

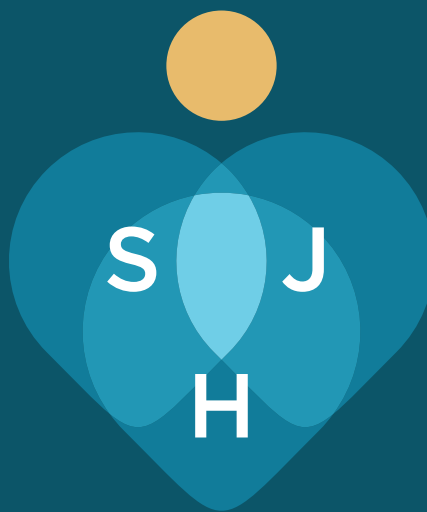


Ospidéal Naomh Eoin St John's Hospital

Cúram Gairmiúil agus Atruacha
Professional and Compassionate Care

Our Strategy 2022-2027

Serve the
needs of the
healthcare
population



Just culture
promoting
excellent
experience for
our staff and
patients

High quality,
equitable, safe,
accessible care

Contents

Welcome from the Chairman and Chief Executive	4
Meet Our Board	6
Our Hospital Governance	7
Our Purpose, Vision, Mission and Values	8
Our Founding History	10
Our Local Context	11
Our Regional Context	12
Our National Context	13
Why We Need a Strategy	14
Our Strategy Consultation – What You Told Us	15
What Our Patients Say	16
Our Activity Highlights	18
Future Service Focus	19
A Changing Environment	20
SWOT Analysis	22
Our Strategic Themes	23
Our Strategic Priorities	24
Economic Impact Assessment	26
Our Strategic Objectives	38
Conclusion	44



Welcome to our Strategy

Welcome to our new strategy which provides a clear roadmap for our Hospital and will guide our priorities and decisions over the next five years. We want to continue to provide high quality safe care to people in our local community and the wider Mid-West region through a range of acute and specialist medical and surgical services. We have a proud history and tradition of providing high quality, compassionate care and we remain faithful to the mission of our founders, the Little Company of Mary, to continue caring for the sick in a person-centred, compassionate way.

We intended to launch our Strategy in 2020; however the impact of the COVID-19 pandemic led to a pause in the preparations and completion of our work. The pandemic has however highlighted the outstanding care we provide to our patients and how our caring and committed staff have responded to the crisis. It has demonstrated areas of ingenuity and innovation and the strength and opportunities that come from working with all our partners. It has also highlighted areas where we need to invest further such as technology and our Estate.

Our “patient first” ethos ensures that everything we do contributes to improve experiences and outcomes for our patients. This is always our top priority.

The health service is ever changing with an ageing population, a growing rate of chronic disease on our health services and health economy, alongside the increasing need for investment in new and evolving technologies. The significant changes we have witnessed in the health policy landscape over the last two years in particular, have assisted us to prepare for further reform, rebalancing care needs priorities while developing a more resilient and adaptable workforce to respond to national and local service needs.

Our new framework

Our role within UL Hospitals Group as a unique provider of Model 2S services is fundamental to the future prosperity of the Group as a whole.

There is much evidence to show that we work together at scale for the benefit of patients, staff and resources.

Together we operate a shared leadership model in the delivery of clinical services whilst at the same time respecting our individual institutions and the accountability, responsibility and governance this brings for each of us. We are also working more closely with our community healthcare partners to develop more streamlined services for our patients to enable as much care as possible to take place as closer to the patient's home.

Our strategic framework has been developed by our Board with engagement from all our staff, our partners in the University of Limerick Hospital Group, the University of Limerick, our local General Practitioners, our Patient Partnership Forum and a variety of feedback from our patients local community groups via our social media platform.

Our strategy is founded on our vision and values. Over the next five years we will:

- **Provide high quality, safe and effective patient-centred care**
- **Invest in our staff and their wellbeing**
- **Operate our business in a clear, accountable and responsible manner to transform our services and ensure our viability and sustainability for the future.**

Taking our strategy forward

Collaboration, communication and support has been key in the development of this strategic plan, and it will continue to play a crucial role in its successful implementation.

Over the last number of months we have worked hard to organise ourselves around our strategy, building it into all our teams and services, developing implementation plans, alongside embedding it into our business planning, investment decisions, governance, our teams and our personal objectives. We want to ensure our strategy is fully embedded into our work and that there is a clear sense of shared ownership and vision amongst all our staff to bring about its successful delivery.

In relation to our Capital Development Plan, our Feasibility Study updated in May this year shows that our site is suitable and ready for development and can accommodate up to 150 additional new in-patient beds. We have been seeking a capital development as far back as 2000 and have prepared Development Briefs for the HSE and Department of Health in 2001, 2005, 2015, 2017, 2018 and more recently in 2022. We regret that capital funding has not been granted to us during this time. Our Plan presents two clear arguments for investment: 1) solution to the bed capacity issue in the Midwest; 2) much needed and long overdue major improvement works to our infrastructure as noted by HIQA during their inspections of our hospital in 2016 and more recently in March this year.

Our proposal addresses the necessary capacity requirement to tackle public waiting lists by accommodating a very significant proportion of the scheduled care work in the region- as detailed in our briefing document. It provides solutions to the critical needs associated with the public waiting lists. We already have the 6th busiest endoscopy list and 12th busiest elective surgery list in the country. We boast the second busiest LIU in the country after Cork. We think this ideally positions St John's to do more.

We recognise that what lies ahead may be challenging but we have the determination, resolve and resilience to fulfil our plan. We look forward to working with you our patients, our staff, our healthcare partners and our local community to make our vision a reality.

The key benefits of developing our strategy are to:

- **Enable us to communicate clearly with our patients and the public, allowing them to see the direction which our services and business plans will take over the next five years.**
- **Communicate to our strategic partners that we are proactive and committed to working efficiently**

and effectively to deliver on national and regional healthcare priorities, reaffirming our commitment to the provision of high quality and safe patient services while we transition towards fully integrated care in line with the Sláintecare reforms.

- **Identify the strategic actions and initiatives that we need to focus on over the next five years to assist UL Hospitals Group and the Midwest region in meeting its objectives.**
- **Enable us to work more cohesively together, from Board and Executive through to frontline staff, strengthening our capabilities and affirming the future of our hospital and its staff**



Bishop Brendan Leahy, D.D.
Board Chairman

+ Brendan Leahy



Emer Martin
Chief Executive

[Signature]

Meet our Board



Bishop Brendan Leahy,
D.D.



Cllr. Daniel Butler



Dr. Miriam Callanan



Dr. Catherine Casey



Ms. Anne Fahy



Ms. Audrey Fehily



Mr. Ralph Keane



Fr. Noel Kirwan



Dr. Fasih Khan



Mr. Richard Leonard



Cllr. Kieran O'Hanlon

Our Hospital Governance

Effective governance is about making decisions and taking actions which lead to consistently good performance and is fundamental to our success as a Hospital. We are an organisation with clear lines of responsibility between the Board, CEO and clinicians, creating the optimum structure for leading high quality service delivery.

The key features of our Governance arrangements are:

Our Trustees whose primary function is to ensure that the hospital complies with all codes of conduct and good governance pertaining to its charitable purpose and to oversee the orderly succession of appointments to the Board.

Our Board whose primary function is to oversee the governance and management of the hospital and to determine the long term aims of the hospital, providing leadership to achieve these aims.

Our Board Nominations and Governance Committee whose primary function is to assist the Board to make recommendations to the Trustees on appointments to the Board and to oversee continuous improvements in standards of corporate governance.

Our Board Audit Committee whose primary function is to provide an independent and objective review of the hospital's financial reporting process, management of financial risks, Value for Money (VFM) management, internal and external audit processes and regulatory requirements.

Our Board Quality, Safety & Risk Committee whose primary function is to oversee the implementation of the National Standards for Safer Better Healthcare which will contribute to high quality, safe, healthcare for service users and enable a culture of quality, safety, innovation and patient centred care.

Our Medical Board whose primary function is to act as an advisory body to the Board, contribute to the strategic planning of clinical services, provide accountability for medical practice and oversee regulatory standards pertaining to Non-Consultant Doctor Training.

Our Patient Partnership Forum whose primary function is to represent the interests and needs of our patients and the community, to ensure that the patient's voice is heard and to suggest how we can improve our services. The views of the PPF are very important to us in terms of how we design our clinical services and take decisions which directly impact on patient care.

Our Chief Executive

The day-to-day management of the hospital is delegated by the Board to the Chief Executive, who heads up the Executive Management Team.

Our Service and Department Leads

Our Service and Department Leads are responsible for the day-to-day operation of services that they and their teams provide. Their ultimate goal is to ensure that our patients receive excellent care and our staff are supported in their work.

Our Purpose, Vision, Mission & Values

St. John's Hospital has a long and proud tradition of providing high quality care to the people of Limerick and the surrounding areas. The ethos and core values of the Little Company of Mary are still evident today. The commitment and dedication of our managers and staff ensure that the hospital lives its Mission Statement in its daily activities. The hospital's status as a Voluntary hospital is core to our ethos and values.

We updated our Mission, Vision and Values to reflect the future direction of our organisation whilst also reflecting what is important from previously undertaken work in this area.

We arrived at these values through an all embracing process, from the grass roots upwards.

OUR PURPOSE

Together we work to enhance the health and wellbeing of all those in our care and inspire those who deliver it every day.

OUR VISION

To be a leading provider of healthcare services where innovation and excellence are at the heart of the patient experience.

OUR MISSION

Faithful to our tradition, we will provide the highest possible standard of care and treatment in a professional and compassionate manner to every person who avails of our services.

Our Values



INDIVIDUAL HOW I TURN UP

Lead

I am present and give 100%
I lead by example
I take personal responsibility

Team Player

I fully participate
I motivate/coach
I have a sense of humour

Deliver

I respond rather than react
I am solution focused
I deliver excellence



TOGETHER HOW WE WORK

Value

We listen to each other
We tell each other the truth
We buy-in to the power of the collective

Support

We look for opportunities to help
We help each other grow
We ask/question because we care

Efficient

We deliver outcomes efficiently
We make timely decisions



ST. JOHN'S HOW WE SUCCEED

Inclusive

We address people by their name
We take a personal interest
We celebrate success together

Responsive

We make the right decisions quickly
We deliver new and innovative solutions

Trustworthy

We provide a professional and excellent service
We can be relied upon
We walk the talk

Our Founding History

St. John's Hospital has a pioneering history. It was founded in 1780 by Lady Hartstonge and other benefactors as a Fever and Lock Hospital, being the first of its kind erected in the empire of Britain. It played a major role in controlling the spread of fever by admitting patients and isolating them from the community. The success of St John's in treating fever patients was based on a combination of core principles still applicable to modern day medicine: routine hygienic practice, nourishing food, and the knowledge of Dr John Geary- a prominent local physician of the time being able to distinguish between different fevers. In 1845, the hospital admitted more than 5000 fever-ridden patients during the outbreak of famine fever in Limerick city and also managed to maintain a relatively low mortality rate during that time.

In 1888 the then Bishop of Limerick, Bishop Edward Thomas O'Dwyer invited the Nursing Sisters of the Little Company of Mary (LCM) to the Hospital.

St. John's was the first site in Ireland where the LCM Nursing Sisters came to work. They led the nursing services of the hospital from 1888 to 2001, when the first lay person was appointed as a Director of Nursing.

St. John's Hospital was the first acute public hospital in Ireland to be accredited under the Irish Health Services Accreditation Board in 2003 and was the only acute hospital to be re-accredited under the scheme in 2007.

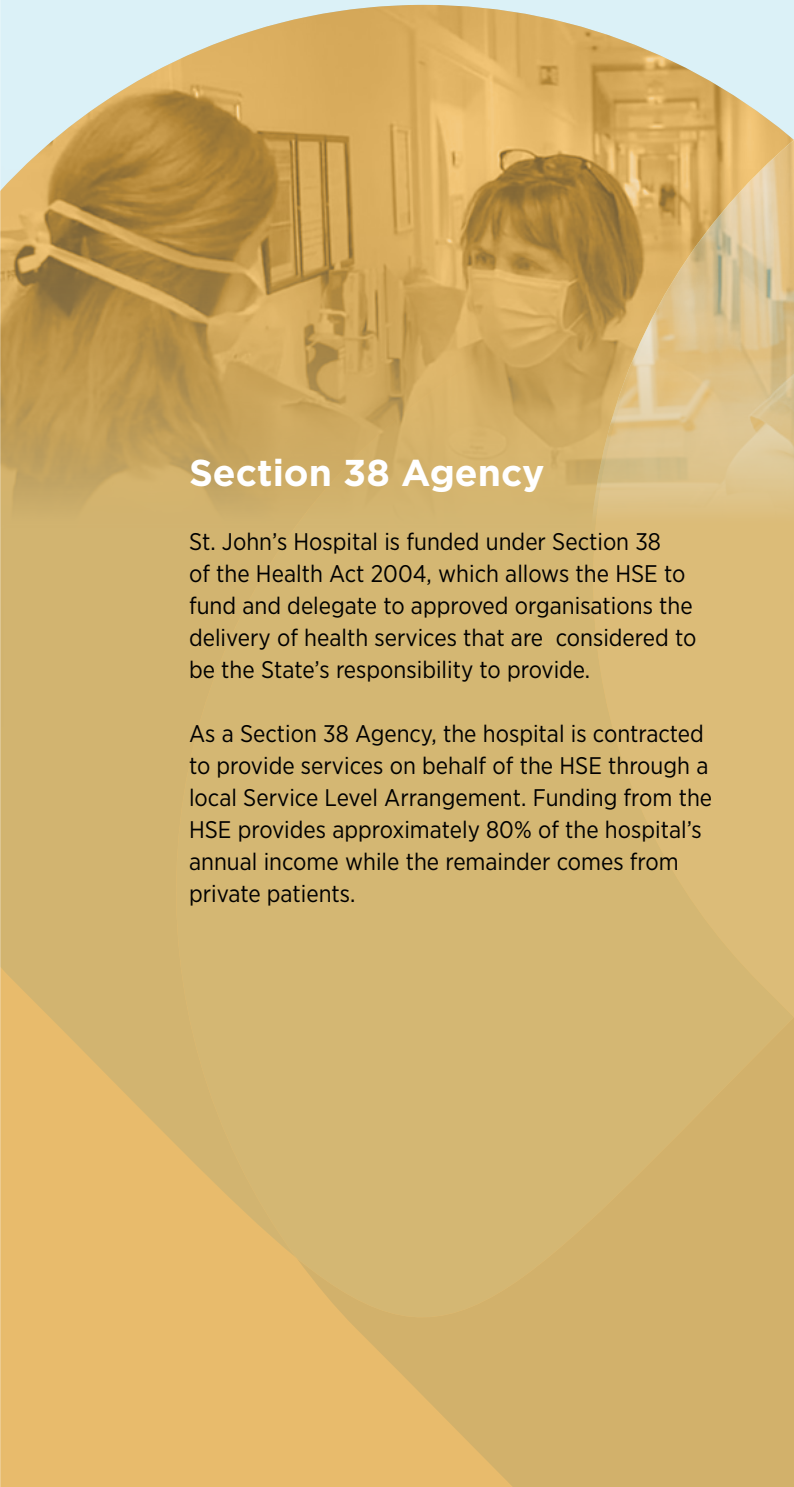
Since the national reconfiguration of health services into Groups in 2013, St. John's is one of six hospitals in the University of Limerick Hospitals Group. We are proud of our history and tradition since our foundation in providing high quality, compassionate care in a warm and friendly manner to the people of Limerick and its environs. We remain faithful to the mission of our founders and we believe that being a smaller hospital ideally positions us for excellence in person-centred care.



Our Local Context

St. John's Hospital is a Registered Charity and an Acute General Public Voluntary Hospital. It is a service provider to the Health Service Executive (HSE) as provided for in Section 38 of the Health Act 2004.

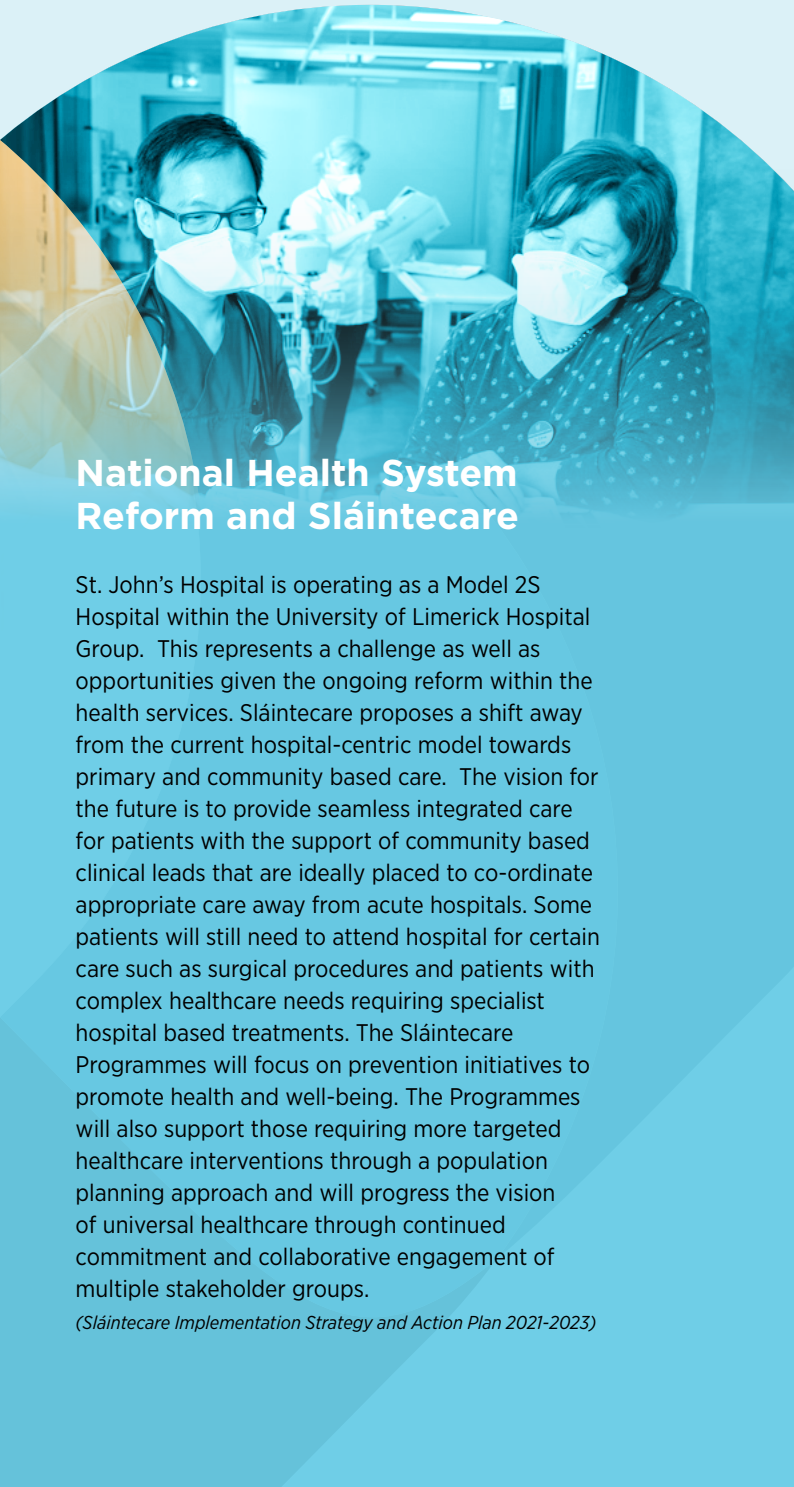
St John's Hospital is a constituent part of the University of Limerick Hospitals Group which serves a population of approximately 400,000 people. The Hospital operates under a Hospital Constitution, approved by the Charities Regulatory Authority.



Section 38 Agency

St. John's Hospital is funded under Section 38 of the Health Act 2004, which allows the HSE to fund and delegate to approved organisations the delivery of health services that are considered to be the State's responsibility to provide.

As a Section 38 Agency, the hospital is contracted to provide services on behalf of the HSE through a local Service Level Arrangement. Funding from the HSE provides approximately 80% of the hospital's annual income while the remainder comes from private patients.



National Health System Reform and Sláintecare

St. John's Hospital is operating as a Model 2S Hospital within the University of Limerick Hospital Group. This represents a challenge as well as opportunities given the ongoing reform within the health services. Sláintecare proposes a shift away from the current hospital-centric model towards primary and community based care. The vision for the future is to provide seamless integrated care for patients with the support of community based clinical leads that are ideally placed to co-ordinate appropriate care away from acute hospitals. Some patients will still need to attend hospital for certain care such as surgical procedures and patients with complex healthcare needs requiring specialist hospital based treatments. The Sláintecare Programmes will focus on prevention initiatives to promote health and well-being. The Programmes will also support those requiring more targeted healthcare interventions through a population planning approach and will progress the vision of universal healthcare through continued commitment and collaborative engagement of multiple stakeholder groups.

(Sláintecare Implementation Strategy and Action Plan 2021-2023)

Our Regional Context

Model 2S Hospital

Under the Smaller Hospitals Framework established in 2013, St. John's Hospital has been designated a Model 2S Hospital - a hospital that can carry out intermediate acuity surgery which cannot be carried out on a day case basis and which requires in-patient stay and accommodation. It is the only designated Model 2S Hospital for the Mid-west region where a higher level of surgical acuity can be appropriately delivered, allowing University Hospital Limerick to concentrate on higher levels of acuity and complexity. The Framework identifies the activities that can be performed in smaller hospitals in a safe and sustainable manner so that a high volume of care can be provided locally.

Model 2 hospitals are intended, under the framework, to provide the majority of elective hospital activity including same day or extended day surgery, selected acute medicine, local injuries, a large range of diagnostic services including endoscopy, laboratory medicine, point of care testing and radiology, specialist rehabilitation medicine and palliative care.

Future Health identified that the development of smaller hospitals was interrelated to the introduction of hospital groups and in 2013 published a framework for smaller hospitals *Securing The Future of Smaller Hospitals: A Framework for Development*. This framework clearly states the government's commitment to securing and further developing the role of smaller hospitals. It also provides the opportunity for smaller hospitals to have a sustainable and central role into the future. This secured the role of St. John's role in the delivery of health services in the Mid-West. It states:

"No acute hospital will close. We believe that there is a strong role for smaller hospitals, in which they will provide more services, not fewer. The challenge is to make sure that they provide the right type of services, which can safely be delivered in these settings, so that we maximise the benefit to patients."

St. John's Hospital does not admit unscheduled medical or surgical patients. There is significant inter-linking of services and care pathways with the other hospitals in UL Hospitals Group. The objective of the Group is to work together cohesively in providing acute care for patients in the local area and integrating with the community and primary care to provide seamless patient care.

National Health Strategies influencing how we do our work

1. **Future Health: A Strategic Framework for the Reform of the Health Services 2012 - 2015**
2. **The Establishment of Hospital Groups as a transition to Independent Hospital Trusts** (The Higgins Report)
3. **Securing The Future of Smaller Hospitals: A Framework for Development**

National Clinical Programmes most relevant to St John's Hospital

- The Acute Medicine Programme (AMP)
- The Emergency Medicine Programme (EMP)
- The National Clinical Programme in Surgery (NCPS)



Our National Context

Voluntary Hospitals

Voluntary organisations have a rich legacy in the provision of healthcare, steeped in a historic commitment to serve the sick and more vulnerable members of society.

The mission and values of voluntary organisations permeate every aspect of their operational and strategic functioning. They continue to guarantee the provision of critical health services in Ireland, with over 25,000 staff employed across the sector.

St John's Hospital is proud to be a Voluntary Hospital and we are committed to continuing our role as a key provider of healthcare to the people of Limerick and the Midwest.

We work closely with University Hospital Limerick and UL Hospitals Group in the planning and delivery of our healthcare services.

We are closely engaged with the community we serve and remain highly motivated by our founding mission and values to provide the highest standards of care to our patients.

We are an organisation with clear lines of responsibility between the Board, CEO and Clinicians, creating the optimum structure for leading high quality service delivery.

We are committed to the highest standards of accountability, oversight and transparency and to providing full assurances to the State and the public.

Sláintecare

"Healthcare delivered at the lowest health service that is well organised and managed to enable comprehensive care pathways that patients can easily access and service providers can easily deliver. This is a service in which communication and information support positive decision-making, governance and accountability; where patients' needs come first in driving safety, quality and the coordination of care."

(Sláintecare Committee 2017)

Sláintecare proposes a shift away from the current hospital-centric model for elderly care and chronic illness towards primary and community based care. Its goal is to empower the patient by providing seamless integrated care with community based clinical leads that are ideally placed to co-ordinate appropriate care away from acute hospitals. While some of the current care provision as we know it is gradually shifting from the hospital to the community setting, certain services will still need to be provided in hospitals to cater for needs that are too complex for the community setting. St John's future service plan includes integrated medical services that are a step-up from the community where the hospital is the most appropriate setting to provide the treatment.

Why We Need a Strategy



A growing and ageing population requiring us to better coordinate and join up health and social care services to meet the growing demands being placed on them.



Patient expectations are changing and challenging us to think differently about how we can modernise and improve the way people access and experience care.



Significant differences in healthy life expectancy and quality of life across different areas within the ULHG.



Attract, train, support and retain the right workforce is one of our biggest challenges and a key challenge across the health service.



Digital technology, innovation and artificial intelligence are creating new opportunities to transform how we deliver our services and how we can be more effective and efficient.



Opportunities to collaborate beyond St. John's and across our local health system and networks to join up care, share learning and improve outcomes.



To keep up with the demands on access to healthcare as a result of delays to care caused by the Covid pandemic as well as an expanding population and increasing public demand.

Our Strategy Consultation

What You Told Us

Priorities from our Staff

- Develop services for the management of chronic diseases
 - New modern facility
- Involvement in development of integrated care pathways
- Use of digital technologies
- High quality education and training programmes
- Clinical Innovation and Excellence as part of everyday care

Priorities from our Patient Partnership Forum

- Advertise our services - "set out our stall"
- "Patients want services delivered near home"
- Clear information on how patients can access St. John's MAU
- Advertise what conditions can be treated in our Injury Unit
 - Re-commence patient partnership walkabouts when Covid restrictions allow

Priorities from Our Healthcare Partners

- New modern facility
- Greater access to services
- Increased single en-suite rooms
- Enhance communication with the general public
 - Involve service users and the community in our service developments
- Work together to reduce waiting lists
 - Provide 7 day Injury Unit service

Priorities from our General Practitioners

- Availability of Rapid Access clinics at St John's
- Improve communication between the hospital and GPs
- Direct Healthmail referrals
 - Better OPD access
- Direct access to Consultant and Clinical Nurse Specialist opinion
- Direct physiotherapy referrals

What Our Patients Say

"The pre-assessment was extremely good and my operation was explained well. On admission I was very well looked after. Everything was explained in detail and my name and procedure was continuously checked to make sure there would be no mistake. The theatre staff were particularly nice and helped me get over any fears of the operation I was having."

"I feel I must convey my gratitude to your staff of all levels for the most wonderful ongoing professional care that I've received from my inpatient stays in St John's since 2008. It is important to me that you are appraised of the total beneficial results that these experiences have had on my overall health. I must also mention the cleaners and all the wonderful catering staff. We have good laughs and they do a good job of fattening me up each day. I wish you a continued successful stay at this incredible hospital."

"The care given to my mother by all staff in MAU and on the First Floor was exemplary. Communication from the Consultant and his team was excellent. I particularly want to thank all the nursing and health care assistants who cared for our mother in such a loving, caring and compassionate manner, consistently. Your staff are culturally diverse bringing a great richness to care. There is a definite philosophy of individualised care which embraces the patient and their family. There is tremendous knowledge, skills and compassion among staff, facilitated by not only their own commitment but also the leadership and role modelling by the clinical nurse managers on the First Floor. They were extraordinary in the care and compassion extended to my mother and to us as a family. What makes this even more extraordinary was the pressure and constraints on the staff due to Covid which has persisted for so long."

"I had great care and am very grateful for same. The staff, food, care was top class, I thought I was in a "5 star hotel"!"

What Our Patients Say

"I would like to take a moment of your time to express my sincere gratitude for your professional team in St Johns Injury Unit. I attended the Injury Unit gripped with fear- not even wanting to look at my injury in total shock. I am writing this message to share my very positive experience. I was blown away by the care I received from the Advanced Nurse Practitioner. Her approach was very professional and caring, she immediately put me at ease instilling a high level of confidence. The whole experience was way beyond my expectation, not only did she take care of my open fracture, she took care of my fear which I am so thankful for."

"Physio provided as part of rehab in St. John's hospital was excellent"

"The whole atmosphere in the Medical Assessment Unit was peace and respect for the sick. The standard of care is to be praised. This made me reflect on the charism of LCM/ever old and ever new. On my way out I visited the chapel and saw Venerable Mary Potter' picture. The tabernacle and crucifix crafted by Benedict Tutty OSB of loving memory touched me deeply. I said, hopefully, not boastful, that Little Company of Mary left a great legacy and it is alive and active in the care- givers."

Highest Rated Questions in the 2021 National Inpatient Experience Survey

Overall, did you feel you were treated with respect and dignity while you were in the hospital?

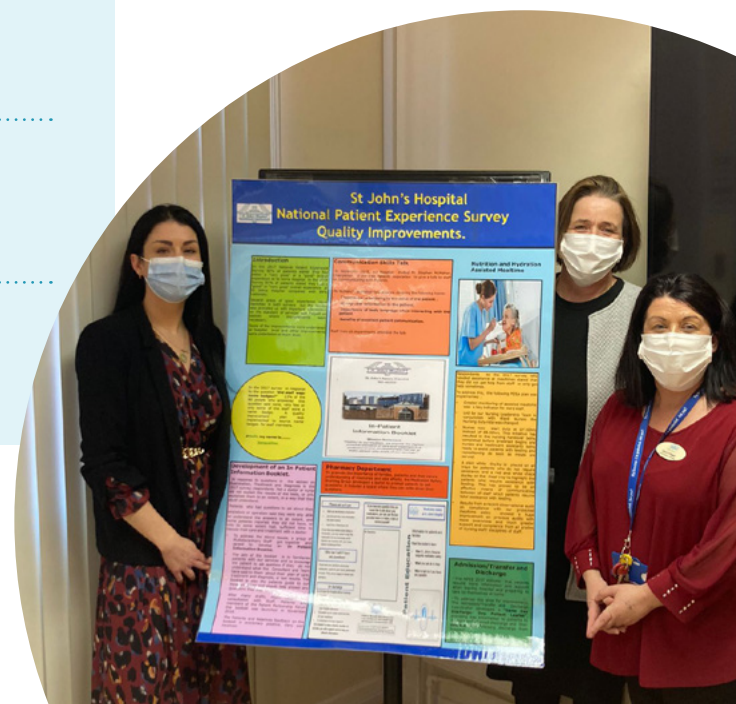
Score
9.7

When you needed help from staff getting to the bathroom or toilet, did you get it on time?

Score
9.7

Did you have confidence and trust in the hospital staff treating you?

Score
9.7



Our Activity Highlights

2019 and 2020 Activity at a glance

Our elective activity was severely impacted during 2020 as a result of the Covid 19 pandemic whereby all non-essential activity was suspended nationally to help services deal with the challenges of the pandemic. During the Covid 19 pandemic our Injury Unit and Medical Assessment Unit activity continued to rise.



St. John's Hospital has 89 In-patient and 10 Day Case beds



We discharged 4,802 patients in 2020 and 5,854 in 2019



We provided 22,713 bed days in 2020 and 24,983 in 2019



The average length of stay was 4.73 days in 2020 and 4.27 in 2019



Our Out-Patients Department saw 4,459 patients in 2020 compared to 7,907 in 2019



We treated 11,818 patients in our Local Injuries Unit in 2020 compared to 11,581 in 2019



3,036 patients were seen in our Medical Assessment Unit in 2020 and 3,035 in 2019



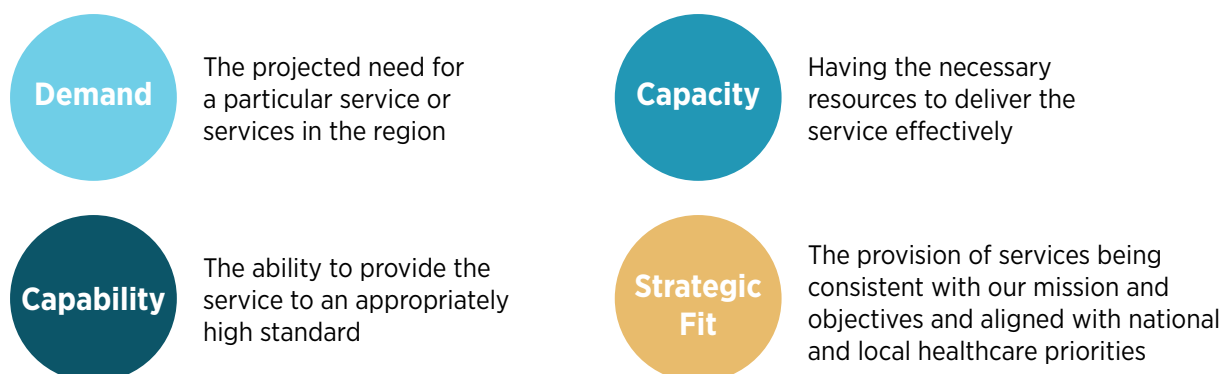
1,401 endoscopies were performed in 2020 compared to 2,320 in 2019



2,468 surgical patients were treated in 2020 and 4,091 in 2019

Future Service Focus

Our current and future services are determined by the following main criteria:



The key features of our future integrated service model are as follows:

- An Elective Hospital of choice for Acute Medicine including the specialist areas of Respiratory, Renal and Endocrinology services
- To increase our Medical Assessment Unit service to a 7-day service
- Continue to provide the second busiest Injury Unit service in Ireland, underpinned by an Advanced Nurse Practitioner model of care
- Develop rapid access clinics in our key speciality areas
- To continue our role as a regional service provider for our Clinical Recovery and Support Unit (CRSU)
- To continue our role as a regional service provider for interventional Pain Treatments
- To enhance our role as a regional service provider for Endoscopy including Bowel Screening

- Develop our elective surgery programme to include robotic surgery
- To further develop our capability as a key provider of Radiology diagnostic work
- To enhance our role as an exemplary Teaching Hospital for multidisciplinary staff in conjunction with the University of Limerick and UL Hospitals Group
- To enhance our role in the Academic Health Science partnership as a leading provider of innovative solutions to healthcare problems in conjunction with the University of Limerick and UL Hospitals Group

Sláintecare Implementation Plan for fully Integrated Care

We will proactively participate in government reform plans to develop regional health areas so that the ultimate goal to relocate health within communities is achieved.



A Changing Environment

At the beginning of 2020, no-one could have predicted the true extent of the challenges that our healthcare system, the nation and the world would have to face from coronavirus. It was a pivotal moment for healthcare services globally and in St John's. Though a very stressful time for many, our hospital staff at every level continued to show great care, discipline and attentiveness throughout this time. Everyone, in every role, went above and beyond to serve our Hospital and local community and played an important role in also supporting each other.

The first wave of the pandemic placed a great strain on our staff and services as we quickly had to adapt to caring for patients in urgent need of full nursing and medical care. Due to the highly transmissible rate of the virus, many people succumbed to the virus in the community and needed to be cared for in a hospital setting. The number of patients with Covid in our facilities stretched our staff and services to the limit. It was an especially sad time for patients and their families who lost loved ones as a result of the virus, which was also very difficult for our staff. There was the added pressure of staff sickness, illness in the family and the requirement to self-isolate which further strained the resources of colleagues doing all they could, as always, for those who needed them.

We adopted new ways of working to minimise transmission of the virus and learned the true value of digital communication to stay in touch with patients and colleagues we could not see face to face. In December 2020, we supported the regional

Covid vaccination programme, where many of our staff trained up to administer vaccines to patients, colleagues and the general population of the Mid-west. Other members of our staff redeployed to University Hospital Limerick to work in the Critical Care Unit alongside their UHL colleagues, looking after the most critically ill patients affected by the pandemic.

We were delighted to witness the positive media coverage in response to our House of Courage video which portrayed the challenging experiences of our staff in looking after patients with Covid. The video epitomises the warm, compassionate and caring culture within our hospital and the professionalism of staff towards their work alongside their willingness to go the extra mile in caring for patients and their families during those very difficult times. Our story featured on RTE and our video appeared on the website of the International Council of Nursing located in Geneva.

We invite you to watch the video via the link below:
<https://www.youtube.com/watch?v=LrnAdaCkVug>

The pandemic has put the healthcare service under immense pressure: Due to the continuing impact of pandemic surges over the last two years, waiting lists have now reached national record levels and the demand has grown for access to all hospital services.

Reducing our waiting lists and maximising our service capacity remains a top priority for our Hospital in dealing with the aftermath of Covid-19 on current and future healthcare provision.

We've had a mission to provide care and prevent ill health since we were founded but the environment around us has changed enormously and will continue to change. We must respond to these changes - in the population's needs and expectations, in technology and in the economics underpinning healthcare..

Our response will include changes in the way we look after our patients. We know that because people are living longer, many more will need treatment for conditions like diabetes, kidney disease and chronic lung conditions. There are great research developments on the horizon which means we can do much more for our patients as treatments are developed.

We also know that by organising ourselves differently, much of the care our patients need can be provided closer to their homes. We are committed to supporting ways to deliver services that will not only satisfy our patients but will also reduce costs for the health system as a whole.

We will continue to work with GPs, our Community partners and UL Hospitals Group to continue developing regional health services in line with the government's healthcare reforms- to deliver integrated care by enhancing community provision and reducing unnecessary admissions to hospital.

Our patient first ethos ensures that everything we do contributes to improving outcomes and experiences for our patients. The health service is ever changing with an ageing population, chronic diseases, evolving technology, etc.

- **Provide assurances to our patients of high quality, safe and effective patient-centred care**
- **Invest in our staff and their wellbeing**
- **Operate our business in a clear, accountable, and responsible manner to achieve the delivery of high quality, safe and effective healthcare and ensure our viability and sustainability**

We will work to organise ourselves around our strategy, building it into all our teams and services, developing implementation plans, alongside embedding it into our business planning, investment decisions, governance and our teams and personal objectives.

We recognise that what lies ahead may be challenging but we have the determination, resolve and resilience to deliver on it. We look forward to working with you our patients, our staff, our partners, and our local community to make our vision a reality.



SWOT Analysis

Strengths

- Updated governance and management structures
- Highly qualified, dedicated and committed staff
- Excellent rating of care by our patients
- Strong academic and clinical partnerships
- Clinical Innovation Unit on site
- City centre location
- Proximity to Model 4 hospital
- Site availability for expansion and development
- Voluntary status and heritage
- Delivery of significant Regional Specialities
- National recognition for service excellence
- Recognised provider of high quality training
- Cohesive Consultant group

Weaknessess

- Poor Infrastructure of our buildings
- Lack of Medical Director structure
- Sub-optimal promotion of our Clinical services
- Outdated HR and Finance systems
- Limited focus on digital enablement
- Reduction in our private income potential

Opportunities

- Key influential partner in Midwest service integration
- Development as a Scheduled Care Hospital
- Expansion of current services for chronic disease management
- Increase in Surgical and Endoscopy activity
- Increase in patient flow between SJH and other hospitals in ULHG
- A more focused approach to private patient revenues
- More structured engagement with the HSE

Threats

- Poor recognition of our autonomy as a Voluntary Hospital
- Challenges in recruitment of key consultant staff
- Chronic lack of capital investment
- Loss of key management talent
- Increasing demands on finite resources

Our Strategic Themes

OUR PATIENTS

- Development of our Infrastructure
- Timely Access to Scheduled Care
- Driving Excellence in Patient Experience



OUR STAFF

- Invest in our Staff and their Wellbeing



OUR BUSINESS

- Operate our business in a clear and accountable manner to achieve Financial Sustainability and Operational Effectiveness
- Advance our Key Strategic Partnerships

Strategic Priority 1

Development of our Infrastructure

Background to our Capital Development Plan

Our infrastructure development plan over the next five years forms a key element of our Strategy. It will build on the strong foundations that presently exist within our clinical service models and will help to signpost our direction for the future. The economic return on investment for the local community and city of Limerick is outlined on page 26

Underpinned by the National strategy for healthcare reform, we are evolving our plans to enable us to meet current and future challenges associated with the reform agenda.

The impact of the Covid pandemic on clinical services has resulted in the need to speed up service transformation to achieve fully integrated care. redesign, financial resourcing and resources to support implementation of the Sláintecare Reforms for Healthcare, working with HSE partners in the acute and community sectors to transform service provision in the Mid-West.

Our focus lies on proactively responding to healthcare needs by ensuring we have the capacity to safely deliver services in the Covid pandemic era, to reduce public waiting lists and speed up where we can on the further development of integrated care pathways between our hospital and the community. Our plans emphasise the connections between the high quality services we provide while working with our HSE partners to achieve better outcomes, more effectively.

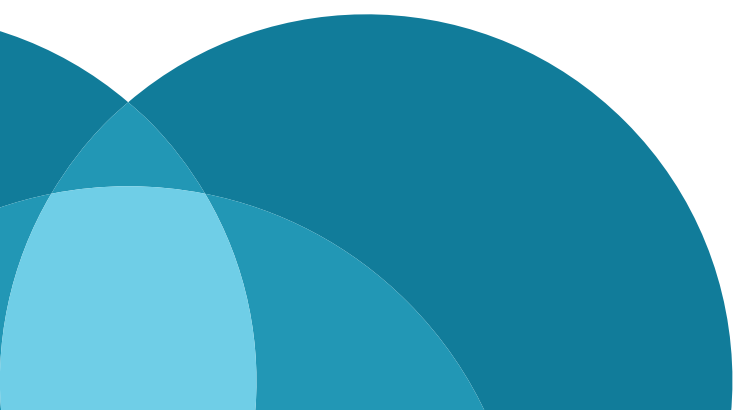
We propose to undertake a programme of building and clinical service developments that will greatly assist in speeding up and enhancing the delivery of care through additional necessary bed resources in UL Hospitals Group which will also help to alleviate the bed pressures on UHL site. With an emphasis on transformational change at local level, each element of our plan facilitates the upscaling of services to enhance overall service provision in Limerick and the Mid-west. Our plan has a particular focus on scheduled care, clinical support and recovery services and management of patients with chronic illness who require a step-up from community level care.

Working with our local healthcare partners, we aim to support reductions in financial costs across the whole system, emphasising the connections between high quality service provision and working with others to achieve better outcomes in the most efficient way.

The most important of these projects is the 150 bed block – based on the 2016 Feasibility Study undertaken by Cullen Payne Architects.

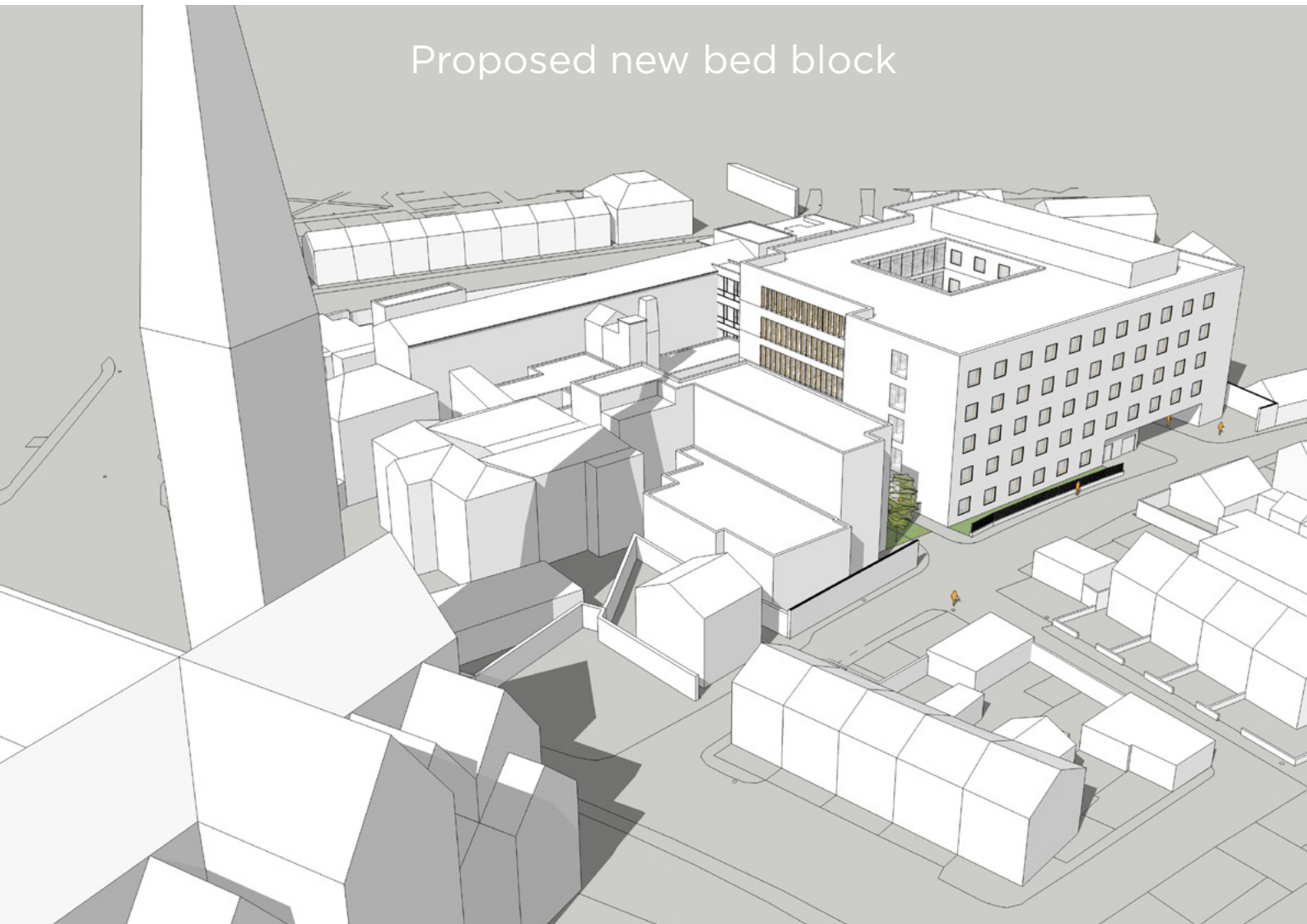
This proposal makes excellent use of the space available for development on St John's site. Not only does the investment represent a quantum leap in the quality of the physical and clinical environment for patients and staff but it also frees up a large volume of unsuitable clinical space in the existing buildings that is more conducive to other uses such as theatre and endoscopy unit expansion.

There are important levers required to support the progress of each aspect of these developments: the biggest challenge being capital investment. The Condition Survey of our hospital commissioned by the HSE in 2018 and subsequently updated in 2018 and 2022, shows a clear and cogent case for serious capital investment in St John's Hospital. This Five Facet Survey Report on the existing buildings outlines clearly their physical and functional deficiencies which strengthens the case for a new bed block.





Proposed new bed block



Projected Operations Following investment

513
FTE's

Total projected annual employment impact of St. John's Hospital following future investment.

667
FTE's

Total projected number of jobs supported by St. John's Hospital (direct and indirect employment.)

154

Total of additional jobs (FTEs) will be supported in the regional economy indirectly through the activity of St. John's Hospital.

€37.7
Million

Total projected employment income impact in Year 1 following investment in St. John's Hospital.

€29.8
Million

Total projected annual direct employment expenditure by St. John's Hospital in Year 1.

€210
Million

Total projected five year employment income impact of St. John's Hospital.

€153.8
Million

Total projected five year employment income impact for Limerick City and County.

€47.2
Million

Total projected five year employment income impact on wider regional economy outside of Limerick City and County.

€59.9
Million

Total projected non-employment expenditure on goods and services over five years following investment.

(Source: Repucon)

The Rationale for Investing in St. John's Hospital – Sustainability

✓ St John's Capital Development Proposal meets the Green criteria for Sustainability

✓ A Compact Growth initiative making excellent use of our existing space

The Regional Planning Objectives (RPOs) of the Regional Spatial and Economic Strategy (RSES) for the Southern Region support the compact growth, revitalisation, brownfield and infill development objectives of the National Planning Framework. To achieve compact growth, the RSES seeks to prioritise housing and employment development in locations within and contiguous to existing urban footprints, where it can be served by public transport, walking and cycling networks. Strategic initiatives, which will achieve the compact growth targets on brownfield and infill sites, are sought, including site assembly for revitalisation and the promotion of brownfield lands over Greenfield developments in all urban areas.

The project has an estimated completion time from capital approval of 36 months.

The National Planning Framework's National Strategic Objective for Compact Growth, aims to strengthen and grow our cities and metropolitan areas, harnessing the combined strength of four regional cities as a counterbalance to Dublin through quality development, revitalisation and compact growth. The NPF recognises that in order to achieve more compact development, focus is required on the following four key areas:

- The 'liveability' or quality of life of urban places;
- Making the continuous revitalisation and development of existing built up areas as attractive and viable as greenfield development;
- Tackling legacies such as concentrations of disadvantage in central urban areas;
- Linking revitalisation and redevelopment initiatives to climate action.

(mypoint.limerick.ie)

St John's Hospital is a "Compact Growth" initiative making excellent use of our existing space. We will continue to service the many areas of Limerick City earmarked for regeneration, within walking distance of the hospital.

The Rationale for Investing in St. John's Hospital – Enabling Capacity

✓ St John's Capital Development Proposal meets the Green criteria for Sustainability

✓ A Compact Growth initiative making excellent use of our existing space

Approval of our Capital Development Proposal would enable St John's to fully meet the Minister for Health's 2022 Waiting List Action Plan objectives, launched in February 2022. The Minister's multi-annual reform programme seeks to stabilise and reduce waiting lists and waiting times for elective care in Ireland and to bring about significant and lasting change in waiting list numbers.

Future Capabilities at a Glance

Area	Action	Outcome	KPI
120 - 150 Bed Block	Escalate Business Proposal Department of Health and HSE	↑ A new 120 Bed Block will provide an additional 31,390 bed days per annum on the basis that 55 beds in the existing bed block would be retained going forwards ↑ A new 150 Bed Block will provide an additional 42,340 bed days per annum on the basis that 55 beds in the existing bed block would be retained going forwards	- Project gets funding approval - Tendering process - Timeline agreed for building works - Recruitment of staff - Improved Patient Experience
New Theatre Block	Maximise full use of existing theatre capacity by increasing weekly theatre sessions from 26 to 30	↑ Increase in activity by 10% in 2022/2023	- Reduction in patient waiting times
New Endoscopy Unit	Increase capacity by extending opening hours	↑ Increase in activity by 50% in 2022/2023	- Reduction in patient waiting times to zero patients waiting over 12 months for a new clinic appointment
New Outpatients Block	Expand on digital technology by introducing text messaging services	↓ Decrease in DNA attendances by 50% in 2022/2023	- Reduction in patient waiting times to zero patients waiting over 12 months for a new clinic appointment
Medical Assessment Unit (achieved in 2021)	Increase capacity by relocating the existing Medical Assessment Unit to a larger refurbished unit and extend opening hours	↑ Increase in activity by 20% in 2022/2023	- Increased referrals from General Practitioners
Ambulatory Care Unit	Improve access to Diabetes and elective medical services	↓ Waiting List times reduced, brought down from 2 to 4 years within 12 months	- Reduction in waiting list times in Model 4 Hospital - Increased referrals from General Practitioners

**Priority
1****Development of new Hospital Building on existing site**

Expected Completion: 2022-2025

Project Type: Capital project- Feasibility study for 90 bed replacement block commissioned by HSE Capital Estates in 2016. Updated to 120 beds in 2018 on recommendation of the Minister for Health. Updated in 2022 in response to acute bed shortage in Mid-west.

Cost €50,000,000

Key Benefits: Will meet HIQA and SARI standards for Infection, Prevention and Control; safer patient environment; increase in patient access by 150%; overall improvement in patient experience, overall improvement in staff working experience, reduction in risk of transmission of infection.

**Priority
2****Ambulatory Diabetes Clinic**

Expected Completion: 2023

Project Type: Minor works project- no infrastructural changes or major capital investment required. Requires successful appointment of a Consultant Endocrinologist. Will otherwise be supported by existing staffing resources.

Key Benefits: Will reduce waiting times for specialist Diabetes care by up to three years.

**Priority
3****Expansion of Endoscopy Unit**

Expected Completion: 2023

Project Type: Capital project- additional floor over existing structure. Supported by existing staff resources.

Key Benefits: Will reduce waiting lists to less than 1 year. International Accreditation standards will be achieved.

**Priority
4****Expansion of Outpatients Department**

Expected Completion: 2023/24

Project Type: Capital project- additional floor over existing structure.

Key Benefits: Will reduce waiting times by up to two years.

**Priority
5****Expansion of Theatre Department**

Expected Completion: 2023-24

Project Type: Capital project- requires capital funding of €750,000 for significant re-fitting/ upgrading of current identified space and new equipment costs

Operational costs: additional staffing costs of €250,000 p.a

Key Benefits: Will reduce waiting times by two years.



Strategic Priority 2

Timely Access to Scheduled Care

Building on our Model 2S Hospital Framework St John's Hospital will be the leading provider of scheduled care services within the University Hospital Limerick Group (UHLG). We are committed to improving patient flow and significantly reducing patient waiting times across scheduled care services within UHLG. The key challenge

for St John's Hospital throughout this strategy is improving patient access to scheduled care given the increasing demand for services and existing lengthy wait times as a result of Covid 19. St John's Hospital is dedicated to implementing actions that will maximise the use of our current capacity and resources.

Current Capabilities

Area	Action	Outcome	KPI
Endoscopy	Open second Endoscopy room on a full time basis	↑ Increase in activity by 35% in 2022/2023	Reduction in patient waiting times and zero urgent patients waiting over 28days.
Theatre Scheduled Care	Maximise full use of existing theatre capacity by increasing weekly theatre sessions from 26 to 30	↑ Increase in activity by 10% in 2022/2023	- Reduction in patient waiting times
Outpatients	Increase capacity by extending opening hours	↑ Increase in activity by 50% in 2022/2023	- Reduction in patient waiting times to zero patients waiting over 12months for a new clinic appointment
Outpatients	Expand on digital technology by introducing text messaging services	↓ Decrease in DNA attendances by 50% in 2022/2023	- Reduction in patient waiting times to zero patients waiting over 12months for a new clinic appointment
Medical Assessment Unit	Increase capacity by relocating the existing Medical Assessment Unit to a larger refurbished unit and extend opening hours	↑ Increase in activity by 20% in 2022/2023	- Increased referrals from General Practitioners
Medical Assessment Unit	Decrease patient experience times (PET) times by relocating the Medical Assessment Unit a to a larger unit to improve patient flow	↓ Reduction in PET times	Achieve national KPI PET time of 6hrs

Priority Service Development

1. Endoscopy

Since the Covid 19 pandemic waiting lists have reached a record high. The endoscopy waiting list has seen an increase in demand for service by 83% since 2019. From 2022 the current endoscopy unit will be expanded to two endoscopy suites which will be operational five days per week. The second endoscopy suite will be utilised by our full time Registered Advanced Nurse Practitioner in Gastroenterology. This will increase endoscopy activity by 35% in 2022, thus reducing the current patient waiting times.

Building on our capital investment plans the current endoscopy suite will be expanded over our physiotherapy unit. The expansion of the endoscopy suite will provide 10 new patient bays. The development plans for the expansion can be viewed below. Further expansion of our endoscopy unit will enable the hospital to achieve the target of 13 week wait time for routine endoscopy appointments and surveillance. Forecasting figures can be viewed under our five-year phase development plan.

2. Theatre

Plans to increase the number of theatre sessions per week within our existing capacity is advancing. St John's Hospital is committed to increasing our current theatre sessions from 26 to 30 in 2022. This will increase theatre activity by 10% in 2022.

Under our five-year phase development plan an additional fit for purpose theatre will be built. The proposal for an additional fit for purpose theatre will support the UHLG group to deliver elective services by increasing overall theatre capacity and provide a 'hybrid-enabled' interventional imaging theatre.

The introduction of additional theatre capacity in the form of one additional Main Theatre in St John's Hospital would immensely assist with the current demand for elective surgical work. In line with Sláintecare the new facility would assist with our objectives in achieving a wait time of no greater than 12 weeks for routine elective inpatient procedures. Failure to improve output in the face of increasing demand will continue to increase waiting lists. Improved efficiency with greater theatre output will help to reduce the waiting times for routine surgery patients across the UL hospital group. Forecasting figures can be viewed under our five-year phase development plans.



3. OPD

Since 2019 our outpatient waiting list has seen an increase of 49% of patients waiting. Plans to extend the current working hours within the outpatient setting is key to delivering increased activity within our current capacity. Extending the clinic opening hours will increase activity by 50% in 2022/2023. St John's is committed to reducing patient wait times to zero patients waiting over 12 months by the end of 2022. Investment in technology advancements will also be introduced as part of our outpatient strategy to include SMS appointment notifications in an effort to reduce DNA rates and improve communication methods with our patients. The delivery of telemedicine will continue and form an integral part of our strategy.

To achieve Sláintecare targets ensuring no patient waits over 10 weeks for a routine outpatient appointment an expansion of the current outpatient setting is crucial. Building on our capital development plans as outlined in our five year phased development plan, the outpatient's department will expand to a new two storey outpatient building replacing our existing outdated portacabin. Capital investment in St John's outpatient department is a vital component to improving clinic wait times across UHLG. Forecasting figures can be viewed under our five-year phase development plan.

4. MAU

One of the hospital's key strategic objectives is to improve patient flow by streamlining care pathways to drive better integration between the hospital, Emergency Department in UHLG Model 4 site and General Practitioners. Direct access will support the ambulatory care and management of patients in the community with a focus on admission avoidance. St John's Hospital have already expanded its capacity in the Medical Assessment Unit by relocating to a larger 21st century modern unit. The unit comprises of 7 bays including isolation facilities. Activity has seen a 15% increase since the relocation in Q3 2021 and it is our aim to continue to increase activity by 20% in 2022/2023.

5. Diabetes

Our development plan for a regional Model 2 Ambulatory Diabetes Clinic on St John's site, integrated with Model 4 and Community based Diabetes services, has no capital outlay and a lean requirement for staffing due to existing funded positions. The current waiting list to see a Consultant Endocrinologist in the Mid-west region is 4 years. A new Ambulatory Diabetes Clinic will see a reduction in the current waiting times by approximately 50%.



Strategic Priority 3

Driving Excellence in Patient Experience

The drivers of excellence in patient experience are grounded not just in process excellence, but also in the very fibres that comprise our healthcare organisations and systems. That is the culture and leadership at all levels, driving how decisions are made, how interactions take place and how outcomes are achieved.

(The Beryl Institute, 2015)

We will continue to achieve excellence through our programmes of safety, quality and patient experience.



We are a part of the “Learning from Excellence” (LFE) international community. LFE is a system for capturing examples of good practice in healthcare as a complementary approach to traditional incident reporting, representing a shift from Safety I to Safety II. The LFE philosophy is a strengths based approach which proposes that learning from what works well in a system and replicating it enables improvements in the quality and safety of the work and the morale of the staff performing it (Plunkett, 2021). At St John's Hospital we have incorporated the LFE philosophy into our improvement methodology. Learning from compliments and positive patient outcomes is one such example of how we have implemented this particular philosophy of care. Our aim is to ensure the voice of the patient is heard at all levels in the organisation and remains central to how we plan and deliver our services.

In a classroom in our old Medical School, innovation is flourishing where the ground-breaking Rapid Innovation Unit (RIU) can be found. The ‘Science Foundation Ireland’ sponsored unit uses 3D printing and other engineering pathways to find live patient-centric solutions, as explained by the unit's Director, Leonard O'Sullivan, who works on the project with Kevin O'Sullivan, Research Lead and Aidan O'Sullivan, Technical Lead.

“We just saw potential benefit from having a natural innovation unit between a hospital and university, working with clinical stakeholders in University of Limerick Hospital Group to identify unmet needs from patient quality of life perspective,” he says. “It was really important to move out of the university and embed this into the hospital setting and St John's has been a great partner in this. We are using 3D printing to be able to innovate and create the novel medical devices of the future and get them onto patients as quick as possible. For example, it just took 24 hours to design a solution, get it made on-site and put it on the patient. The child would not have been a good candidate for surgery because of their medical condition so that was a really good outcome.

We're throwing away shackles of old-fashioned manufacturing methods. What we have in St John's is a pilot to demonstrate this. It's a 'factory in a box'. The digital element is important. We identify the opportunity with front line staff and then digital manufacturing kicks in.”

Strategic Priority 4

Investing in our People and their Wellbeing

There are almost 350 people employed in St John's Hospital. **Our people bring our values to life.** Their talent, commitment to patients and pride in our hospital are key to our long-term success.

We know it is our people who make St John's Hospital successful. We want our staff to enjoy coming to work and for our hospital to be a great place to work for all.

We believe that successful healthcare organisations are driven by partnerships between staff and managers, such as we have at St John's. Delivery of our service plans requires strong leadership and change management. We are committed to driving a sustainable and efficient hospital that is financially successful and socially and environmentally responsible. This includes providing our staff with a safe and healthy working environment and having an organisational culture which promotes diversity, inclusivity, personal development and respect.

We employ people from lots of different countries which means that they bring social and cultural diversity to the workplace. We know that diverse cultural perspectives can inspire creativity and drive innovation. We also know that diversity in healthcare leads to cultural competency- the ability of healthcare providers to meet the unique social, cultural and linguistic needs of their patients. This is something that is really important to us.

Our People plan will underpin our vision of being a responsible employer and establish minimum standards with respect to recruitment, retention, engagement and how employees can communicate their views. We believe these principles will help to secure our position as an employer of choice, attracting and retaining high calibre staff to meet the healthcare needs of the patients we serve.



Strategic Priority 5

Advancing our Key Strategic Partnerships

We believe that delivering the highest quality services to our local population requires strong partnerships in working with our primary, secondary, social care and academic partners. We are a progressive organisation with a history of collaborative working and are proud of our strong clinical and academic partnerships. We have demonstrated our ability to operate effectively within local clinical and academic networks, such as our integrated care pathways for surgery and our on-site training facilities for under and postgraduate trainees.

We are taking a proactive business approach to developing our key partnership arrangements further

and will continue to do so where it will help deliver improvements in the care of our patients and promote the education and wellbeing of our staff.

Strategic partnerships present a new business model to help health care leaders better manage resources and expand access in order to improve patient outcomes. The Sláintecare agenda is a prime example of a partnership model operating between hospital and community healthcare providers, facilitating a more collaborative approach to dealing with healthcare challenges. It creates opportunities to co-innovate find solutions together, with real benefits for patient care.



Strategic Priority 6

Financial Sustainability & Operational Effectiveness

The economic climate has become challenging in recent years and none more so than in the last two years due to the Covid-19 pandemic. As a result, we will invest in changes that will provide high quality and financially sustainable services and represent best value for the public purse.

Financial sustainability along with operational effectiveness are integral elements for strategic success. We are continuing to streamline processes, enhance internal controls and develop cost improvement programmes as we navigate through post pandemic times.

Our key areas of focus are to optimise income generating practices and limit controllable spend to ensure targets are achieved and funds are used in the areas most required.

Our key areas of focus over the next two years and beyond are to reduce our expenditure on agency staff and increase our private income to help reach our income targets.

We remain committed to a reduction in our Carbon Footprint and will assess the opportunity to make changes to our energy sources such as converting to the use of solar panels and heat pumps where feasible and by developing hospital- wide green initiatives.



Strategic Objectives for 2022-2027

Strategic Theme

Development of our Infrastructure



Goal

To obtain capital funding for our major capital project: to replace our current bed block and to fund development of other patient facilities including theatre, endoscopy and outpatients. To enhance our capacity to deliver excellent care to all our patients

Implementation Plan	Outcome	KPIs
1. Resubmission of our business proposal for capital investment to the HSE and Department of Health 2. Keep the public and our business partners updated on our progress 3. Readily available business cases for each aspect of our infrastructure development plan 4. Readiness to proceed with the tendering process for new building works once funding is approved 5. Timeline agreed for building works 6. Targeted capacity plans "ready to go" in line with our infrastructure advancements 7. Carbon reduction action plans to coincide with new building works 8. Well managed recruitment and retention plans to guarantee staff availability 9. Ongoing programme of refurbishment of current facilities to support business continuity and enhance patient experience 10. Review the business case regularly to ensure it remains relevant and up to date 11. The business case will remain a top priority on the agenda at the monthly Performance Review Meetings with HSE 12. We will apply to the Department of Health for funding where progress isn't made with the HSE	• A modernised and spacious bed block that meets regulatory building and service standards • Better patient experience • Better working environment for staff • Reduction in our carbon footprint • Improved capacity and enablement to meet national and regional service plans	• Funding approval of our major capital project for a new bed block • Funding approval for development of our theatres, endoscopy and outpatients • SARI and HIQA compliant healthcare facilities • Patients will report improved experience due to better ward accommodation and facilities- through national and local surveys • 120 more isolation rooms for the hospital • Improvements to patient flow between UHL and SJH due to greater number of isolation rooms and beds • Reduction in infection control hazards and outbreaks due to increased spacing between beds and improved ward facilities including sluice rooms and hand hygiene facilities • Reduction in waiting lists for theatre, endoscopy and outpatients

Strategic
Theme

Access to Services



Goal

To improve patient flow and significantly reduce patient waiting times across scheduled care services in St John's Hospital and ULHG

Implementation Plan	Outcome	KPIs
1. Targeted capacity plans in line with longest waiters and clinical urgency 2. Open our second Endoscopy room on a full- time basis. 3. Submit our business plan to the HSE to increase our Endoscopy bed base by 8. 4. Maximise full use of our existing theatre capacity by increasing weekly theatre sessions from 26 to 30 5. Progress business proposal for a new theatre to coincide with a new bed block 6. Seek funding approval via a business plan for a new outpatient block to increase the number of clinics on site 7. Continue to apply for NTPF funding to improve access opportunities on site and reduce the need for outsourcing activity to other providers 8. Robust staff management plans re. recruitment and staff rosters to support the business needs of the hospital services	• Reduction in waiting times for all scheduled care services • Reduction in number of patients waiting to access care • Optimum use of all existing services and facilities • Greater number of patients treated in our hospital due to increased capacity • Improved patient flow between UHL and SJH • An increase in the number of current outpatient attendees by 40%	Endoscopy: • Increase of 35% in activity by 2023 • Reduction in patient wait times from over 24months to under 9 months by end of 2022 • Routine endoscopy patients will be seen within 13 weeks by 2023 • Achieve national endoscopy wait times whereby routine endoscopy patients should be seen within 13weeks Theatre: • Increase of 20% activity by 2023 • Reduce patient wait times from over 24 months to under 12 months by end of 2022 • Meet Sláintecare target of maximum 12 weeks wait for inpatient elective procedure by end of 2024 based on full use of our capacity Outpatients: • Zero patients waiting over 12 months for a new outpatient clinic appointment • Receive an increase in GP referrals by 20% by end of 2023

**Strategic
Theme**

Driving Excellence in Patient Experience


Goal

To embed a culture of Quality, Safety and Innovation

Implementation Plan	Outcome	KPIs
Quality To drive excellence in care through our quality, safety and innovation programmes. Clinical Governance We will update our clinical governance framework to strengthen medical and nursing leadership, oversight and accountability systems to enhance the quality and safety of patient care. Patient Safety We will continue to work in partnership with staff to promote better dialogue and understanding of safety concerns. Through collaboration with clinical and frontline staff, staff will be guided in using the National Patient Safety Strategy to advance safety improvements within their departments and services. We will develop quality and safety metrics to generate better data to guide and inform practice and innovation. We will set key targets to enable us to measure improvements in our safety performance. We will strengthen capabilities of staff to lead, influence and support others to improve the quality of care and patient experience through our training and development programmes. We will work in partnership with staff to promote better dialogue and understanding of safety concerns. Innovation Support and enhancement of the role of the Rapid Innovation Unit through awareness building and structures publicity campaigns.	• To be the hospital of choice for patients in the Midwest • Stronger clinical governance arrangements with clear lines of accountability • Patients will receive safe and effective care delivered by appropriately trained, experienced doctors who are committed to the organisation • A safe and well led organisation leading to a high level of patient and staff satisfaction • Involvement of the patient partnership forum at multiple levels within the organisation • Safe and effective patient care, demonstrated through our response to incidents • A risk averse culture where areas of risk are proactively managed and every staff member understands and fulfils their responsibility in this process • Majority of reported incidents will be “low harm” or “no harm” incidents • Absence of serious harm incidents • Evidence of the Rapid Innovation Unit bringing novel improvements to patient care • The hospital is a patient- centred, evidence led institution that delivers safe, effective, high-quality care • Drive and lead research to improve the quality, safety and efficacy of our healthcare services • All clinical staff will be given the opportunity to contribute to novel ideas on innovative solutions to healthcare problems	• Appointment of permanent Consultant contract holders to ensure the strength and reliability of medical services and appropriate clinical oversight of services • Medical Director in post by end of 2022 • We will develop nurse-led programmes of care through our Advanced Nurse Practitioners and Clinical Nurse Specialists • Continue to exceed the national average for at least 75% of the survey questions in the National Patient Experience Survey • We will maintain a consistent level of incident reporting • We will continuously monitor and review patient safety risks and will prioritise patient safety improvement initiatives • We will continue to improve the quality and timeliness of incident reviews and ensure that learning from review is shared, actioned and monitored • We will continue to manage our complaints and feedback effectively and in line with Your Service Your Say guidance • We will taken action to reduce incidents with a particular focus on “the most common causes of harm” • Introduction to Innovation techniques will be included at new staff induction programmes • We will deliver high quality evidence based care to enhance patient experience and outcomes • We will play an active role in the academic health sciences network

Strategic
Theme

Our People



Goal

We will invest in our people and their wellbeing to become an employer of choice, attracting and retaining high calibre staff to meet the healthcare needs of the patients we serve in a caring and compassionate culture

Implementation Plan	Outcome	KPIs
- Develop and train managers in performance measurement - Develop a robust corporate induction programme for all staff disciplines - Continue to streamline and modernise our people processes to enhance their working lives - Through the Performance Achievement Framework, support the personal development of all our staff to enhance job satisfaction and fulfilment of their careers with us - Increase our professional and leadership development through training needs assessment, quality improvement, leadership and management training -Build more flexibility into our way of working to increase resilience and enhance the work/life balance for all staff -Implement best practice workforce design and planning, conducting robust workforce analysis and taking action to mitigate key gaps - Structured staff health and wellbeing programmes and activities - Complete IBEC's KeepWell accreditation programme for workplace wellbeing -Continue our relationship with the Learning from Excellence community to build on staff engagement initiatives	• To become an Employer of choice with a 90% reduction in current vacancies by 2023 • Ability to attract the right people with the right skills for every post • Staff will say that they feel valued and included • Structured personal and professional development of all staff • Retention of staff with fulfilling careers • Availability of health and wellbeing programmes and activities to all staff • Support and development for all teams • Reduced staff turnover • Staff will enjoy the best possible health and wellbeing while at work • Enhancing our relationship with and involvement in the Learning from Excellence community • Strengthens the link between organisational strategic goals and operational objectives by empowering frontline managers to work with their team members in setting team and individual targets, and measures to ensure plans are delivered on time and to quality standards • Recognition and reward of staff should be linked to performance achievement and delivery of strategic objectives • Maintain a positive work culture	• Achieve a reduction in staff turnover by 20% by the end of 2022 • Performance Achievement plans completed for all staff by the end of 2022 • Complete a staff survey, results showing that 90% of staff would recommend St John's as an employer of choice • Achieve "KeepWell" Accreditation by 2023 • Achieve 90% EWTD compliance for medical staff by 2023 • Reduce the rate of absenteeism to the national average • Recognise and reward employees – non- intrinsic rewards such as recognising employees sincerely, often and in a timely manner • Excellent and Open communication – Top Down – feed forward & feedback, Bottom Up, feed forward and feedback and Horizontal Communication • We will develop and implement a comprehensive induction programme for all new staff • All clinical managers will be supported to undertake a clinical leadership development programme

Strategic
Theme

Advancing our Key Partnerships



Goal

To advance our strategic role through development of key partnerships.

Implementation Plan	Outcome	KPIs
We will set out a proactive business approach to developing our working partnerships based on a needs and benefit analysis Utilise our strong community identity to foster high levels of community engagement to ensure we remain responsive to healthcare needs (Patient Partnership Forum, user groups) In collaboration with our partners in the Voluntary and Statutory sectors, continue to build on our important relationship that will see mutual support for the enhancement of care provision to all patients at a local and national level	• A strong and established network of internal and external stakeholders who collectively support one another • Achieving our potential as an independent Voluntary organisation committed to working with the HSE and other healthcare and academic partners for the benefit of patients and the wider community • Full collaboration on issues of key concern such as development of integrated care pathways	• Excellent professional networks • Expertise from external sources available as needed • Progress on integrated care pathways • Satisfaction with the quality of our service, expressed by patients, GPs and other stakeholders • Fully integrated care pathways between St John's, CHO3 and UHL for chronic illness services • Availability of expertise to support our patients and staff at the point of need • A reduction in discharge delays by 50% • 100% referral success on discharge to community based patient education programmes • 100% GP satisfaction with information provided by the hospital upon patient discharge

Strategic
Theme

Financial Sustainability



Goal

To become a value adding finance function, integral to the operating and strategic performance of the hospital, leading to a stronger financial position year on year

Implementation Plan	Outcome	KPIs
Strengthen commercial acumen and financial reporting capabilities to enable the provision of insightful, accurate and timely data to support key decision makers - Drive team performance and outputs: • Accelerate data analytics • Support other functions • Streamline cost reduction initiatives - Enhance the internal control environment - Develop budget owner and accountability - Strengthen the finance and brand – who are we and what do we offer? We will optimise use of digital resources to drive efficiency in service delivery -Healthmail - Text messaging of appointments - use of new and better software technology to improve our finance and administrative functions Our carbon reduction action plan will highlight where we can reduce energy costs Set up a climate action steering group Actively support projects and identifying funding streams at national and international level	Evidence of strong commercial acumen and financial reporting capabilities to enable the provision of insightful, accurate and timely data to support key decision makers. Drive team performance and outputs: • Accelerate data analytics • Support other functions • Streamline cost reduction initiatives • Enhance the internal control environment • Develop budget owner and accountability • Strengthen the finance and brand – who are we and what we offer • Excellent internal controls showing compliance with public expenditure standards Efficient and timely service provision to patients Timely communication with patients, GPs and others Streamlined processes Cost savings Reduction in human resources through automated technology functions Lower energy consumption leading to a reduction in expenditure on energy costs	• Reduction in agency staff expenditure of 50% within the next 12 months • Reduction in our annual budget deficit by 20% in 2022 • Achievement of 10% cost savings across all departments, with higher expected savings in agency spend • Reliable data which informs progress and areas • Decrease in DNA attendances by 50% in 2022/2023 • Downsizing of our carbon footprint by 15% year on year • Set key targets to reduce our energy consumption

Conclusion

St. John's Hospital has, since its foundation, responded to the ever changing landscape of the healthcare system. There is much to celebrate about our hospital. Our Strategic Plan builds upon our success to date in providing high quality, safe and effective care to our patients. Our patient satisfaction is our motivation. 93% of our patients reported very good or good experiences of their stay in hospital in 2019, compared with 84% nationally. The survey did not take place in 2020 due to the Covid-19 pandemic. Our care results for 2021 achieved an average rating of 9.1 out of 10 by our patients which demonstrates that our hospital continues to exceed the national average results.

We will work with our key partners to deliver on our strategy. Under the direction of the Board, the executive team will lead out on the implementation of this Strategic Plan which will guide the activities of the hospital over the next five years. An annual business plan will be developed with associated action plans, capable of being adapted to address emerging issues.

Our Strategic Plan was developed in consultation with our Board, our patients, our local community, Patient Partnership Forum, our GPs, Staff and local HSE and University of Limerick partners. Our Strategy sets out an ambitious programme of objectives for the hospital and aims to address specific needs identified in the stakeholder engagement process. We look forward to implementing our strategy and continuing to engage with all who contributed to it.

In developing our Strategic Plan we were cognisant of the Sláintecare reforms and the move towards a new model of integrated care which is needed to address the needs of our older population with more complex needs and to address the growing prevalence of chronic disease.

Our objectives are aligned to the strategic priorities set out in the UL Hospitals Group's Strategy 2018 – 2022 and the HSE National reform plans. We remain committed to continuing to work positively with the HSE and to optimise our role in enhancing the quality of care across the sector.

Acknowledgements

So many people have informed the development of our Strategy from our Board and staff to a wide range of external stakeholders. We would like to acknowledge the collective contribution of our staff across all disciplines and departments. We have a caring, committed and inspiring workforce who place the patient at the centre of all their activities and who work as a team to meet the individual needs of all patients. We thank all our external stakeholders, patients, families, carers and service users in the wider community most sincerely for taking the time to provide us with your constructive suggestions and to support us in our continued delivery of care to the people of Limerick and the surrounding areas.



Compassionate, holistic, loving care, centred around the individual needs of each patient and their family.

Excellence in all we do and continuously seek to improve our services, care and knowledge.



Always our patients come first with our qualified, skilled and dedicated staff who work as a team and succeed because of each other.

Respect the dignity of our patients, colleagues, communities and partners.





Ospidéal Naomh Eoin
St John's Hospital

Cúram Gairmiúil agus Atruacha
Professional and Compassionate Care

St. John's Hospital,
St. John's Square,
Limerick, V94 H272

T: 061 462 222
E: info@stjohnshospital.ie

www.stjohnshospital.ie