



**ST. VINCENT'S
HEALTHCARE GROUP**

Strategy 2030



*Providing the best outcomes for
our patients and their families*

Mission

At St. Vincent's Healthcare Group, we strive to maintain excellence in clinical, multi-disciplinary care, education, and research – and we will continue to develop our hospitals in line with these principles, and our responsibilities to the wider Irish healthcare system.

We will treat each of our patients individually with dignity and respect recognising, at all times, the right of everyone to access the care and treatment they need to achieve the best possible healthcare outcomes – regardless of race, ethnicity, religion or gender.

Vision

To be a valuable part of an Irish healthcare system that achieves the best outcomes for patients and their families.

To be known for the highest standards of patient care, clinical excellence, medical research, and staff education.

To remain a private, independent group that invests all our funds in treatment and care for our patients.

Values

Human Dignity

We respect the value of human life and the dignity and uniqueness of each person.

Quality

We seek excellence in all aspects of care.

Compassion

We accept people as they are, bringing empathy and caring to all.

Advocacy

We speak for the voiceless, acting with and for them to achieve the right quality of care.

Justice

We act with fairness and integrity that respects the rights of all.

Strategy 2030

Building on Solid Foundations

We have a clear vision for St Vincent's Healthcare Group. We aim to be a leading healthcare provider that achieves the best outcomes for our patients and their families.

This vision is at the core of our new Corporate Strategic Plan. In developing this plan, we have carefully considered how SVHG as a leader in healthcare, must deliver exceptional patient care based on scientific and medical research, in the most modern healthcare facilities while also supporting the development of the next generation of healthcare professionals in Ireland.

At St Vincent's Healthcare Group (SVHG) we know that human values are just as important in patient care as the doctor's skill, the nurse's care or the drugs and treatments provided. Since our first hospital was founded in 1834, we have always been guided by values that mean each patient, and each employee is treated with dignity and respect.

In our 189 year history, SVHG has continuously transformed to meet the current and future needs of those seeking our care. From being owned and operated by the Religious Sisters of Charity we are now a secular, independent healthcare group which is integral to Ireland's healthcare system. We have evolved from a single hospital in St Stephen's Green to a healthcare group providing frontline acute, chronic and emergency care across more than 50 different medical and surgical specialities.

The Group operates one private and two public hospitals, including one of Ireland's largest acute, public university teaching hospitals. Our campus at Elm Park will become the new home for the National Maternity Hospital and is large enough to allow for the continued expansion of our healthcare facilities.

As a limited company with charitable status, we invest all of our funds in the treatment and care of our patients, both public and private. Every day over 6,000 staff in our three hospitals – St Vincent's University Hospital (SVUH), St Vincent's Private Hospital (SVPH) and St Michael's Hospital Dun Laoghaire (SMH), deliver exceptional patient care to people who live in our local community and those from the wider Eastern region and the rest of the country.

We have a clear vision for St Vincent's Healthcare Group. We aim to be a leading healthcare provider that achieves the best outcomes for our patients and their families. This vision is at the core of our new Corporate Strategic Plan; **Strategy 2030**. In developing this strategy, we have carefully considered how SVHG as a leader in healthcare, must deliver exceptional patient care based on scientific and medical research, in the most modern healthcare facilities while also supporting the development of the next generation of healthcare professionals in Ireland.

Strategy 2030 is centred on three strategic pillars:

- 1 Patients**
- 2 Our People**
- 3 Research & Education**

Underpinning these strategic pillars is our **Governance structure**, ensuring that SVHG is well run, maintains its independence and voluntary status while cementing the Group's position within the wider healthcare system.

The Strategy will see SVHG expand patient facilities, including increased bed capacity, operating theatres and healthcare facilities within our Group hospitals; investment in capital equipment and infrastructure; attracting skilled healthcare professionals and building our network and clinical links with academic institutions and other healthcare providers.

We will develop strategic development plans for each of the three hospitals in our Group – St Vincent's University Hospital (SVUH), St Vincent's Private Hospital (SVPH) and St Michael's Hospital (SMH). Each hospital will set targets and take actions that will allow us to achieve our Strategy 2030 objectives. Results will be measured and every action will contribute to our Group mission and reflect our Group values. Detailed operating plans will also be developed to support each of our strategic priorities, following discussion with the Board.

This will be a living document, that will be further developed over the lifetime of this Strategy by taking into account priorities identified by the SVHG Board of Directors and the operating plans of individual hospitals.

As we implement **Strategy 2030** and continue to grow our healthcare Group to ensure our patients get access to the most highly skilled professionals and world-class facilities, we will continue to treat each of our patients individually with dignity and respect recognising, at all times, the right of everyone to access the care and treatment they need to achieve the best possible healthcare outcomes.



Pillar 1:

Patients



We are focused on achieving the best possible outcomes for our patients by delivering the best patient care.

1.1 To strive to provide access to services for an increasing number of patients, based on need.

- Each patient receives the care that is necessary for their condition, at the right time and at the right location.
- Review in-patient and outpatient referral pathways.
- Grow the scale of our activity by investing in our resources.

1.2 To provide world class personalised patient care.

- Develop our hospitals to be able to anticipate, respond and care for the most complex acute and chronic needs of patients on an individual personalised basis (Precision medicine).
- Deliver the latest and most advanced medical treatments to patients.

1.3 To ensure fair and equal treatment for all patients and staff.

- The Group will ensure that no discrimination exists in the treatment of patients and staff.
- The Group surveys patients and staff to find out how well we live by the values we stand for.
- The Group listens to and learns from complaints and feedback and ensures that appropriate actions are taken to correct failings.

1.4 To be a leader in the effective and efficient delivery of patient care.

- The Group will ensure equitable delivery of preventive medicine and lifestyle advice services appropriate to all.
- The Group will ensure that patient care is delivered effectively and efficiently using leading processes and technologies. The most appropriate care pathway, will be selected based on the acuity of the patient's condition.

1.5 To maintain the highest standards of quality, risk management, hygiene and safety.

- In delivering excellent patient care, the Group will pursue and maintain accreditation from bodies such as JCI, HIQA, INAB and IMB as evidence of its high standards of clinical care, risk management and safety.
- The Group will fully engage with forums that support best practices in risk management within the wider healthcare system.
- The Group will participate fully with the audit and attainment of hygiene and decontamination standards ensuring patients are treated in a clean and safe environment.

1.6 To maintain an integrated approach to healthcare within the Group and a collaborative approach to the wider health system.

- The Group will adopt the concepts contained in the National Health Strategy.
- The Group will use its distinctive public/private service delivery profile to maximise access for patients on a local, regional, and national basis.
- The Group will participate in public and private hospital structures, such as HSE, Dublin Academic Medical Centre (DAMC), IEHG and the new Regional Area authorities. We will also develop appropriate links with other organisations.
- The Group will seek to lead the integration of clinical services across hospital groups, clinical networks, and national clinical programmes.
- The Group will collaborate with primary and community care to develop such initiatives as GP liaison and out-of-hours services.

Achieving the objectives

We will listen to feedback from patients and advocacy groups to support a positive patient experience.

We will position SVHG as a leading advocate for patient care, a key influence in shaping policy and advancing healthcare globally. We will increase the scope and breadth of SVHG across all areas of patients' health including maternity, disease screening and wellness programmes.

SVHG will evolve from a health group to a full health system providing the full range of services from preventative medicine to treatment of chronic illness. We will grow our national centres, expertise, areas of specialism, and become an end-to-end care provider from home to hospital to the community and back to home.

This will see SVHG increase capacity for Cancer; Cardiac & Respiratory; Surgical Colorectal; Hepatobiliary; Urology; Plastics and Vascular services. In addition, we will develop Robotics and Ambulatory Urgent Surgical Care Centres at SVHG. As part of SVPH's Radiotherapy Centre, we hope to develop and provide Proton Beam Therapy to public and private patients.

Areas for surgical and medical development include Bariatric surgery, Plastics, Breast, Pelvic Floor, Microsurgery, ENT/Eyes Respiratory, Neurology, Rheumatology, Women and Men's Health Screening, Cancer related support services, Genetics/molecular medicine, and Personalised precision medicine.

Physical therapies and rehabilitation supports such as Physiotherapy, Occupational Therapy, Speech & Language, Wellness/Mindfulness, Psychology Counselling and Complementary treatments including massage will also be prioritised for development.

Public Hospitals – Service Expansion

We will increase the services available in our public hospitals – SVUH and SMH. The two hospitals will continue to work closely together to deliver enhanced services and better outcomes for our patients.

SVUH will see a major capital investment programme including the new national maternity hospital, a new surgical ward block and a new elective medical wing.

The Liver/Pancreatic/Kidney (living donor) Transplant service will be expanded and a new dedicated Cancer Centre established.

Care for the Elderly will be expanded with a new day centre, a new Older Persons Assessment Unit (part of a new Acute Medical Assessment Unit) and additional rehabilitation / transition care beds.

Education facilities will include a new Clinical Science Research and Teaching Centre incorporating Assimilation Training facilities, research labs, lecture and seminar rooms.

A&E at SMH will become an Acute Assessment Unit supporting patients to return to GP/Community care support services. A new GP Direct Assess Medical Assessment Unit will be created. This will require the expansion of medical teams.

We will also expand the current outreach service programmes in Diabetes/COPD; develop an integrated care programme for older persons with enhanced community health network supports; further develop current chronic disease management programmes in Diabetes, Heart Failure, Respiratory COPD and related diseases, as well as Women and Men's Urology related health.

Access will be increased for GPs to Diagnostics & Physical Therapies such as Physiotherapy, Occupational Therapy, Speech & Language/Stroke.

We will listen to feedback from patients and advocacy groups to support a positive patient experience.

SMH will be expanded to undertake specific surgical activity currently taking place in SVUH. This will include Plastics, Breast, ENT, HPB, Bariatrics, Urology, Gynaecology, Colorectal and some Orthopaedic/Thoracic. This will allow SVUH to focus on emergency surgery and complex elective cases. It should also lead to reduced waiting lists in SVUH and SMH for elective surgery. In addition, providing defined specialities in SMH with a protected surgical bed base should result in a reduction in surgery cancellations.

Private Hospital of Choice

SVPH will continue to deliver clinical excellence and exceptional patient care across a range of specialties that complement SVHG. It will be a leading private provider of Cancer/Oncology Services, services to older people with chronic diseases, as well as of minor and complex Robotic surgery.

SVPH capacity will be expanded to treat more patients. It will be positioned as a Cancer Centre of Excellence through the expansion of speciality services. The Liver/Pancreatic/Kidney Transplant service will also be expanded. In addition, SVPH will support SVUH as a Designated Trauma Unit.

The following services will be developed and expanded:

Bariatric surgery, Plastics, Acute/ICU Ventilation, Orthopaedics, Robotics – Urology/ Gynaecology, Microsurgery and laser technology, Diagnostics/Radiology including CT, MRI, Ultrasound capabilities, and Day Care services.

Equipment in a number of key areas including the Cath Lab and Radiology will be replaced.

Aligning with National Strategies

SVHG will develop and strengthen existing and new clinical pathways in line with National Programmes. This will see us integrate with the new Regional Integrated Care Organisations (RICO) (Sláintecare). SVHG will identify opportunities with the new regional authorities to link acute care to GPs and community services. We will also collaborate with other relevant healthcare providers and hospitals including community based step-down facilities, public and private nursing homes, and General Practice.

Meeting National and International Accreditation Standards

Group hospitals will meet Joint Commission International (JCI) and other regulatory standards. JCI is the largest accreditor of hospital healthcare in the world. JCI's Gold Seal of Approval is a widely recognised benchmark representing the most comprehensive evaluation process in the healthcare industry. Accreditation is a visible demonstration to patients and the community that our hospitals are committed to providing the highest-quality, and; safest care and services.

SVHG hospitals will provide practical evidence that they meet JCI standards in the areas of Patient Safety; Patient-centred care; Access to care and continuity of care; Assessment of patients; Care of patients; Anaesthesia and surgical care; and Medication management. We will also meet JCI Healthcare Organisation Management Standards in areas such as Prevention and Control of Infections; Governance, Leadership and Direction; Facility Management and Safety; Staff Qualifications and Education; and Academic Medical Centre Standards.

The Group will meet all regulatory standards from HIQA, the HSE, the Health and Safety Authority and other relevant bodies. We will continue to seek independent, external quality and other certifications to ensure it operates to best international standards and practices.



Pillar 2:

Our People



2.1. To hire, develop and retain outstanding people across all areas of the Group.

The Group will ensure we are the employer of choice, with the most appropriate skills mix and work practices to ensure delivery of exceptional patient care through effective recruitment, training and retention of staff.

2.2. To optimise the contribution of individual staff members to the mission and objectives of the Group.

- The Group's human resources strategy will contain clear measures that encourage the right behaviours to achieve our vision and mission and support our core values.
- The Group will use a systematic and coherent approach to investing in learning and development for management and staff. It will be based on a training needs analysis, be funded by an adequate budget, and continually evaluated to ensure it contributes to enhanced service delivery.
- The Group will use effective mentoring and performance management and development programmes, based on a shared understanding of objectives and a common effort to achieve them.

2.3 To maintain a positive environment of health promotion for staff and the wider community.

- The Group will communicate health promotion and education messages through all appropriate channels in hard copy, electronic, virtual and multimedia formats.
- The Group will create health-promoting sites on campus for all staff, as well as for patients and visitors.

2.4 To continually develop infrastructure, equipment, and facilities within the Group.

- The Group will maintain a redevelopment programme to improve the physical infrastructure for patients and staff.
- The Group will use all appropriate models of public and private funding to develop capacity for patient care. This will include conventional grant funding, public/private partnerships, mergers, acquisitions, alliances, leasing, licensing and any other form of collaborative arrangement that has the potential to deliver increased capital and revenue to the Group.
- The Group will develop a programme of philanthropic funding to support development.



Maintain a positive environment of health promotion for staff and the wider community.

Achieving the objectives

People

SVHG's success is driven by a talented, motivated team working flexibly in line with Group objectives. Our strategic goal is to ensure we have strong leadership focused on those objectives and that all employees are motivated to behave in a way that is supportive of our patients and of our colleagues.

We will conduct a Cultural Survey in each of our hospitals. This will lead to action plans to support a positive working environment across the Group.

In addition, we will assess the management structures of the Group to ensure they are fit for purpose. We will review policies within the Group for the recruitment, retention and appraisal of staff to ensure they are effective and in line with Group strategy. We will measure and monitor the effectiveness of the recruitment process in each of the Group hospitals; review and consider succession planning, and identify, nurture and develop talent within Group hospitals.

To attract, retain and nurture talent we will match talent to the current and future patient profile; ensure a cultural as well as clinical fit between staff and the Group; and align our offering to meet employees' professional and career aspirations and ambitions.

We will review skillsets and competencies against the current future specific needs in SVHG; promote employee engagement at all levels in strategic and local plans; implement appropriate training and development programmes for staff and engage in a strengthening of HR systems and processes.

SVHG supports equal opportunities for all staff. HR Departments within the Group will continue to review and enhance support programmes for staff training and development. In addition, educational and promotional opportunities will be enhanced and improved.

Continued support will be provided for SVHG's Occupational Health department, including the development of new and existing employee support and wellness programmes.

SVHG Hospitals will continue to work and invest in building positive relationships with staff, Unions, and representative bodies.

Taken together, these actions and policies will assist us of attracting talent from top training grounds and schools in Ireland and overseas. They will also support us in our goal of retaining talent across all areas of our operations.

Education

As a leading academic teaching hospital group, we contribute to the development of the next generation of healthcare professionals. To continue to attract emerging talent and to support the continuous professional development of our staff, we will put in place updated agreements for undergraduate and specialist post-graduate training programmes with UCD, the RCSI, the RCP and other relevant colleges.

We will strengthen our links and relationships with UCD for undergraduate training and research as well as with the Colleges of Physicians, Surgeons and other relevant bodies for post-graduate training and research. This will see SVHG define its strategic intent and goals for training programmes run with these academic partners and colleges.

Infrastructure

Capital investment is a key priority for the Group. If we are to achieve our core objective of remaining a leader in the effective and efficient delivery of patient care, we need to complement our excellent staff with first class medical facilities and infrastructure. In pursuit of this objective, we will engage in an ambitious capital investment programme throughout the life of this strategy and beyond.

The most significant single capital investment will be the development of the new National Maternity Hospital on the SVUH campus. Siteworks have already commenced for this vital element of Ireland's health service, and we hope to see development work begin in earnest in the near future.

SVUH

The capital investment programme for SVUH is aimed at increasing capacity across a broad range of areas.

Projects include:

- An increase of 6 ICU beds in the short term with a further 30 ICU beds and 20 HDU beds added over the next three years.
- The development of a new surgical Unit similar to Nutley incorporating 100 single ensuite rooms, 8/10 Theatres (to include two hybrid theatres), and 30 HDU/ICU Beds along with treatment/consultation rooms to facilitate transplant and other major surgeries, including robotics.
- A new Elective Medical Ward Wing “Nutley 3” to provide 100+ beds and treatment rooms.
- Further development of the Emergency Department to accommodate a designated Trauma Unit – linked to the Mater Trauma Centre.
- Modernisation and upgrading of existing wards and bed stock.
- Expansion of Elm Mount to provide additional bedside space and facilities.
- A 2,000 sq m expansion of the Breast Check facility.
- Expansion of Care for the Elderly Services with a new Day Centre and beds/ rehabilitation/transition care beds.
- Improved staff rest rooms, changing facilities etc.
- A new Clinical Science Research and Teaching Centre incorporating Assimilation Training facilities/research labs/lecture and seminar rooms.
- A new dedicated Cancer Centre.
- A new Acute Medical Assessment Unit to incorporate an Older Persons Assessment Unit.
- A new 100 bed block.
- Investment in a third MRI/CT scanner; an expanded micro and biochemistry/ molecular laboratory; renovation and upgrading of GRU/ERC teaching and research facilities; and a new Clinical Science building to incorporate CRC and Assimilation Training facilities.

SMH

The programme for SMH will see a number of important developments including:

- A new 80 to 100 bed block including support services.
- Relocating theatres into one area with between four and six theatres as well as recovery and procedures side rooms and an Ambulatory Surgical Care Unit.
- Expansion of on-site cubicles in A&E which will become an Acute Medical Assessment Unit.
- Upgrading and expansion of the Endoscopy and Day Care wards.
- Expansion of the Radiology department to include a CT Scanner with improved general x-ray/Ultrasound bays.
- Expanded teaching and research space as a satellite facility to SVUH.

SVPH

The capital programme at SVPH will see the expansion of the hospital's overall capacity to provide private healthcare. This will involve a significant extension to the hospital on the Caritas site. This will in turn facilitate future expansion to incorporate new beds, Theatres, an ICU/HDU Unit, Robotics and expanded diagnostic capacity.

- The Radiotherapy Centre will be expanded to include Proton Beam Therapy for public and private patients of SVHG. This is a Joint Venture between SVHG and Muir.
- A new Medical Assessment Unit for medical patients with Respiratory, Gastro, Cardiac, Stroke and other conditions will be created together with a new Urgent Surgical Ambulatory Centre.
- Administrative space will be reorganised to accommodate additional theatres as well as two procedure rooms.
- Consultant clinic rooms will be reorganised and expanded.

Funding

The Group will analyse its operating and funding model including funding sources to ensure it is financially sustainable. While public funding will remain the main source of finance for our capital investment programmes, it is essential that this be complemented by SVHG's efforts to raise funds from private sources. In order to maximise funding from those sources for major capital projects and service developments, we will review our approach to fundraising and philanthropy.

Partnerships will also play an important role, and we will develop and progress current discussions with UPMC and VHI and explore other potential options such as Muir in relation to Proton Beam Therapy.

Our funding strategy is further developed in Philanthropy and Partnerships.

Charitable Status

SVHG is an Irish company with regulated charity status. All profits are reinvested in our group hospital to provide patients with excellent care in the most modern healthcare facilities. Strategy 2030 will explore new models of funding and appropriate mix between public and private sources required to grow the Groups capacity to deliver services to patients.

Achieving our objectives

- Strengthening the Groups relationships with the wider healthcare funding system
- Develop new funding partnerships – The Group will develop new funding partnerships and grant initiatives with the private sector to grow capacity to deliver resources to patients.
- Renew and expand the philanthropy funding programme – The Group will complete feasibility study to ascertain the level of interest in private philanthropy i.e. donations to SVHG. The Group will consider the role of St. Vincent's Foundation in developing a new philanthropic programme with ambitious fundraising targets.



The capital investment Strategy 2030 programme for SVHG Hospitals is aimed at increasing capacity across a broad range of areas.

Pillar 3:

Research & Education



3.1 To deliver excellent research and education through strong relationships with third level educational institutions in Ireland and internationally.

- The Group will work collaboratively with UCD, the RCSI and RCP on a range of activities including medical, nursing and allied health education, research projects and translational research.
- The Group will contribute to the undergraduate and postgraduate curricula of relevant academic institutions, schools and other training bodies.
- The Group will promote its hospitals to secondary school students and identify future talent within that cohort.
- The Group will continue to foster and deepen its education and training activities, as evidenced by previous actions when it:
 - i. Established an Education Advisory Board to focus on areas of specialty.
 - ii. Conducted a strategic review of the educational requirements of St. Vincent's Healthcare Group in conjunction with UCD.
 - iii. Developed a strategic alignment of research and education to promote and maintain the interdependent relationship between them, and their alignment with clinical care.
 - iv. Developed a strategy for education focusing on linkages with UCD.

3.2 To develop and sustain partnerships in patient care, research, and education both inside and outside the Group (locally and internationally).

- The Group will further develop and promote working arrangements and relationships with hospital networks and with primary, continuing and community care bodies. Our goal is to deliver strategies, plans and co-ordinated services across the region.
- The Group will maximise the benefit from agreements with other public, private and international health networks.
- The Group will actively seek collaborations such as partnerships, exchange programmes and fellowships with appropriate leading international healthcare providers.

The Group will maximise the benefit from agreements with other public, private and international health networks.

Achieving the objectives

Research

We will further establish SVHG hospitals as a leader in bench to bedside clinical research. Our objective is to find new ways to treat our patients today and anticipate future needs. We will achieve this by fostering and adopting innovative medical treatments and technologies, through enhanced facilities and increased patient participation in clinical trials. We will collaborate with medical and academic institutions at home and abroad and focus on disease areas where our research can have a transformative impact on patients' lives now and in the future. Specifically, this will see us:

- expand research and outcomes to the community in alignment with the new model of future healthcare;
- establish a field of PET CT research through the UCD/SVUH PET CT Research and Imaging Centre;
- develop the role of SVHG in Genomics research; and
- develop a new UCD/SVHG research and educational block centre on the grounds of SVUH.

We will also promote the benefits of patient involvement in research through clinical trials. All patients should have access to participation in clinical trials where appropriate.

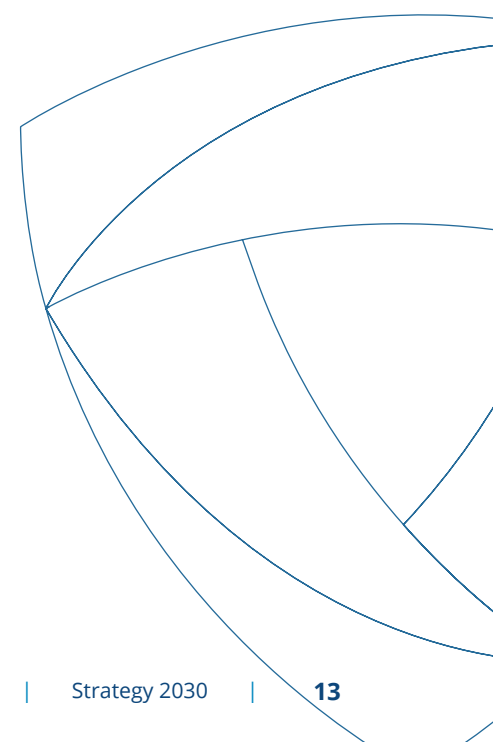
Our focus will be on the core research themes of bench and bedside.

- Bench research areas will include Precision Medicine (DNA, Genomics); Advanced Therapeutics; Big Data; and Imaging devices – PET CT / MRI / CT.
- Bedside research will include Clinical illness; Autoimmune Diseases; Cancer; Cardio Respiratory Disease; Transplant; and Women's and Men's Health.

Building Partnerships

As a leading academic hospital, education and research are core to developing our people, educating the next generation of healthcare professionals and in supporting the development of new medicines and treatment protocols for our patients. We will:

- develop training and development programmes – inhouse and with external providers to support our people in their careers.
- be a leading place of training and academic learning for healthcare professionals.
- build on our partnership with the UCD Centre of Clinical Research to facilitate research into the many diseases that cause life limiting conditions and morbidity.
- expand our linkages with Irish and international research institutions to ensure our people are contributing to the advancement of medical science for the benefit of our patients.



Philanthropy & Partnerships



SVHG DAC is an Irish company with registered charitable status. All profits are reinvested in our Group hospitals to provide patients with excellent care in the most modern healthcare facilities. Strategy 2030 will explore new models of funding and the appropriate mix between public and private sources required to grow the Group's capacity to deliver services to patients.

4.2 Review and expand the Philanthropy funding programme

- The Group will complete feasibility study to ascertain level of interest in private philanthropic donations to SVHG
- The Group will consider the role of St Vincent's Foundation in developing a new Philanthropy programme with ambitious fundraising targets

4.3 Strengthen our relationships within the wider healthcare system

- The Group will expand and strengthen its collaborations with a range of healthcare partners to ensure it plays a central role in the delivery of healthcare in Ireland.

4.2 Develop new funding partnerships

- The Group will develop new funding partnerships and joint initiatives with the private sector to grow our capacity to deliver services to patients



All profits are reinvested in our Group hospitals to provide patients with excellent care in the most modern healthcare facilities.

Achieving the objectives

Philanthropy & Funding

The potential to fund infrastructure and other investments from philanthropic donations is significant. St Vincent's Foundation has successfully raised important funds for the mission of SVHG over many years.

We will review the potential of philanthropy to fund our future work. This review will take into account the past experience of St Vincent's Foundation. We will also seek advice from the market and meet with an external Philanthropy Consultant for advice, direction and ongoing support. This will result in the development of a new strategic fundraising plan which will identify projects that require external support including new buildings, new centres, and new treatments – on a sliding scale of funding need.

We will research and identify high net worth individuals and philanthropic donors who are interested in or open to supporting SVHG projects. Compelling propositions for individual projects will be prepared and presented to prospective donors.

New Partnerships

Our relationship with Private Medical Insurers is valued and allows us to provide patients with health care using the most modern technologies for diagnosis and treatment. We will continue to develop these partnerships while also exploring the opportunity to expand our relationship with international healthcare Groups including UPMC and others who are already working with SVHG in the provision of life enhancing equipment and services.

Partnerships in the Wider Healthcare System

We work in collaboration with the Department of Health, the HSE, other hospitals, GPs and a range of other partners.

We will play a central role in the delivery of Slaintecare and other initiatives aimed at giving the people of Ireland the standard of healthcare they deserve and are entitled to. In that context, we will seek to maintain good working relationships with The Department of Health, the HSE, the Ireland East Hospital Group, the new Regional Health Authorities, HIQA and other relevant and appropriate bodies.

However, we require clarity on our service arrangements with the relevant contracting bodies. Also, as hospital groups and trusts are established across the country it will be important to position SVHG optimally within the Ireland East Hospital Group and the new Regional Area Authorities. We will therefore review our working relationships with other hospitals in the Ireland East area and successor groupings, both voluntary and state-owned, including the Mater Hospital, Cappagh Orthopaedic Hospital, The Royal Victoria Eye and Ear Hospital, the National Maternity Hospital, Wexford Hospital, Kilkenny Hospital, Mullingar Hospital, St. Columcille's Hospital, and other private hospitals.

We will also review and decide upon participation in the Ireland East/HSE (and successor groupings) programme of shared services and administration, financial and patient services systems. Those actions will not affect our commitment to developing services within the Group in line with the National Clinical Programmes and related services required by relevant funders. We will also seek to identify opportunities with the new regional authorities to integrate acute care with GP and community services. In addition, SVPH will develop and strengthen existing and new clinical pathways in line with national programmes.

Governance

The success of SVHG in delivering on its strategic plan requires the Group to take a leading role within the Irish healthcare system while maintaining its independent, voluntary status and its unique ethos which derives from our mission, vision, and values.

5.1 To achieve organisational excellence in the service of our patients.

- The Group will follow the highest standards of corporate and clinical governance, as evidenced by its Charter for Good Governance.
- The shareholders will ensure that the Board maintains the breadth of expertise needed to govern its business properly and comprehensively.
- The Board will monitor, evaluate, and develop the Group's organisational structures to ensure that they are optimal for the challenges facing the Group.
- Group Management will ensure that information is captured and managed to best effect for healthcare planning and delivery.
- The Group will use appropriate technology platforms for its clinical and business processes, including patient administration, data warehousing and retrieval, health technologies, library information, communications and data management.
- The Group will maintain a pioneering research agenda and will seek to lead through a strategic approach to its research activities. It will use its Research Advisory Board, its Clinical Research Centre and its linkages with UCD and other bodies to maintain this position of leadership.

5.2. To ensure the Board, management and staff are accountable for their actions, that effective clinical governance and audit mechanisms are in place, and that there is transparency in the use of resources.

- The Group will maximise value for money achieved from available resources by maximising all possible efficiencies in the procurement and management of materials and human resources.
- The Group will ensure adherence to the highest levels of clinical governance, driven by a Clinical Governance Committee that will make recommendations to the Board.
- The Group will ensure that the internal and external audit functions will pursue the highest levels of probity in all dealings and transactions.
- The Group will ensure that all its entities will operate within a service planning arrangement with bodies such as the Health Service Executive and private medical insurers.
- The Group will ensure that its entities will remain fully compliant with relevant legislation and guidelines.

5.3. To ensure that service is evidence-based and reflects an innovative approach.

- The Group will benchmark itself against international peer review organisations.
- The Group will continue to develop and expand its Clinical Audit function.
- The Group will pursue clinical trials and clinical research.
- The Group will pursue patient feedback via surveys and focus groups.
- In-house services such as HR, Procurement, IT, Finance, Buildings and Estates will have plans for continuous improvement and be able to demonstrate good service and quality.

5.4. To embed Environment, Social and Governance (ESG) within Group operations.

- The Group will embed ESG principles within its operations and will meet and exceed the ESG policy requirements of the HSE.
- The Group will adhere to the highest standards of Corporate governance.
- The Group will seek to minimise our impact on the environment by increasing our efforts to achieve maximum levels of decarbonisation across our Group, benchmarking against best international practice.
- The Group will promote environment-friendly initiatives and policies among our staff.
- The Group will support our people by providing opportunities for all staff, promoting diversity and inclusion and by extending our network with staff groups, representative bodies, our partners, advocacy groups and funders.

5.5. To create and maintain a distinctive profile for the Group within the healthcare sector.

- The Group will act according to its mission, vision and values.
- The Group will develop a unique mix of public and private healthcare delivery, enabling it to operate across the full spectrum of healthcare networks.
- The Group will maximise the benefits of a private independent shareholding structure, which allows flexible and dynamic decision making in pursuit of goals and objectives.

Achieving our objectives

Governance

To maintain its successful growth SVHG must have strong legal, clinical, and corporate governance structures that ensure decision-making is effective and aligns with strategic objectives. The SVHG Board is committed to the very highest standards of corporate governance and has put measures in place to ensure Group hospitals meet their obligations under company law, statutory health and safety regulations and environmental regulations. These measures are subject to regular review.

All governance and management structures and capabilities within the Group will be reviewed to ensure they are fit for purpose. In addition, the composition of the Board sub-committees will be reviewed for appropriateness and to ensure effectiveness.

SVHG will continue to co-operate with all relevant regulatory and other bodies to ensure strong oversight by the Department of Health, the HSE, HIQA and other appropriate bodies such as the Health and Safety Authority.

In addition, we will continue the development of the Medical Directorate Governance model across the two public hospitals in the Group.

We are also committed to ensuring that all three ESG (Environment, Social and Governance) drivers are met now and into the future.

Our environmental commitments include ensuring that all new building projects meet NZEB (Near Zero Energy Building) standards; the promotion of waste avoidance and segregation of waste / recycling processes; the installation of district heating across our hospital campuses; decarbonisation through more energy efficient systems and modernisation of plant; and benchmarking of energy performance across Group sites to identify areas for improvement.

Under the social dimension we are committed to equal opportunities for all staff, and we will continue to work and invest in building relationships with staff, Unions, representative bodies, suppliers and the patient advocate groups and funders. We will develop new and improved employee support and wellness programmes.

Technology & Innovation

We will examine how a culture of innovation, driven by senior management, can be embedded in the Group and how technology can support our employees in the delivery of patient care. In addition, we will review the current role that ICT plays in delivering the innovation agenda at SVHG and explore new opportunities for change.

We are committed to making the best use of technology effectively and efficiently to support SVHG's day-to-day clinical and non-clinical operations. To that end, we will assess the current IT capabilities within the Group and identify improvements and actions for implementation. We will identify and prioritise key technology projects that require immediate attention and in the longer term, propose actions in areas such as Patient Administration, Clinical Support and Administration Systems, and corporate systems including Finance, HR, and Governance.

SVUH specific actions include the adoption of the funded HSE information strategy. We will invest in innovative technology such as Electronic Health Records, E-prescribing, and Order Communications systems. We will also invest in a new Patient Information System, an Integrated Financial Management System including Payroll and HR, and a Radiology Management System.

At SVPH we will review the current approach to ICT and the hospital's links with SVUH. We will seek funding to develop and invest in Financial and Procurement, Patient Administration, Radiology / Laboratory, Robotic compounding, and other relevant systems.

In addition, we will invest in new systems for E-rostering, White Board Management of patient beds, Automated Pharmacy Dispensing Pharmacy, and Theatre Management.

We will review the ICT needs of SMH in line with those of the wider Group and adopt and implement, with SVUH, plans for ICT as an integrated Group solution. At SMH, this will see the adoption of HSE funded initiatives, the improvement of Medical Administrative System, introduction of electronic records, upgrading of Laboratory and Radiology systems, investment in Procurement and Order Communications technology, digitalisation of HR systems, and implementation of a new Integrated Financial Management & Procurement System (IFMS).

The potential for artificial intelligence in healthcare

The complexity and use of data in Healthcare means that AI will increasingly be applied within the field.

Several types of AI are already being employed in SVHG

- The areas encompassed include diagnosis and treatment recommendations, patient engagement, and administrative activities.
- Precision medicine predicting what treatment protocols are likely to work on a patient based on various facts about the patient.
- Other forms such as assessing the likelihood of a patient developing a specific illness (based on their family's genetic background and medical history).
- Radiological images and systems can identify more than what is visible to the human eye, offering increased precision through computer-aided detection.
- Robotic surgery.
- Laboratory analysis and detection.

In summary, AI advancements are contributing to improved cancer diagnosis through genetic profiling and data utilisation, the adoption of data-driven medical approaches, and the promotion of patient adherence to treatment plans and follow-ups. AI is also being used for administrative tasks such as dictation, generating ward letters, and producing reports.

It's important to be aware that ethical concerns arise in the context of AI usage in healthcare, encompassing areas such as medical regulations, health insurance, and more.



Group Profile & Branding

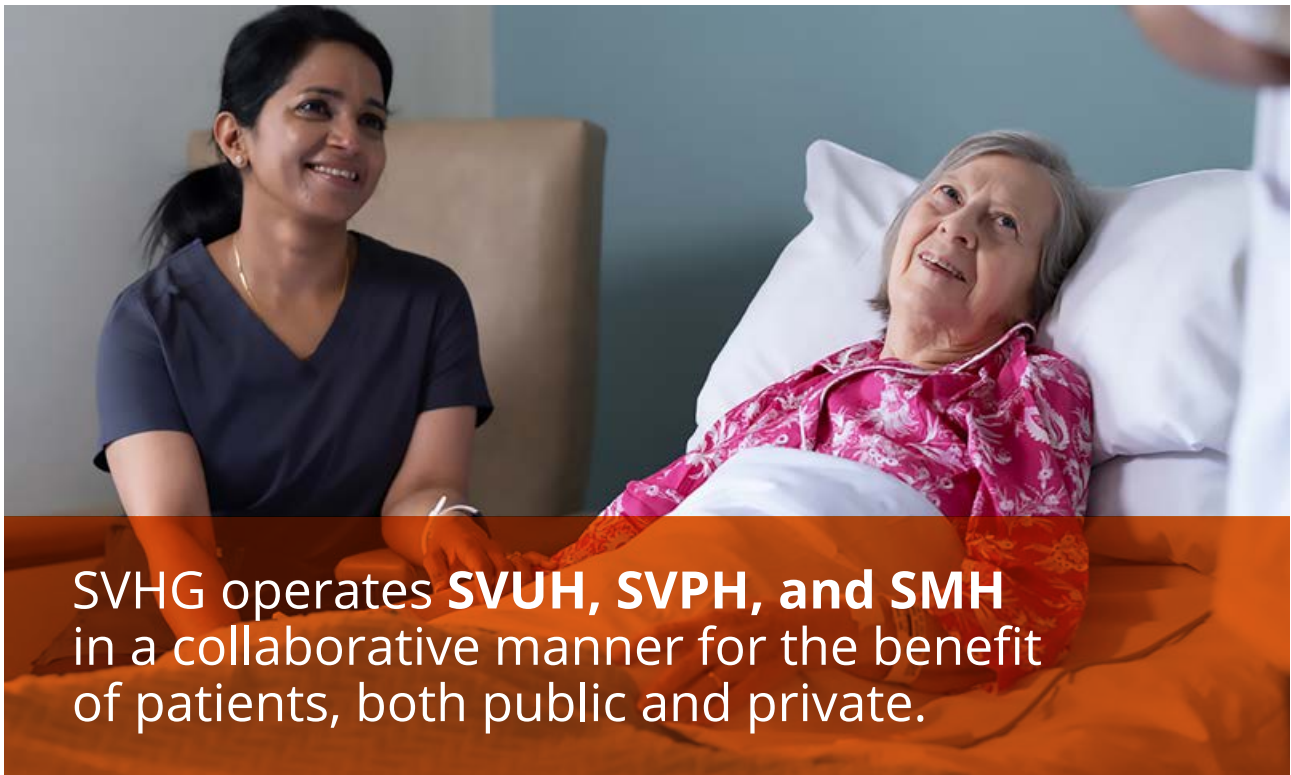
SVHG operates SVUH, SVPH, and SMH in a collaborative manner for the benefit of patients, both public and private. We will continue to promote a single brand for the Group, with a common identity and cohesive messaging that presents a single, consistent image for our hospitals, locations, and services. The Group will manage its various stakeholders actively and effectively, developing strong relationships with a broad range of internal and external stakeholders.

In presenting that consistent image, we will review the SVHG Group approach to marketing and media engagement. We will revamp the web and online presence for SVHG hospitals to provide information to patients on access, treatments, procedures, billing, and aftercare. We will also put in place measurable indicators to ensure our hospitals are delivering on the Group's Vision and Mission Statements.

Growing St Vincent's Private Hospital (SVPH) will be a key factor in the continued success of the Group as it adds to the strength of the brand, helps to attract leading consultants to work with the Group, and contributes to funding for ongoing development across all three hospitals.

In light of the hospital's critical importance to the Group, we will analyse the SVPH legal structure, operating and funding model including funding sources and banking arrangements to ensure it reflects most efficient practice. We will reach commercial agreements with Private Medical Insurers (PMIs) and other funders to improve overall the financial viability of SVPH.

We will also review the financial sustainability of the overall Group. That will see the Group sourcing new streams of funding and considering a wide range of areas including borrowing and the rate of return received for services from the HSE and PMIs. We will also explore new models of funding and the appropriate mix between public and private sources required to grow our capacity to deliver services to patients.



SVHG operates **SVUH, SVPH, and SMH** in a collaborative manner for the benefit of patients, both public and private.



**ST. VINCENT'S
HEALTHCARE GROUP**

