

The Rotunda – Maternity Hospital of Choice

Strategic Plan
2017- 2021



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A Message from the Chairman of the Board of Governors

Professor Patricia Walsh

On behalf of the Board of Governors, I am pleased to welcome the publication of our new Strategic Plan 2017–2021. I wish to acknowledge the input of patient representatives, our staff and governors on the Strategic Planning Steering Group and the Board for their commitment in developing this Plan. This Strategy is for a five year period and highlights key initiatives that will help consolidate our commitment to the public as the Maternity Hospital of Choice.

Despite many challenges faced in the 2014-2016 period, The Rotunda Hospital continued to deliver safe care to its patients over the past three years. At the beginning of 2016 The Rotunda Hospital was named Maternity Hospital of the Year at the Irish Healthcare Centre Awards. The accolade was awarded to the Rotunda for its exceptional patient care and comprehensive range of services to pregnant women and their babies, and women with gynaecological conditions.

In May 2015 the Minister for Health announced the decision to relocate and co-locate the Rotunda Hospital on the Connolly Campus in Blanchardstown. We support this development and we continue to work with the HSE, the Department of Health and the RCSI Hospitals Group to pursue the ultimate aim of co-locating with Connolly Hospital.

In 2016 The National Maternity Strategy *Creating a Better Future Together* was launched and The Rotunda Hospital acknowledges the importance of providing high quality maternity and women's health care. We also welcomed the publication of The National Standards that support the implementation of the National Maternity Strategy and are committed to providing a consistently safe, high-quality maternity service to mothers and babies.

The ever-changing healthcare environment underlines the need for strong and ambitious strategic principles which underpin the Strategic Plan 2017–2021. I wish to emphasise the importance of the main principles contained in the Plan. The Board is committed to its role in driving forward the Strategy and looks forward to working with the Executive Management Team and all staff members to achieve its aims.

I would like to take this opportunity to thank all staff members for their commitment to making The Rotunda Hospital the Maternity Hospital of Choice, and for delivering outstanding care to our patients.

Professor Patricia Noonan Walsh

Chairman of the Board of Governors, The Rotunda Hospital

A Message from the Master

Professor Fergal Malone MD FACOG FRCOG FRCPI

Consultant in obstetrics and gynaecology, and maternal-fetal medicine and
Professor of obstetrics and gynaecology

Founded in 1745 by Bartholomew Mosse, The Rotunda Hospital has been providing care for women and their babies for over 270 years, making it the oldest working maternity hospital in the world. The vision and innovation that underpinned the foundation of The Rotunda nearly three centuries ago has continued to this day — we strive to deliver the best quality of care to generations of patients and to be recognised internationally for our services. Over the next five years we will focus on continuing to deliver outstanding care and customer service to our patients and their families and we very much welcome the input from AIMS Ireland and The Miscarriage Association of Ireland representatives to this Strategic Plan ensuring we have the voice of the patient at the centre of everything we do.

Together with our staff and group hospital members' input, we have identified the following Key Strategic Principles to focus on over the next five years:

1. To advance areas of specific clinical expertise by developing Women's Health Specialities, in particular in Gynaecologic Services, and in Preconceptional and Specialist Antenatal Care.
2. To provide the best patient and staff experience to ensure we are the Maternity Hospital of Choice for women, mothers, families and healthcare professionals by developing:
 - A Patient and Customer Service Excellence Programme
 - A Knowledge Platform
 - A Technology / Innovation Centre, and
 - Our current Hospital Infrastructure
3. To lead the development of maternity and gynaecologic services within the RCSI Hospitals Group.

The Rotunda Hospital is looking forward to working closely with our partners in the RCSI Hospitals Group to enhance services within the region. As part of the planning process for this Strategy, we welcomed the input from our partners from RCSI Hospitals Group.

In 2016 we welcomed the publication of the ten-year National Maternity Strategy, *Creating a Better Future Together*, and the commitment by the Government to improve maternity and neonatal care. We concur with the objectives outlined in the Strategy, to place greater emphasis on patients' safety and quality of care, and to ensure that maternity services are woman-centred, with the patient provided with integrated, team-based care. We also welcomed the publication of The National Standards that support the implementation of the National Maternity Strategy. The Standards sit within the overarching framework of the National Standards for Safer Better Healthcare with

the aim of promoting improvements in conjunction with the new National Maternity Strategy. The Rotunda Hospital is looking forward to working with the new National Women and Infants' Health Programme and is committed to helping develop and implement the National Maternity Strategy in its role as the leading maternity, neonatology and gynaecology services provider within the RCSI Hospitals Group.

It is important to acknowledge that the Hospital is facing a range of issues, including human and financial resources and infrastructural constraints, but we remain committed and determined to continue providing the highest standard of care to our patients at our current location while actively planning the development of a new Rotunda Hospital co-located on the Connolly Campus.

Having been recently awarded a prestigious accolade from the United States Department of Health and Human Services Centres for Disease Control and Prevention for our electronic tool, Thrombocalc, which helps to identify women who are at risk of pregnancy-associated blood clots, and as a result of our strategic planning process, we have recognised the need for a Technology and Innovation Centre. This will be a co-creative space for staff to bring and develop their ideas to benefit patients and improve the care provided. We are very excited about this new development and looking forward to receiving inspiring and innovative ideas from our talented team.

I wish to highlight the importance of our Voluntary status, which has allowed us to provide outstanding care to women and their families over the last three centuries. We are committed to maintaining the values of Voluntarism; best possible quality and safe care in suitable surroundings for our patients; enhancing the resources and infrastructure from which we work; facilitating the best possible performance from our outstanding staff; providing leadership at both regional and national level; and working closely with our academic colleagues and strategic partners in the area of research and education.

We aim to improve our communication strategies in sharing the message of The Rotunda Hospital — the Maternity Hospital of Choice. We want our patients and staff to be proud ambassadors of The Rotunda and to listen to them on an ongoing basis. We want our patients to feel that they receive the care they deserve in a compassionate and innovative environment. We want our staff to feel that they work in a place which recognises their efforts, commitment and passion.

I believe the Strategic Plan 2017–2021 will direct us in our operational plans to achieve the goals of delivering outstanding care and specialist services to women who need them, continuing to care for mothers and babies in the region, and developing new innovative ideas to benefit and increase patient safety and the quality of the care provided. We will also strive to set national standards with our partners in the RCSI Hospitals Group.

I'm looking forward to the next five years with great excitement and enthusiasm to achieving these strategic goals.

Professor Fergal Malone
Master of The Rotunda Hospital

Introduction

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 babies since its foundation. The Rotunda Hospital has been in operation at the Parnell Square campus for 260 years, with the main inpatient building remaining in continuous use since the doors first opened on 8th December 1757, making the Rotunda Hospital the longest-serving maternity hospital in the world.

The Rotunda remains an independent, Voluntary organisation operating under Charter with a Board of Governors and the Mastership System. Since the introduction of Hospital Groups in 2013, The Rotunda is the lead maternity centre 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.

The Board of Governors and the Executive Team will continue to work with the Government, the Minister for Health and the RCSI Hospitals Group to define and establish clear and strong governance structures, within the changing context of the Irish healthcare system.

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 Anaesthetics, Haematology, 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 Projects:

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

Our efforts in providing outstanding care have been recognised in 2016 when The Rotunda was named Maternity Hospital of the Year 2016 at the Irish Healthcare Centre Awards.

Strategic Planning Process

In order to drive the planning process, a Strategic Planning Steering Group was established (see Appendix 1 for details of membership). The planning process involved consultation with patients, staff, the Board of Governors and wider stakeholders, seeking input through workshops, questionnaires and interviews. Over a period of three months, the Steering Group and Stakeholders participated in a series of planning workshops, facilitated by MCO, to identify priority areas and to help establish and plan for the strategic direction of The Rotunda.

Wider Context

Strategic Plan 2017-2021

The Irish health service is currently undergoing a period of significant change and improvement as it moves towards a more integrated and patient-centred approach. Maternity services in Ireland are also evolving in response to the launch of The National Maternity Strategy 2016–2026, and the Government decision to move from a model of standalone maternity hospitals to co-location with acute hospitals, in line with international best practice.

National Maternity Strategy

The National Maternity Strategy 2016-2026, *Creating a Better Future Together*, was launched in January 2016. This 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 welcomes the Strategy and its recognition of the need to develop appropriate resource capacity. 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 National Maternity Strategy identifies four priorities, which were discussed in relation to

The Rotunda's services from the perspective of the RCSI Hospitals Group:

1. A Health and Wellbeing approach is adopted to ensure that babies get the best start in life. Mothers and families are supported and empowered to improve their own health and wellbeing.
2. Women have access to safe, high quality, nationally consistent, woman-centred maternity care.
3. Pregnancy and birth is recognised as a normal physiological process, and insofar as it is safe to do so, a woman's choice is facilitated.
4. Maternity services are appropriately resourced, underpinned by strong and effective leadership, management and governance arrangements, and delivered by a skilled and competent workforce, in partnership with women.

The Rotunda is committed to setting national standards in providing high quality maternity and women's health services. The Rotunda recognises its leading role within the RCSI Hospitals Group and will lead in the process of establishing 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 National Maternity Strategy.

Wider Context

Strategic Plan 2017-2021

National Standards for Safer Better Maternity Services

The Rotunda welcomed the process of public consultation on new National Standards for Safer Better Maternity Services, which are intended to cover pre-pregnancy, pregnancy, labour, birth and the postnatal period (up to six weeks after birth), and are designed to apply to all maternity services. The National Standards for Safer Better Maternity Services are the first service-specific standards developed by the Health Information and Quality Authority (HIQA). The Rotunda will continue to work with the HIQA and are committed to meeting national compliance targets.

HSE National Standards for Bereavement Care

The HSE National Standards for Bereavement Care following Pregnancy Loss and Perinatal Death were launched in August 2016, to clearly define the care families can expect to receive following all pregnancy loss situations, from early pregnancy loss to perinatal death, as well as situations of fatal fetal anomaly. The Standards intend to promote multidisciplinary staff involvement in preparing and delivering a comprehensive range of bereavement care services that address the immediate and long-term needs of parents bereaved while under the care of the maternity services.

The Rotunda is committed to continuing to adhere to the Standards and will refer to them on how to lead, develop and improve its

response to parents who experience the loss of a pregnancy or a baby.

RCSI Hospitals Group

Over the course of this Strategic Plan The Rotunda Hospital will work with the RCSI Hospitals Group to build a regional governance structure to oversee the provision of the regional clinical role in the maternity network. In 2016 The Rotunda launched The Rotunda Leadership Programme with the RCSI Hospitals Group and made a decision to extend the programme to include participants from maternity units in Our Lady of Lourdes Hospital Drogheda and Cavan General Hospital. The Rotunda will continue to work with our 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 fetal medicine.

Relocation to Connolly Campus

In May 2015, the Minister for Health announced that The Rotunda will be relocated to the Connolly Campus. The Board of Governors is enthusiastic about the decision, 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 the relocation. However, a Project Board and several Working Groups have been established by The Rotunda with the support of the HSE, the Department of Health and other stakeholders, to ensure that it progresses efficiently.

Wider Context

Strategic Plan 2017-2021

The relocation will place The Rotunda at the heart of a major acute adult hospital campus, co-located with paediatric facilities through a satellite hospital of the Children's Hospital Group. It presents an unrivalled opportunity for Ireland to create an internationally renowned campus providing world-class healthcare across the life spectrum. It supports The Rotunda's vision for the development of a world-class women and infants' healthcare system. It is further recognised that Connolly Hospital will itself also have to be upgraded in order to optimise the relocation of The Rotunda to the Connolly Campus. The Rotunda will work closely with partners and stakeholders to ensure support of, and commitment to, this ambitious plan.

This Strategic Plan is based on the assumption that The Rotunda services for the next five years will be delivered from its current location. However The Rotunda is fully engaged with the process of relocation and wishes to see it progress as quickly as possible.

Please see Appendix 2 for the detailed vision for the new tri-located hospital campus.

Key Strategic Principles

The following Key Strategic Principles have been agreed and form the core of The Rotunda Strategic Plan 2017-2021

1. To advance areas of specific clinical expertise by developing Women's Health Specialities, in particular in Gynaecologic

Services, and in Preconceptional and Specialist Antenatal Care.

2. To provide the best patient and staff experience to ensure we are the Maternity Hospital of Choice for women, mothers, families and healthcare professionals by developing:
 - A Patient and Customer Service Excellence Programme
 - A Knowledge Platform
 - A Technology / Innovation Centre and,
 - Our current Hospital Infrastructure
3. To lead the development of maternity and gynaecologic services within the RCSI Hospitals Group.

Resource Challenges and Opportunities

The Rotunda Hospital acknowledges that there are funding challenges in healthcare in Ireland. Notwithstanding this, the Hospital is committed to providing outstanding care and to attracting the best professionals to deliver care.

Maternity services are demand led and therefore cost drivers are determined both by clinical demands, and ensuring that the hospital is resourced to provide a safe and quality healthcare service.

Investing in effective public health measures and awareness campaigns will improve the general health of the population and place fewer demands on acute health services into the future. The Rotunda is committed to the provision of health improvement through evidenced based health education and support to all its patients.

Wider Context

Strategic Plan 2017-2021

The Rotunda Hospital will continually review, repair and upgrade its current infrastructure in Parnell Square to optimise the safety, efficiency and effectiveness of service delivery.

The Rotunda will continue to retain and attract workers at all skill levels. It is critical that the talent pool is trained to adapt to a rapidly changing healthcare environment.

Investment in the development of an IT infrastructure within the hospital will support new connected healthcare solutions, taking full advantage of the technical advances which are transforming the healthcare environment. Such connected IT infrastructures will facilitate greater information-sharing without creating unnecessary regulatory burdens.

The Rotunda will conduct a future skills needs analysis for our services, being mindful of the changing business environment, in particular the impact of technology on skills requirements of the future.

The Rotunda encourages business and healthcare partnerships to promote specific healthcare developments and staff potential.

Wider Context

Population context of the RCSI Hospitals Group catchment area — maternity indicators.

Population Profile

The RCSI Hospitals Group includes the geographical areas of Cavan, Monaghan, Louth, Meath, Dublin Fingal and North Dublin city. This delineates a catchment population of approximately 1.08 million people representing 22.7% of the total national population (Census 2016). This is an increase in population of approximately 59,000 people (5.5%) in the inter-censal period 2011-2016. Areas which experienced significant increases include Dublin Fingal and Meath with population growth of 8.1% and 5.9% respectively. Dublin city, Louth, and Cavan experienced moderate growth of 4.8%, 4.5% and 4% respectively with Monaghan having a small increase of 1.3%. The total national population growth since 2011 was 3.7%.



523,200 women
live in the RCSI Hospitals Group's
catchment area.

There are approximately 523,200 women living in the RCSI Hospitals Group catchment area (Census 2016), an increase of 5,893 women in the inter-censal period. This represents almost 22% of the total national female population. In the North East, single mothers represent 7% of this population with 47% of women being in employment. (Census 2011).

Approximately 53% of women in this area are of childbearing age (15-49 years) representing 277,296 women. The Total Period Fertility Rate (TPFR) for a given year indicates the number of children a woman could expect to have if the Age-Specific Fertility Rates for that year is applied throughout her fertile years. The Irish TPFR has increased from an average of 1.94 in 2001 to a high of 2.06 in 2008 and is estimated at 1.96 in 2013 (CSO, 2014. Vital Statistics,

Wider Context

Population context of the RCSI Hospitals Group catchment area — maternity indicators.

Fourth Quarter and yearly Summary 2013). It is reasonable to estimate that the average number of births per woman of childbearing age in the RCSI Hospitals Group catchment area is as per the TPF of approximately two.

Method of Delivery

Spontaneous Deliveries

There has been a slight decrease nationally in the number of vaginal deliveries ranging from 56.6% of Total Births* (n=42,768) in 2010 to 53.6% (n=35,275) in 2015. The RCSI Hospitals Group rate is lower at 52% of Total Births and has remained stable throughout the period (2010-2015). The Rotunda rate is lower again with an average of 51% of births by spontaneous delivery during the period. The average in Our Lady of Lourdes and Cavan General ranges from 53% to 55%.

Cesarean Section

Conversely, nationally the rate of Cesarean Section (C-section) has increased from 27% of Total Births* in 2010 to 31.3% in 2015. The RCSI Hospitals Group rate has increased from 29% to 33%. See Figure 1 for details.

*Total Births = Live Births and Stillbirths



53% of women
in RCSI Hospitals Group catchment
area are of childbearing age.

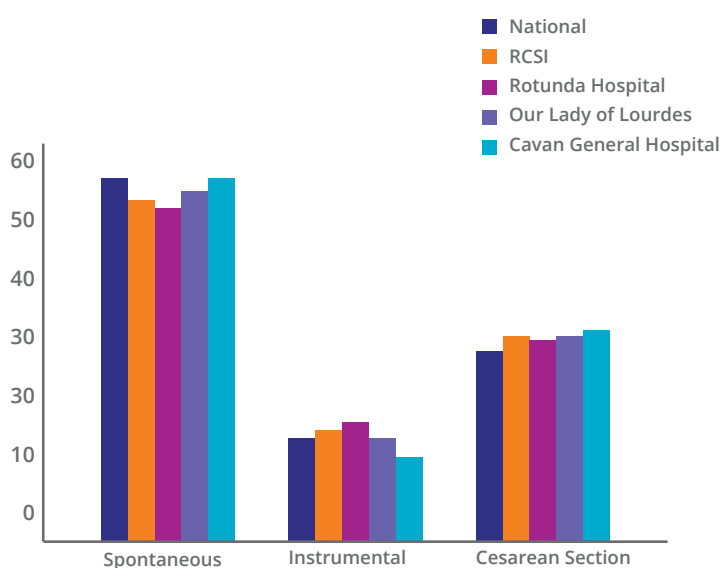


Figure 1. Percentage distribution of Total Live Births by Method of Delivery 2010-2015

Wider Context

Population context of the RCSI Hospitals Group catchment area — maternity indicators.

*Instrumental Deliveries***

Nationally, Instrumental Delivery rates have decreased minimally from 16% of Total Births in 2010 to 15% in 2015. However the decreasing trend is more evident in the RSCI Hospitals Group with the rate reducing from 19% in 2010 to 15% in 2015, with the rates in The Rotunda reducing from 21% in 2010 to 17% in 2015.

Birth weight

In the Rotunda Hospital birth weight of <1500g increased minimally to 1.7% in 2012 with low birth weight staying at 1% or below in Our Lady of Lourdes and Cavan General Hospitals.

**Instrumental Delivery includes forceps or vacuum extraction



92% of all births in the RCSI Hospitals Group
have a birth weight between
2500–4499 grams
- in line with the national average

Wider Context

Population context of the RCSI Hospitals Group catchment area — maternity indicators.

Maternal Age

Adverse maternal and perinatal outcomes are associated with younger and older mothers. The general trend towards an older population of women giving birth has implications for maternity and neonatal services, including the capability of services to respond to complex pregnancies. The average maternal age nationally ranged from 31 to 32 years over the period 2010-2015. This average maternal age is consistent across the RCSI Hospitals Group and the individual hospitals within the Group. The proportion of births to mothers 40+ years is increasing nationally from 5% in 2010 to 6.4% in 2015. This increasing trend can be seen across the RCSI Hospitals Group with the rate reaching almost 7% of Total Live Births in the Rotunda Hospital in 2014.

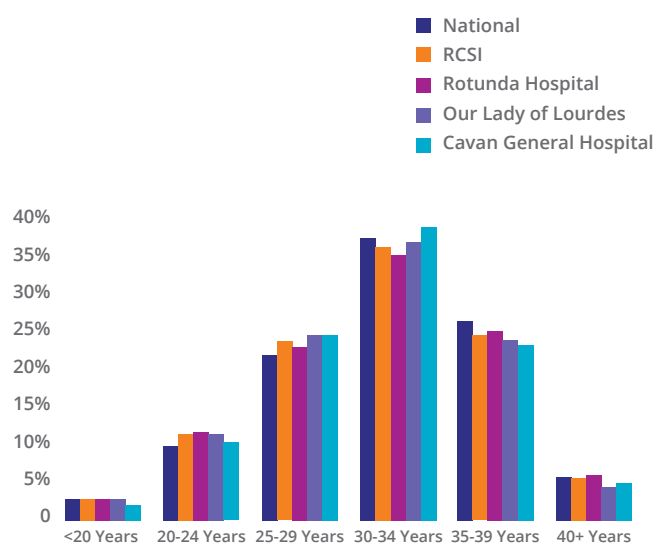


Figure 2. Total Live Births by maternal age group 2010-2015

Wider Context

Population context of the RCSI Hospitals Group catchment area — maternity indicators.

Breastfeeding

Ireland compares poorly to other European countries in relation to breastfeeding, despite the recognised importance of breastfeeding for mothers and infants (McAvoy et al., 2006). Breastfeeding has long-term benefits for the baby, lasting right into adulthood reducing the risk of infections, sudden infant death syndrome (SIDS), obesity, diabetes and cardiovascular disease.

Our current national breastfeeding rate is 48% of Live Births[^] in 2015 having increased from 46% in 2010. However, the rate is higher in the RCSI Hospitals Group ranging from 51% in 2010 to a slightly decreased 50% in 2015. The rate of breastfeeding on discharge in The Rotunda Hospital ranged from 57% in 2010 to 58% in 2015, 10 percentage points above the national average.

[^] Based on Live Births excluding Early Neonatal Deaths



The Rotunda has a 58% breastfeeding on discharge rate - 10 percentage points above the national average

References

Central Statistics Office, (2014) ' Vital Statistics, Fourth Quarter and yearly Summary 2013' C.S.O.

McAvoy H., Sturley J., Burke S. and Balanda K.P. (2006). *Unequal at birth - Inequalities in the occurrence of low birthweight babies in Ireland.* Dublin: Institute of Public Health in Ireland.

Our Vision

The Rotunda's vision is to be:

“the internationally
recognised Maternity
Hospital of Choice —
Outstanding Care Delivered
by Exceptional People”

Our Vision is Explained:

This statement sets out the intention that within the next five years The Rotunda Hospital will remain the Maternity Hospital of Choice for women and families in Ireland. This Vision has remained constant with our strategic plan 2014–2016. The main change is that we will strive to have our exceptional service internationally recognised. The Rotunda's aspiration is to become internationally recognised for the excellent standards of care we provide including for our engagement with our community and for our innovation. The Rotunda Hospital's ambition will be supported by attracting and retaining high calibre staff who will provide an excellent standard of care in line with international best practice.

Our Mission

As the leading Voluntary provider of maternity, neonatal, and gynaecologic care, our mission is to excel in the delivery of safe, innovative and responsive services for women and their families.

In our role as the major tertiary referral hospital and the designated regional lead, we will continue to develop sub-specialist care and shape national policy.

This will be underpinned by a strong commitment to the values of voluntarism, staff excellence, efficient use of resources, promotion of research and education, and enhanced alliances with our strategic partners.

Key Strategic Principles

1 To advance areas of specific clinical expertise by further developing women's health specialities, in particular in:

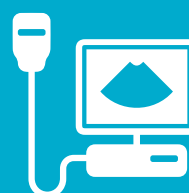
2 To provide the best patient and staff experience as the Maternity Hospital of Choice by developing:

3 The Rotunda — leader in women and infants' health within the RCSI Hospitals Group:

Key Strategic Projects



Gynaecologic
Services



Preconceptional
and Specialist
Antenatal Care



Patient and Customer
Service Excellence
Programme



Knowledge
Platform



Technology /
Innovation Centre



Hospital
Infrastructure



Development of Group
Maternity and
Gynaecologic Services

Key Strategic Principle #1: Developing Women's Health Specialties

Project 1: Enhance Gynaecologic Services

GOAL: The Rotunda will become a specialist centre in providing services and care for women with gynaecologic conditions.

The Rotunda will develop a Gynaecology Strategy to:

1. expand onsite same-day minimally invasive surgery and benign gynaecology services
2. optimise the regional pathway for gynaecologic - oncology care
3. optimise the regional pathway for fertility testing and treatment
4. optimise pathways for perimenopausal women

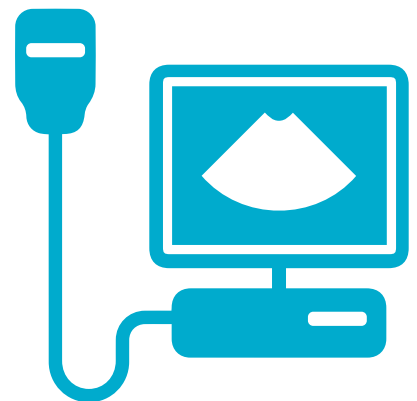


Key Strategic Principle #1: Developing Women's Health Specialties

Project 2: Develop Preconceptional and Specialist Antenatal Care

GOAL: *The Rotunda will become a specialist centre in providing preconceptional and specialist antenatal care.*

The Rotunda will develop preconceptional and specialist antenatal care for high risk patients with recognised medical complications or prior pregnancy complications in order to optimise maternal and child health.



The Rotunda will:

1. provide specialised services for older women who would like to become mothers
2. provide specialised services for women with complex medical needs who would like to become mothers
3. develop a dedicated Medicines in Pregnancy service with the aim of providing preconceptional and prenatal information on medication use for women and health care professionals
4. develop pathways and services for genetic screening and testing in pregnancy

Key Strategic Principle #2: Provide the best patient and staff experience

Project 1: Establish a Patient Service Excellence Programme

GOAL: The Rotunda will develop its internal and external communications capabilities in order to optimise the provision of world-class patient service, through a co-ordinated Patient Service Excellence Programme, by:

1. conducting regular patient service/patient satisfaction research
2. maximising employee training and expertise in patient service through ongoing training and improvement processes
3. analysing all interactions between staff and patients to ensure that the Rotunda offers an excellent patient experience, thereby confirming that there is consistent, high quality communication at every touchpoint
4. devising a programme of activities to celebrate The Rotunda's historical and current achievements
5. developing innovative ways of engaging and collaborating with partners and networks (academic partners, GPs, local communities, RCSI Hospitals Group network, women's organisations)



Key Strategic Principle #2: Provide the best patient and staff experience

Project 2: Develop a Knowledge Platform

GOAL: The Rotunda will become the go-to place for mothers, parents, families and healthcare professionals for reliable and trustworthy information related to preconception, pregnancy, women's health and healthy lifestyle choices.

The Knowledge Platform will have two aspects:

1. a curated digital platform that provides easily accessible and accurate information via website, social media and other channels
2. events in the community that will provide information and promote healthy lifestyle choices for women of childbearing age, considering innovative ways of engaging and collaborating with partners and networks (academic partners, GPs, local communities, RCSI Hospitals Group network, women's organisations)



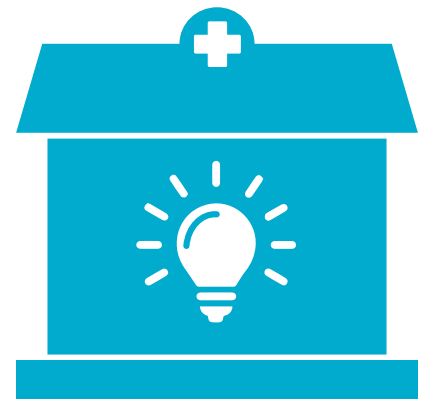
Key Strategic Principle #2: Provide the best patient and staff experience

Project 3: Develop a Technology / Innovation Centre

GOAL: The Rotunda will develop a Technology/ Innovation Centre to harness service improvement ideas and suggestions from within the Hospital.

The Technology / Innovation Centre will:

1. be a resource that supports the development of innovative ideas from staff
2. enable staff to brainstorm, prototype and test new ideas in a cross-departmental way
3. support horizon-scanning for the latest improvements in care delivery
4. research new technology and develop technology partnerships for the benefit of patients and staff



Key Strategic Principle #2: Provide the best patient and staff experience

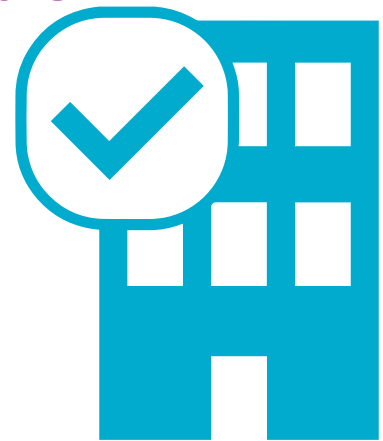
Project 4:

Develop Our Current Hospital Infrastructure

GOAL: The Rotunda will continue to develop our current physical infrastructure at Parnell Square to support the optimal patient experience, in advance of our proposed move to Connolly.

The Infrastructure programme will:

1. continually risk assess our current infrastructure, and
2. develop an ongoing programme of works to ensure optimal facilities for patients and staff



Key Strategic Principle #3: Leader in women's health within the RCSI Hospitals Group

GOAL: *The Rotunda will lead the development of maternity and gynaecologic services within the RCSI Hospitals Group.*

We will:

1. work with the Women and Children's Programme and RCSI Hospitals Group to implement a structured Maternity Network as outlined in the National Maternity Strategy 2016-2026, *Creating a Better Future Together*
2. initiate and lead the process of developing care pathways across the Group, consistent with the National Maternity Strategy
3. foster the culture of safety and quality within the Group Maternity Network
4. communicate and share information with partners from the RCSI Hospitals Group to enable smooth collaboration and delivery of safe and quality care
5. enhance planning and delivery of training and knowledge exchange across the RCSI Hospitals Group



Appendix 1: Members of the Strategic Planning Steering Group

Strategic Planning Steering Group

Malone Fergal, *Master*

Treanor Pauline, *General Manager*

Philbin Margaret, *Director of Midwifery & Nursing*

Hussey James, *Financial Controller*

Keenan Mary, *Governor*

Workshops Attendees

Bonar Ray, *General Manager, Cavan/Monaghan Hospital*

Brady Eric, *RCSI HR Group Director*

Breen Sheila, *Quality & Patient Safety Manager, Rotunda*

Butler Patricia, *Bereavement Support Midwife, Rotunda*

Cannon Catriona, *Lillie Suite/Post Natal, Rotunda*

Cazzini Hazel, *Private Clinic, Rotunda*

Cleary Brian, *Head Pharmacist, Rotunda*

Conway Kathy, *Clinical Activity Report Manager, Rotunda*

Core Jacinta, *Laboratory Team Leader (Admin), Rotunda*

Coughlan Ann, *Service Planning Manager, Rotunda*

Cusack Cinny, *Physiotherapy Manager, Rotunda*

Daly Susan, *Colposcopy Team Leader (Admin), Rotunda*

Devitt Sinead, *Head Medical Social Worker, Rotunda*

Donovan Mick, *Porter, Rotunda*

Drew Richard, *Head of Pathology/Microbiologist, Rotunda*

Drummond Rhona, *Project Manager MN-CMS, Rotunda*

Finan Alan, *Consultant Paediatrician, Cavan General Hospital & Assoc. Clinical Director, Women and Children Services*

Gallagher Anne, *Community Midwifery Team, Rotunda*

Gregg Bernadette, *Advanced Midwife Practitioner, Rotunda*

Griffin Joanna, *Director of Research & Academic Affairs, Rotunda*

Hallahan Catherine, *Clinical Nurse Specialist, SATU*

Hanrahan Fiona, *Assistant Director of Midwifery/Nursing, Rotunda*

Hickey Jane, *Theatre Nursing, Rotunda*

Hoashi Yoichi, *Catering Manager, Rotunda*

Holohan Mary, *Consultant Obstetrician/Gynaecologist, Rotunda*

Keegan Cathal, *Head of IT, Rotunda*

Loughrey John, *Clinical Director, Rotunda*

Lynch Krysia, *AIMS Ireland (Association for Improvements in the Maternity Services)*

Lyster Deirdre, *Delivery Suite, Rotunda*

Maher Nicola, *Assistant Master, Rotunda*

Martin Darina, *Private Clinics Patient Services Manager, Rotunda*

McCann Colette, *Director of Midwifery, Our Lady of Lourdes, Drogheda*

McCaul Conan, *Consultant Anaesthetist, Rotunda*

McEntee Judy, *Director of Nursing, Connolly Hospital*

McEvoy Julie, *Reception Team Leader, Rotunda*

McGuckian Maeve, *PACS Manager & Radiation Safety Officer, Rotunda*

McGuinness Sheila, *COO, RCSI Hospitals Group*

Moloney Susan, *Quality, Safety, Risk Manager, RCSI Hospitals Group*

Moore Niamh, *Patient Services Manager, Rotunda*

Mulvany Margaret, *Assistant Director of Midwifery/Nursing, Cavan/Monaghan Hospital*

Nagle Ursula, *Mental Health Support Midwife, Rotunda*

O'Byrne Anne, *Head Librarian, Rotunda*

O'Byrne Orla, *NICU Manager (nursing), Rotunda*

O'Byrne Suzanne, *OPD Nursing, Rotunda*

O'Loughlin John, *Laboratory Manager, Rotunda*

O'Reilly Mary, *Practice Development Co-ordinator, Rotunda*

Pearson Olga, *Administrative Assistant, Clinical Director's Office, Rotunda*

Philpott Ray, *Support Services Manager, Rotunda*

Pierce-McDonnell Deirdre, *Miscarriage Assoc. Of Ireland Representative*

Richardson Deirdre, *Clinical Nurse Specialist, SATU*

Ryan-Hyland Cathy, *Assistant HR Manager, Rotunda*

Short Janice, *General Post Natal (PSNTB), Rotunda*

Smith Ed, *Patient Accounts Manager, Rotunda*

Appendix 2: The new Rotunda Hospital at Connolly — Design Approach

The Rotunda Hospital seeks to redevelop as a co-located hospital on the campus of Connolly Hospital, in order to continue its 270 year tradition of provision of world-class healthcare for women and children, locally in Dublin, regionally in the north east of Ireland, and nationally across the island of Ireland. The principles upon which The Rotunda model of service delivery is built are as follows:

- Using a mix of community and hospital-based care, keeping services close to the woman where possible and ensuring care is delivered in the most appropriate setting by the most appropriate team
- Providing choice for women in the context of evidenced-based, safe, and high quality care, as described by the National Maternity Strategy 2016-2026
- Playing a national and international role in Education and Research, by collaboration with our RCSI Academic and RCSI Hospitals Group partners
- Delivering care from a physical infrastructure which is world-class, designed, built and operated to international standards, making the best use of space, adjacencies, and technologies
- Continuing to harness the efficiency and innovation associated with its voluntary status and independent governance model to provide highest quality care for the women and children of Ireland

The new Rotunda Hospital at Connolly will provide advanced maternal-fetal medicine services for the RCSI Hospitals Group, extending from Dublin as far north as the Border, including

support for prenatal diagnosis, high risk obstetric care and fetal treatment.

The new Rotunda Hospital at Connolly will provide advanced gynaecology services for the RCSI Hospitals Group, including leadership for gynaecology — oncology, reproductive medicine and urogynaecology services.

The new Rotunda Hospital at Connolly will provide advanced neonatal intensive care facilities for the most complex and premature babies in-born at the Rotunda, as well as select out-born babies from RCSI Hospitals Group network hospitals, such as Our Lady of Lourdes Hospital Drogheda and Cavan General Hospital and also nationally.

The new Rotunda Hospital at Connolly will support the provision of localised care for women and infants services at community clinics throughout the RCSI Hospitals Group network region, provided by doctors, midwives, public health nurses, physiotherapists, social workers and dieticians, linked to the region's General Practitioner networks through an integrated IT system. A single, high-standard of care would therefore be available for all patients in close proximity to their home location, provided by local clinical teams, but with immediate access to the advanced facilities of the Rotunda Hospital at Connolly.

Appendix 2: The new Rotunda Hospital at Connolly — Design Approach (contd.)

This new, tri-located hospital campus will have the space, capacity and potential to:

- Be the major adult teaching hospital campus for the RCSI Hospitals Group on the north side of Dublin, by harnessing the joint expertise available at Connolly and Beaumont Hospitals
- Be the co-located site of a 10,000 to 12,000 birth per annum maternity hospital, functioning as a national referral site for complex obstetric and neonatal care
- Be the co-located site of a major paediatric satellite site of the Children's Hospital Group, providing subspecialist paediatric care as needed to the maternity hospital
- Be the site of major academic investment by the RCSI University as the principal clinical teaching site for medicine, nursing, pharmacy and allied health professionals

It is further recognised that Connolly Hospital will itself also have to be upgraded in order to optimise the relocation of the Rotunda to the Connolly Campus. The Rotunda will work closely with partners and stakeholders to ensure support and commitment to this ambitious plan, especially with the Department of Health and the HSE.

