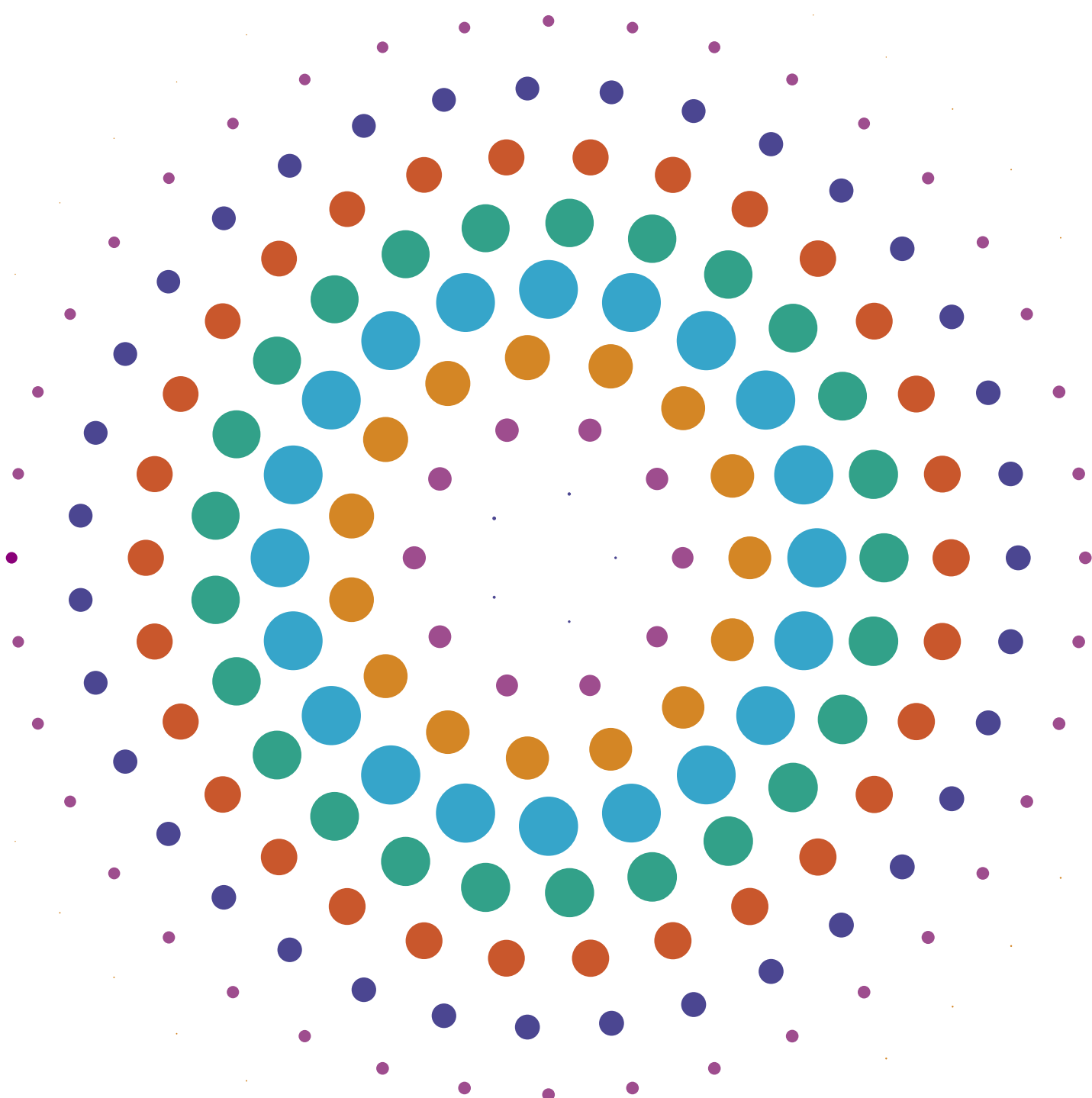


The Rotunda

Maternity Hospital of Choice

Strategic Plan 2022-26



Introduction by the Chairman

It is with great pleasure that the Rotunda Hospital presents its Strategy for 2022-2026. The document is the culmination of the work of a wide variety of people and we are proud that we have created a highly collaborative Strategic Plan.

We would like to extend grateful thanks to:

All of the staff from every department in the Rotunda who contributed to this document.

The Executive Management Team who supported and worked with the subcommittee throughout the entire process.

The many External Stakeholders who shared their thoughts and ideas with us to make this a better plan.

The team at M-CO who guided us through many months of detailed work and kept us on track.

And finally to the members of the subcommittee of the Board of Governors, Dr. Mary Keenan (Chair), Margaret Philbin, Barry Holmes and David Browne who were tasked with developing the Strategy, a sincere thank you!

Dr. Maria Wilson Brown

Chairman of the Board of Governors Rotunda Hospital

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About the Rotunda Hospital

In 1745 Bartholomew Mosse, surgeon and man-midwife, founded the original Dublin Lying-In Hospital as a maternity training hospital, the first of its kind. The Rotunda Hospital is unique as an institution in that it has continued to provide an unbroken record of service to women and infants since its foundation. The Rotunda Hospital has been in operation at the Parnell Square campus for 264 years, with the main inpatient building remaining in continuous use since the doors first opened on December 8, 1757, making the Rotunda Hospital the oldest stand-alone maternity hospital in the world. The Rotunda is also the busiest maternity hospital in the country, with a 10% increase in births in the last year, approximately 9,000 mothers to give birth in 2021.

The Rotunda remains an independent, Voluntary Hospital, operating under charter with a Board of Governors and the Mastership System responsible for clinical and operational management. Since the introduction of Hospital Groups in 2013, the Rotunda is the lead maternity hospital for the RCSI Hospitals Group.

The ethos and core values of its founder are still at the heart of the hospital and this is demonstrated through the care and dedication of the staff and the Board of Governors of the hospital. Over time the Rotunda has evolved into a 198-bed teaching hospital which provides specialist services in order to support women and their families at a local, regional and national level.



SPECIALIST SERVICES PROVIDED BY THE ROTUNDA

- Maternity Services
- Maternal Fetal Medicine
- Neonatal Care
- Gynaecology Care

The specialist services provided by the Rotunda are fully supported by a range of sub-specialist services such as anesthesiology, hematology, radiology, psychiatry, and allied health services within the hospital, and joint services such as cardiology, endocrinology, gastroenterology, and infectious diseases with acute adult hospitals.

RESEARCH AND INNOVATION

The Rotunda has six main research streams: maternal medicine, fetal medicine, neonatology, infectious diseases, health systems and education.

The Rotunda Innovation Unit was established in 2017 to help incubate ground-breaking ideas to improve care for mothers and babies. It functions as a multidisciplinary, virtual department within the hospital, responsible for supporting and fostering innovative ideas that can improve patient care and hospital processes.

ACADEMIC PARTNERS

The Rotunda continues to build on its existing relationships with its primary academic partner the Royal College of Surgeons in Ireland (RCSI). The hospital works extensively with the RCSI in developing its academic and research capabilities and has a very pro-active research department which is comprehensively supported by RCSI. Additionally, the hospital continues to benefit from the RCSI's Leadership and Quality training modules.

The Rotunda will continue to maintain and develop other academic partnerships for Midwifery/Nursing and Health and Social Care professions with Trinity College and University College Dublin.

LEADER IN THE RCSI HOSPITALS GROUP

The third principle of the Rotunda's Strategic Plan 2017-21 was to be a leader in women's and infants' health within the RCSI Hospitals Group. Over the plan's implementation period, the Rotunda has worked collaboratively with the RCSI Hospitals Group in developing quality initiatives across maternity services in the region and in progressing maternal fetal services in Drogheda and Cavan. The Rotunda's leadership role in the RCSI Hospitals Group remains a central element of this new strategic plan and informs its principles. The Rotunda will continue to lead the process of developing care pathways across the RCSI Hospitals Group, consistent with the National Maternity Strategy, and in implementing a coordinated approach to delivery of Group maternity services.





The Rotunda will continue to work with the RCSI Hospitals Group in building a regional governance structure to oversee the provision of the regional clinical role in the maternity network. The Rotunda will also continue to work with partners in the RCSI Hospitals Group to facilitate the provision of sub-specialist services to both Our Lady of Lourdes and Cavan General Hospitals, particularly in the area of perinatal pathology and maternal fetal medicine.

COLLABORATION WITH HSE/NWIHP

The Rotunda works extensively with the National Women's and Infants' Healthcare Programme (NWIHP) which was established in January 2017. The programme helps to ensure that there is consistent delivery of high-quality care and oversees the development of Maternity Networks nationally. The Rotunda is committed to continued collaboration with NWIHP to enhance the services currently delivered in the hospital and throughout the community.

The Rotunda also works with a variety of other national programmes within the HSE in developing services to improve maternity services and standards.

LOCATION AND INFRASTRUCTURE

The Rotunda's long heritage contributes greatly to the hospital's experience in providing care; it also means that the hospital faces challenges with regard to its current infrastructure. A key element retained from the

previous strategic plan is the focus on development and optimisation of the Rotunda's existing Parnell Square campus in order to maintain excellent standards of care for patients. The development of the Rotunda's infrastructure to support the strategic goals outlined is a key enabler for the Strategic Plan 2022-26.

In May 2015, the Minister for Health announced that the Rotunda will be relocated to the Connolly Campus. The Rotunda Board of Governors supports the decision to co-locate the Rotunda on the campus of a level 4 acute adult hospital with required intensive care infrastructure and resources, as it recognises the need for a new facility fit for modern maternity services. There is currently no funding commitment and no definite timeframe for this relocation. In the interim, it has become clear that the existing infrastructure on Parnell Square is insufficient to deliver safe services to our patient population. Short- and medium-term mitigation strategies have been developed to provide new physical infrastructure on the Parnell Square campus over the next 3-5 years to enable the Rotunda to continue to deliver safe services on the existing campus for the next 15-20 years while awaiting a co-location decision.

The Rotunda is also committed to developing its community presence and continuing to provide services in the community to complement the optimisation of its campus and the expansion of services on-site.

Context



COVID-19 IMPACT

It is important to acknowledge the impact that the COVID-19 pandemic has had on the hospital since its advent in early 2020. COVID-19 restrictions in the Rotunda were put in place to help keep the women and babies attending our services safe. The Rotunda has made efforts to minimise the impact of COVID-19 restrictions on patients' birth and pregnancy experience by adapting its ways of working during this period of time.

The Rotunda Strategic Plan 2022-26 brings with it an opportunity to retain and build on the positive developments resulting out of COVID-19, particularly

in terms of renewing the hospital's focus on patient experience and offering more choice to patients on how they interact with the Rotunda and navigate its services and the hospital.

NATIONAL MATERNITY STRATEGY

The National Maternity Strategy 2016-2026, Creating a Better Future Together, sets out the future for maternity and neonatal care to ensure safe, standardised, quality-led services, with a greater emphasis on a woman's choice and integrated, team-based care. It proposes a single model of care, with three care pathways — Supported Care, Assisted Care and Specialised Care. The Rotunda

shares the Strategy's vision of "an Ireland where women and babies have access to safe, high-quality care in a setting that is most appropriate to their needs; women and families are placed at the centre of all services and are treated with dignity, respect and compassion; parents are supported before, during and after pregnancy to allow them give their children the best possible start in life."

The Rotunda is committed to setting national standards in providing high-quality maternity and women's health services. These are delivered within the context of a broader approach to the health and wellbeing of women and babies, including physical and mental health, nutrition and breastfeeding. The Rotunda recognises its leading role within the RCSI Hospitals Group and continues to lead the process of creating a successful maternity network within it. The Rotunda is committed to working closely with partners in the RCSI Hospitals Group to implement the National Maternity Strategy, by continuing to develop appropriate, safe, high-quality, and accessible services facilitating a woman's choice and within the model of the three care pathways identified in the strategy. This commitment is reflected in the Strategic Plan 2022-26.

SLÁINTECARE IMPLEMENTATION STRATEGY & ACTION PLAN (2021 – 2023)

The Programme for Government (2020), reaffirmed the commitment to the implementation of Sláintecare and pledged to accelerate the process, underpinned by the allocation in Budget 2021 of more than €1.235 billion. A Strategic Action Plan has been developed by the Sláintecare Programme Implementation Office (SPIO), setting out priorities and actions for the next phase of Sláintecare, in which a number of elements relate to the maternity sector in Ireland.

Workstream 2 (Enhanced Community Care) of the implementation plan outlines the intention to bring services closer to the patient through national strategies, including the National Maternity Strategy (2016). Further development of community midwifery services, the provision of more choice to women with regard to the maternity care they receive, and continued rollout of new models of care for maternity and ambulatory gynaecology are also areas highlighted for action in the plan. These developments are also key priorities in the Rotunda's new Strategic Plan.

MN-CMS ELECTRONIC HEALTHCARE RECORD

The Maternal and Newborn Clinical Management System (MN-CMS) Project is the design and implementation of an electronic health record (EHR) for all women and babies being cared for in maternity, newborn and gynaecology services in Ireland. An electronic record enables all maternal, newborn and gynaecology information to be accessed and shared in real time with relevant providers of care in a safe and secure manner as required in compliance with General Data Protection Regulation (GDPR).

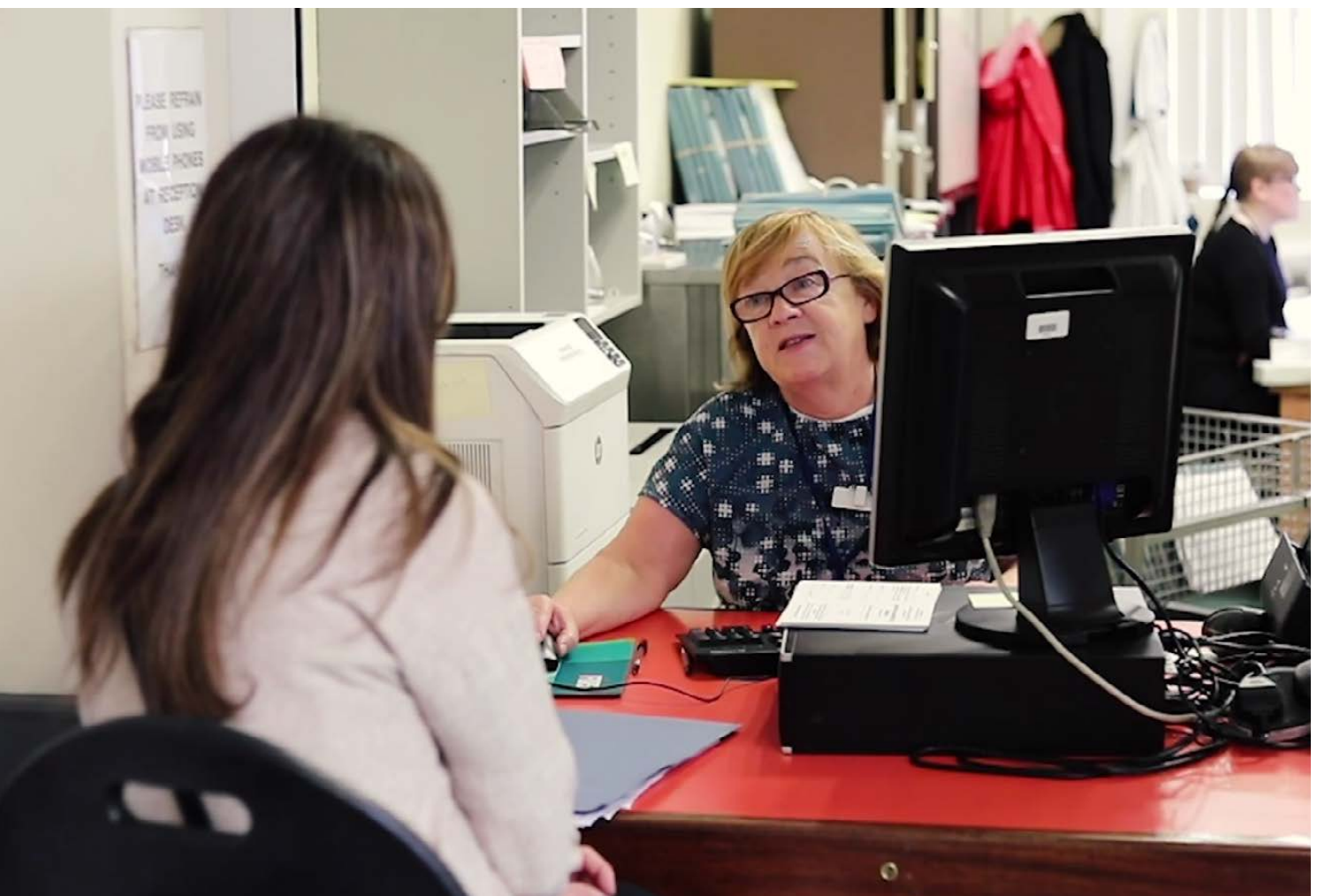
MN-CMS has enabled the Rotunda to become a fully electronic Hospital and completely paperless following the successful introduction of the gynaecology module to the MN-CMS electronic healthcare record. This means that all patients managed at the Rotunda, both Inpatient, Day and Outpatient, across all specialties are managed on a single electronic system, including medical record-keeping, patient orders, laboratory testing, medication management and patient administration. It is hoped that this will yield further efficiencies for the hospital in terms of patient safety, data management, analytics and business intelligence.

TERMINATION OF PREGNANCY

One of the most challenging issues for the Rotunda during the previous strategic plan period was the implementation of a termination of pregnancy service, in response to the successful passage of the 36th Amendment to the Constitution of Ireland in 2018, which repealed the 8th Amendment. With only seven months of preparation after the passage of the amendment on May 25, 2018, and only two weeks of preparation after the signing into law of the Health (Regulation of Termination of Pregnancy) Act 2018 on December 20, 2018, the Rotunda successfully commenced termination of pregnancy services on January 2, 2019.

NATIONAL MATERNITY EXPERIENCE SURVEY

The first National Maternity Experience Survey took place in October and November 2019 as part of the National Care Experience Programme, a joint initiative by the Health Information and Quality Authority (HIQA), the Health Service Executive (HSE) and the Department of Health. The introduction of this new national survey offers women the opportunity to share their experiences of Ireland's maternity services. The Rotunda welcomes the survey, which reflects a commitment made in The National Maternity Strategy 2016-2026 to evaluate maternity care services from the perspectives of the women who use them and supports our commitment to delivering outstanding care.



Strategic Planning Process

The Rotunda's Strategic Plan 2017-21 has delivered significant change and improvement throughout the hospital and across our services to our community. As we start to plan for the next five years, a strategic planning process was established to build on the achievements of the current plan.

At the outset, the Board established a Strategic Plan Development Committee to set the vision for the new five-year strategy. The Committee agreed that the new strategy would be an evolution of the previous plan, to ensure continuity and growth, building on the success achieved to date, and described a process which would be inclusive and collaborative. The Committee appointed M-CO to support them and the whole organisation in developing a robust and comprehensive plan which will see the hospital through its next stage of growth and development.

The members of the Strategic Plan Development Committee are shown in Appendix 1.

STAFF ENGAGEMENT

The Board and Committee committed to a process which drew on the combined experience and expertise of the staff of the hospital.

The process was started with a staff survey asking for input into the plan and the future direction of the hospital. Following a high level of response, the staff inputs were distilled into a draft direction for the plan which was shared with all staff.

Two staff workshops were held, each building on successive iterations of the draft plan, to develop the strategy. Included in this process was the collection of operational ideas which will inform the implementation of the strategy.

Staff participants in the workshops are shown in Appendix 1.

STAKEHOLDER ENGAGEMENT

The Board and Committee also committed to the engagement of stakeholders in the development of the strategy and a draft of the plan was shared with a wide range of stakeholders for their feedback.

This feedback was built into the final draft of the plan before it was presented to the Rotunda Board of Governors.

A full list of stakeholders who were consulted on the plan is included in Appendix 2.

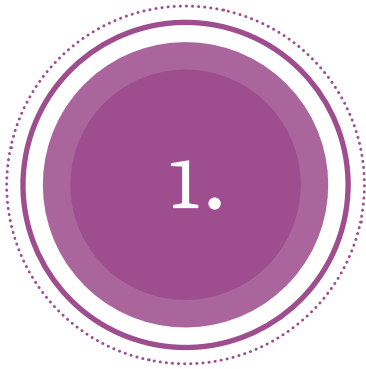
Our Vision

To be the Maternity
Hospital of Choice –
outstanding care delivered
by exceptional people.

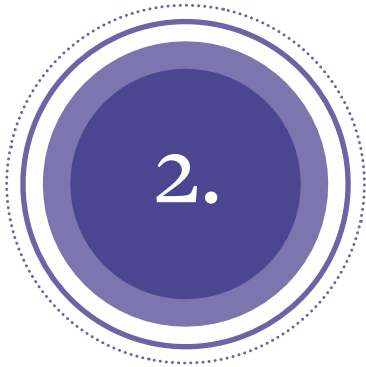
Strategic Principles

Our previous strategic plan identified 3 Strategic Principles. In the development of this plan, key elements of these principles were retained and further developed to give a new set of 4 Strategic Principles which reflect our core focus as a hospital and provider of care to those in our community. They reflect our range of patients, their families, our services and our staff who are key to the delivery of excellent care to all our service users.

In addition, an important Strategic Enabler was identified which will support the delivery of our Strategic Principles.



Delivering a broad range of healthcare services for women



Providing outstanding care for mothers and babies



Ensuring an excellent patient experience



Supporting and developing our staff

Strategic Enabler

Developing infrastructure to support our strategic principles

Strategic Principle 1:

Delivering a broad range of healthcare services for women



GOAL 1:

Continue to enhance and expand our specialist gynaecologic services, to provide the highest levels of care to women.

ACTION AREAS

1. Expand and develop onsite same-day minimal access surgery and benign gynaecology services to become an exemplar site and leader in the field.
2. Expand our range of specialist services and clinics to broaden our care for women.
3. Create greater integration with allied health services.
4. Expand community gynaecology, linking into community hubs where we are providing antenatal care.
5. Optimise the regional pathway and develop resources for gynaecologic - oncology care.
6. Develop resources for fertility testing and treatment, including scoping the expansion and increased accessibility of IVF services through collaboration.
7. Continue to evolve the range of supports available to women as part of the Rotunda's Termination of Pregnancy Service, including in the community, and ensure a holistic approach and follow-up care.

GOAL 2:

Optimise our preconceptional and antenatal services to provide specialist care for women at high risk.

ACTION AREAS

1. Provide specialised services, communications and advice for women with complex medical needs who would like to become mothers, including optimising health pre conception and throughout pregnancy.
2. Lead the development of pathways and services for genetic screening and testing in pregnancy.
3. Initiate and lead an education programme on preconceptional, antenatal and intra-pregnancy health and lifestyle choices.

Strategic Principle 2:

Providing outstanding care for mothers and babies



GOAL 1:

Ensure that all of our maternity services are planned and delivered to meet the needs, and support the wellbeing, of mothers and babies.

ACTION AREAS

1. Continue to lead in the RCSI Hospitals Group and work with the National Women and Infants' Health Programme to implement a coordinated approach to delivery of Group and national maternity services.
2. Continue to develop midwifery-provided care to promote the normalisation of all aspects of birth - antenatal, at the time of birth and postnatal.
3. Optimise perinatal mental health services by becoming a trauma-informed* hospital through staff education, community care and expanded support services.

GOAL 2:

Expand the range of services and options available to mothers to provide the highest levels of care and support to families in the most appropriate setting.

ACTION AREAS

1. Improve the care within the hospital environment by expanding the range of services offered in the Rotunda.
2. Expand the Rotunda's presence in the community to increase access to community-based antenatal and postnatal services.

GOAL 3:

Develop our neonatology services and supports to ensure the best possible start to every baby's life.

ACTION AREAS

1. Continue to develop our neonatal and intensive care resources and pathways to promote the early safe discharge of babies into the home setting.
2. Develop initiatives to support integration to home and promote the involvement of families in their baby's multidisciplinary care.

*Trauma-informed care acknowledges the need to understand a patient's life experiences in order to deliver effective care and has the potential to improve patient engagement, treatment adherence, health outcomes, and staff wellness.

Strategic Principle 3:

Ensuring an excellent patient experience



GOAL 1:

Maintain our constant focus on improving service users' experience of interacting with the Rotunda.

ACTION AREAS

1. Continue to be agile, adapt our ways of working and offer more choice to patients in how they interact with us.
2. Continue to improve accessibility for all service users and promote inclusivity.

GOAL 2:

Continue to innovate to keep the Rotunda at the forefront of clinical developments in patient care.

ACTION AREAS

1. Continue to develop the Rotunda Innovation Unit to promote innovation in services, process improvements, and to be a voice for staff ideas.
2. Continue to evolve our digital strategy and infrastructure to improve patient access and experience, planning and efficiency.
3. Develop innovative ways of engaging and collaborating with partners and networks nationally to create more fora for knowledge exchange and benchmarking.
4. Scope the development or joining of international networks to enable benchmarking and innovation sharing with similar-sized, standalone maternity hospitals.

GOAL 3:

Amplify the Rotunda's communications and engagement with service users, to broaden our reach and expand our community.

ACTION AREAS

1. Expand our digital engagement strategy to enhance the Rotunda's online presence and digital outreach capabilities, including a feedback loop to inform service improvements.
2. Develop an engagement strategy focusing on hard-to-reach service users.
3. Further develop our programme of events in the community to provide information and promote healthy lifestyle choices for women of childbearing age, incorporating innovative ways of engaging and collaborating with partner organisations and networks.
4. Implement a proactive communications plan to promote the Rotunda's brand and services, as a Voluntary Hospital, and position as a leader in women's healthcare.

Strategic Principle 4:

Supporting and developing our staff



GOAL 1:

Support and develop existing staff and attract new talent, by creating and promoting a unique, dynamic and flexible environment.

ACTION AREAS

1. Commit to ongoing training and development opportunities for all staff and continue to foster a learning environment.
2. Further develop our programme of initiatives to support staff wellbeing and provide supporting facilities and structures.
3. Build on our programme of two-way communications to ensure that staff are informed, engaged and fully committed.
4. Engage in recruitment campaigns, nationally and internationally, to focus on attracting the best people to the Rotunda.
5. Leverage the Rotunda as a brand through external communications plans to position the Rotunda as the hospital of choice to work in.

Strategic Enabler:

Developing our infrastructure



GOAL 1:

Continue to develop our campus infrastructure and community capacity to support our strategic principles.

ACTION AREAS

1. Continue to plan and implement a programme of building works and optimisation of current hospital facilities, as part of the Parnell Square campus development control plan.
2. Develop a hospital-wide climate-action and sustainability plan.
3. Further develop capacity for the delivery of Rotunda services in the community.

Appendix 1:

STRATEGIC PLAN DEVELOPMENT COMMITTEE AND STAFF ENGAGEMENT

STRATEGIC PLAN DEVELOPMENT COMMITTEE

- Mary Keenan (Chair)
- Margaret Philbin
- Barry Holmes
- David Browne

SUPPORTED BY THE EXECUTIVE MANAGEMENT TEAM

- Fergal Malone - Master
- Jim Hussey – Secretary/General Manager
- Fiona Hanrahan – Director of Midwifery & Nursing

Informed by 330 staff survey responses, representing the views of 40% of our staff across all disciplines

STAFF WORKSHOP ATTENDEES

- Joanna Griffin - Research
- Patricia Williamson – Midwifery & Nursing
- Annmarie Sliney –Midwifery & Nursing
- Richard Duffy – Health & Wellbeing
- Vicky O’ Dwyer – Obstetrics and Gynaecology
- Richard Drew - Microbiology
- Naomi Hastings – Dietetics
- John O’Loughlin - Pathology
- Brian Cleary - Pharmacy
- Cathy Ryan - HR
- Debbie Cullen - Catering
- Ger Gannon – Community Midwifery
- Cinny Cusack - Physiotherapy
- Mary Deering - Practice and Development
- Jean Coffey – Gynaecology
- Aliona Villinsky - Clinical Risk
- Suzanna Byrne - OPD
- Noel McEntagart - Pathology
- Meghan Cotter – Pathology
- Ursula Nagle – Perinatal Mental Health
- Etaoin Kent – Obstetrics and Gynaecology
- Fiona Gaffney - Pharmacist
- Ali Cunningham - Dietetics
- Sinead Devitt - Medical Social Work
- Emily Forde - Laboratory
- Cormac McAdam - Communications
- Ann Coughlan - Business Manager
- Orla Brady - Information Management
- Sheila Breen – Quality & Safety
- Lauren Mc Donald - Catering
- Yoichi Hoashi - Procurement & Supplies
- Ciara Roche – Community Midwifery
- Catherine Keating - HR
- Mark Hollywood – NICU


Appendix 2:

STAKEHOLDER CONSULTATION

THE FOLLOWING STAKEHOLDERS WERE GIVEN THE OPPORTUNITY TO INPUT INTO THE DRAFT PLAN:

- RCSI Hospitals Group
- RCSI Academic
- HSE Acute Hospitals
- HSE Estates
- Department of Health
- NWIHP
- Sláintecare
- HIQA
- Pavee Point
- La Leche League
- AIMS
- Women's Aid
- Féileacáin
- Cuidiú
- Community HSE (CHO 9)
- Perinatal Mental Health Programme
- National Women's Council
- Local GPs
- Consultants
- Mater Hospital Clinical Director
- Beaumont Hospital Clinical Director
- Connolly Hospital Clinical Director

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