HRB Clinical Trials Networks
- ▶ Bio-banking facilities

Goal 5

To be the number one academic clinical campus in Ireland

The Mater Hospital supports the creation of an integrated academic health centre where evolving patient care is actively linked with clinical teaching and research. The Mater Hospital has a global reputation for education and training. Our staff contribute to the development and delivery of academic teaching modules across a number of universities and our strong academic partnerships help to ensure that academic programmes are grounded in clinical reality and that our clinical practitioners remain submerged in and up to speed with developments in academia and research. The Pillar Centre for Transformative Healthcare is a uniquely positioned to harness the potential of co-location on a hospital campus.

We aim to achieve this goal by

- ▶ Appointing a Board for the Pillar Centre for Transformative Healthcare in 2020, reporting to the MMUH Board of Directors
- ▶ Achieving financial independence for the Pillar Centre for Transformative Healthcare by 2023
- ▶ Creating a funding model to allow for support of initiatives in postgraduate, interdisciplinary education, research and innovation
- ▶ Developing the MMUH/UCD Clinical Research Centre on site
- ▶ Enhanced academic partnerships both national and international
- ▶ Enhanced partnerships with Business and Technology
- ▶ Building a reputation as 'the place to train' for all healthcare and administrative professional groups

Strategic enablers

The strategic enablers are the supporting values for the implementation of the strategic vision and its goals.



Organisational Support

Education, training and research have always been at the core of the Mater Hospital. The MMUH Board and senior hospital management are committed to providing excellence in healthcare for all of our patients. In order to achieve this we recognise and support the contribution of the Pillar Centre for Transformative Healthcare in the delivery of its vision.

Governance

An Academic Hub Steering Group was established to provide appropriate governance to ensure the Pillar Centre for Transformative Healthcare delivers its strategy in line with hospital requirements and best practice. This is achieved through having standards and policies in place underpinned by processes and procedures to ensure adherence. The Pillar Centre Strategy has aligned itself with the Mater Hospital strategy.

People, Skills and competencies

The Mater Hospital has always been about people. Our staff are known for their compassion, strong sense of community as well as for their exceptional clinical training. The Pillar Centre for Transformative Healthcare employs the skills and competencies of its team in the development of specialized postgraduate courses and in the delivery of the strategy.

Partnerships

The Pillar Centre for Transformative Healthcare aims to develop and foster partnerships and links with academia, business & technology sector, alumni and the community, as well as optimising the effectiveness of external relations activities, including media. Through engagement with these groups, the Pillar Centre for Transformative Healthcare will seek to forge meaningful and sustainable partnerships that will support the delivery of the strategy.

Finance

The financial health of the Pillar Centre for Transformative Healthcare is an important element of our operations. It is essential that we have sustained and consistent funding that is aligned to our objectives and flexible enough for us to react to new conditions and challenges. We must also be proactively focused on our long-range investment strategy in order to ensure that we have the resources needed to achieve our Vision.



MMUH in numbers 2020



24,598

Number of inpatients



3,468

Number of staff



150

Robotic procedures (2019)

Clinical Trials



190

Haem / Onc studies open to date



International Staff Profile



48

Nationalities

Education



Undergraduate Students on campus

Medical (357 March '20)
Nursing (up to 400)
Physiotherapy (108)

Research



250

Publications (2019)

Innovation



Innovation Office Established 2019



THE MATER
HOSPITAL