ST JAMES'S HOSPITAL

Strategic Ambition Document

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CEO

1.Context

St, James's is one of two Dublin based State owned large scale Acute facilities constituted independently under Statute. It was policy earmarked for extensive development from a very low base in the early 1970's designed to see it also subsume four smaller but significant TCD associated Voluntary Hospitals on their closure.

The Hospital has evolved within and fully met and exceeded the objects of this policy intent and emerged as one of (and arguably) the most important and significant State academic based Acute facility in the City.

In addition to meeting its routine operations obligations and responsibilities, the Hospital now confronts an array of exceptional challenges which it must urgently address if it is to maintain and continue to fulfil its designated and extended policy role in the system into the future. It is also presented with an exceptional opportunity to strategically reconstitute in the context of health system and environmental developments and changes contemplated for and in progress on its Campus and in its immediate geographical surrounds.

This paper sets out the ambitious vision for the Hospital in the context of these considerations and an outline Strategic Programme for its accomplishment.

The following drivers have influenced the creation of this strategic vision:

2.Strategic Ambition

The overall strategic ambition for the Hospital is to:
Create a comprehensive World Class Health System founded around St. James's operating with its designated Healthcare Partners which will be a recognised health entity leader nationally and internationally. It will function within an Academic Health Sciences Campus (AHSC) framework constituted formally with its prime Academic Partner designed to leverage the value of integrating the tri-partite mission of service, education and research/innovation for the benefit of patients, the community and the knowledge economy.

The Hospital will pursue and deliver this ambition through a Strategic Work Programme.

This Programme is set out herein at Internal and External Key Theme/Task level.

Internal Drivers

1. There is significant opportunity to leverage our uniqueness as a campus
2. A lack of clarity and cohesion for capital development plans, linked to an overall strategic plan.
3. Hospital infrastructure is dated and no longer fit for purpose which has been magnified by Covid-19.
4. Physical space on campus is constrained hindering essential capital developments.
5. Performance metrics are variable, requiring standardisation across directorates and a whole system Improvement Programme.
6. The Hospital is digitally advanced but has a journey to achieve paper light/free.
7. Service provision review is required in terms of optimum service delivery, location of service delivery and development of clear Patient Pathways.

External Drivers

1. Tension between local population needs versus tertiary /quaternary provider, demand/capacity.
2. Directorate structure now an HSE model of service delivery.
3. Relationships with key external stakeholders have weakened over time, coupled with the advancements of other acute hospitals may threaten future progress.
4. Our position of influence in the wider health system has been 'De leveraged' due to structure changes, (Hospital Groups)
5. Demographics changes will present significant challenges and burden on our capabilities for services delivery.
6. Policy direction of Slainte Care, necessitates reposition of SJH and adopt leadership position to support policy delivery.
7. Support policy delivery of Tri Location, ensuring associated benefits are delivered.

3.Strategic Work Programme-Key Themes &Tasks

INTERNAL STRATEGIC PROGRAMME

Theme 1: Service Reform and Redesign

Reorganise, rationalise, expand, develop, transform and integrate clinical services to meet and exceed community and population needs and expectations at catchment, regional, supra regional and national levels.

Key Tasks

1. Undertake an in-depth Service Portfolio review with particular emphasis on key tertiary / quaternary offerings pertaining to and considered appropriate for the Hospital.
2. Identify requirements for development of existing and introduction of new services by the Hospital particularly at tertiary / quaternary levels e.g. Adolescents, Women's Health .
3. Plan and effect implementation of identified Service development/expansion requirements to best-in-class international peer status.
4. Review Organisation Structure Model for core Clinical Services at the Hospital (Directorates) for existing currency/ fit-for-purpose status and future appropriateness in the context of concluded planned portfolio developments. Recast current Model to reflect the fact that the Hospital will function within a Health System/Academic Health Sciences Campus (AHSC) and in particular that tertiary/quaternary services will be core to that AHSC . Aligned with the Institutes development , move from Directorates to Institutes which clinical synergies i.e. Cancer Cardiovascular , MISA. Ambulatory Care, requiring the Institutes to be led and driven through combined academic and service leadership.
5. Fully reflect, provide for and encompass all existing and planned Service Portfolio provisions and considerations in Campus Infrastructure, Development Control Plan.
6. Develop and implement best-in-class standards of quality, safety and excellence for the entire Clinical Services Portfolio and related undertakings of the Hospital.

Theme 2: Infrastructure

Rationalise and develop physical infrastructure across the Campus to fit-for-purpose and contemporary model levels, reflective of an AHSC, of the highest international peer status**.**

Key Tasks

1. Identify key urgent and immediate term infrastructure replacement, reconfiguration, relocation, upgrading, development etc. requirements necessary to assure current adequacy and fit-for-purpose status of Hospital Estate. Particular focus to be placed on opportunistic leveraging of significant facilities and service expansion/development investment in Health announced by Government in Budget 2020 i.e. Cancer, Ambulatory Care.
2. Develop a comprehensive and exceptional Development Control Plan for the Hospital which fully embraces and reflects all existing and planned service, teaching/education, research and innovation portfolio provisions. The Plan should extend to incorporation and utilisation of Estate outside the Main Hospital Campus, ie developing an Ambulatory Care Centre on Brandon Terrace., repurpose of St.Lukes Hospital, Davitt Road.
3. Enumerate the key Strategic Development priorities for the Hospital requiring significant infrastructural investment and establish dedicated Programme Oversight/Executive Teams to be tasked with accelerating their rapid advancement. The SJH/TCD Cancer Institute, Cardio-Vascular Institute, Ambulatory Centre , and Health Innovation Corridor Facility developments to be designated in this respect.
4. Develop a Real Estate Strategy for the Hospital which identifies future related needs and incorporates a Property Acquisition Plan.
5. Consider funding options open to the Hospital to support realisation of its proposed overall and particular Infrastructure development programmes, e.g. Exchequer, European, Grant, Philanthropic, Industry sources and pursue.

Theme 3: Campus Consolidation

Consolidate key Campus located institutions (SJH, CHI, TCD, IBTSB) in a manner which identifies, harnesses, leverages and realises their combined potential

Key Tasks

1. Review, renew and actively pursue and realise the co-location values and benefits guiding and underpinning the decision to locate CHI, TCD facilities and IBTS on the SJH campus.
2. Identify the potential for creation of Campus shared-services arrangements and pursue.
3. Articulate and create shared awareness and understanding of the service, education, research, innovation/entrepreneurship, community, population and economic potential inherent in the unique locating of comprehensive Acute Adult, Children and Obstetrics/Gynaecology Services on a single Campus and develop, pursue and realise.
4. Establish bi-lateral and whole Campus alliance organisation constructs and processes to progress and effect these consolidation pursuits.

Theme 4: Operational Excellence

Build the the performance profile and standing of the Hospital to premier and best-in-class status**.**

Key Tasks

1. Review existing Hospital performance against key indicator parameters and develop and deliver a related system-wide improvement programme as deemed required founded on a strategic understanding of what constitutes optimal service delivery configuration and process.
2. Review QSRM scope, structure and currency status at the Hospital with the aim to reconstitute and develop as required.
3. Review all pertinent Hospital parameters against relevant Regulatory, Accreditation standards, establish and effect a Programme to resolve identified challenges and weaknesses. Pursue and secure full Regulatory/Accreditation award status for the Hospital from a relevant certified Body.

4. Develop and deliver a comprehensive Resource Utilisation plan for the Hospital which optimises return on investment. The review plan will encompass cost control, productivity, efficiency, effectiveness, workforce, estates utilisation, IT connectivity, and digital adoption.
5. Adopt Lean as a system way-of-working and develop a Lean Transformation Programme to be implemented across the Hospital to construct and effect the programme.
6. Review Hospital workforce to determine capacity and capabilities to ensure the adequacy and sufficiency in the context of SJH existing and future requirement. The review will adopt a focus of AHSC requirements and Institute model ambition. HR strategy based on the outcome of this review will be developed and effected.
7. Undertake a comprehensive analysis of the current Revenue base of the Hospital and explore opportunities for increasing related revenue flows from existing and identifying new potential revenue sources and relentlessly pursue.
8. Develop a plan which identifies and provides for full exploitation of the commercial potential of the Hospital and effect.
9. Determine the potential for rigorous and exemplar Digitisation of Hospital operations and practices and develop a related acquisition and deployment programme and pursue.

EXTERNAL STRATEGIC PROGRAMME

Theme 5: Academic Associations

Renew, develop and expand the SJH/TCD Academic Health Sciences affiliation and extend to incorporate other pertinent Associate Institutions to form a comprehensive and robust AHSC partnership at best-in-class international peer status level

Key Tasks

1. Create and fill the position of Chief Academic Officer/Head of Health Affairs to be held jointly between SJH(acting in conjunction with and on behalf of Dublin South/Midlands Hospital Group) and TCD.

2. Establish an AHSC Oversight Group representative of the Hospital and University to be charged with overseeing creation and development of the AHSC Service/Academic relationship.

3. Create and develop an AHSC Programme Office to be headed by the CAO with appropriate supports to formulate and execute the AHSC establishment programme.

4. Develop a comprehensive AHSC Work Programme and effect through the Programme Office.

5. Explore AHSC partnership models and conclude and pursue provisions most suited to the desired SJH/TCD relationship having regard to the need to ultimately expand such provisions to incorporate other service and academic partners of the Hospital and University.

6. Promote Government / DOH / DHE understanding, creation and advancement of policy on AHSC's.

7. Secure Government / DOH / DHE designation of SJH/TCD as an AHSC.

8. Raise consciousness around the significant economic and societal benefits of AHSC's with the population and community.

9. Promote the value and investment worthiness of the SJH/TCD AHSC with key stakeholders such as DOH, DHE, HSE, HEA, Wellcome, Philanthropy and undiscovered organisations and advance.

10. Identify and create associative linkages with at least two major and successful international AHSC entities (Europe and North America).

11. Leverage recruitment and retention of high calibre staff through the evidential attractions of working in an Academic Health Science system.

12. Seek out, attract and embed world-class Research and Development in the AHSC and exploit its associated funding streams and reputational benefit

Theme 6: Innovation &Entrepreneurship

Reignite and drive the Health System role in the stalled programme for renewal of the Liberties district of Dublin 8 with particular emphasis on creating, developing and leading a world class Health Innovation Corridor/Hub in the area.

Key Tasks

1. Engage with DCC, IDA, Diageo and other pertinent public, business and community groupings in the D8/Liberties area and secure their agreement to reactivate the structures and programmes designed in 2018 to effect renewal of the Area, which emerged in the particular context of the extensive Health Service and Science developments in train in the vicinity. Secure progression of the arrangement and the central role of SJH therein.
2. Assemble all Health Service and Academic Institutions located or present on Campus and/or in the Liberties/D8 area and align and integrate them around the regeneration agenda with a particular focus on promoting and advancing creation of a D8 Health Innovation Corridor/Hub.
3. Identify large scale international pharma/device/digital enterprises with strong and established presence in Ireland which have the scale and potential to function as Hub/Corridor anchor tenant(s). Initiate related discussion with selected entities.
4. Identify and secure an appropriately sized site with strong physical and access adjacencies to the Hospital to be developed as the proposed shared D8Hub/Corridor facility and also accommodate a dedicated SJH Innovation Centre.
5. Develop a comprehensive Innovation/Entrepreneurship Plan for the Hospital which encompasses and is designed to leverage Innovation Centre and Hub/Corridor propositions and which builds on and expands/optimises already well established business/industry relationships.
6. Identify business candidate enterprises located in or associated with D8 deemed partnership appropriate for the Innovation Centre and/or Hub/Corridor ventures and pursue.
7. Determine primary areas of Innovation/Entrepreneurship focus for the Centre and Hub/Corridor and identify and engage with pertinent public and private National and

International entities and pursue and secure their investment and establishment in the area as appropriate.

8. Contemplate relationships appropriate to the local Community and Representative groups and pursue, with particular focus on sharing Hospital ambition for and service and socio-economic value to the area and securing strong and active related support.

Theme 7: Advancing National Health Policy

Engage with and drive implementation of National Health Policy at local, regional, supra-regional and national levels as it pertains to SJH, with particular focus on SlainteCare integration and Hospital clustering agendas

Key Tasks

1. Revisit SJH position within the DMG and establish and advance the Hospital's role therein in a manner reflective of its status as the premier Level 4 entity in the Group. Particular focus to apply around influencing position, development, cluster relationships (mainly with Midland Hospitals), leadership standing in key clinical and corporate programmes, Academic Health agenda etc..

2. Engage with and establish/pursue active structural and operational relationships with GP and CHO entities pertinent to SJH in the context of creating integrated population health programmes as envisaged in SlainteCare. Pursuits in this respect to include development/implementation of integrated care pathways, programmes that prevent unnecessary admissions to the hospital and facilitate rapid discharge of patients to home/community settings post acute treatment/recovery (to include intensive reablement/residential care), integrated health campus initiatives, joint appointment provisions, outreach organisation/management/operational support arrangements etc.

3. Lead the development of a population-based approach to healthcare planning, focusing on the health of the population served by the local catchment of St. James's Hospital/ national leader for an Integrative Medicine.

Theme 8: Network & External associations

Create/participate in and develop networks/associations designed to further the Hospital's influencing position and foster peer relationships both Nationally and Internationally**.**

Key Tasks

1. Review Hospital relationships with DoH, HSE, Hospital Group, CHO's etc.. and recast as required to project SJH position and status.
2. Assure SJH influencing representation in key National and International policy, strategy and advisory forums
3. Identify at least two International exemplar Hospital/Health System entities, (Europe and North America based) and establish related formal associative arrangements designed to foster peer , and provide mentoring support.
4. Identify international associations of peer Hospitals/Health Systems of high reputation, review for fit with SJH and seek participation status where deemed apposite.

4.Implementation of Strategic Programmes

This strategy is multifaceted and requires a dedicated integrative management structure to ensure infrastructure and clinical service reform and design are aligned to the Campus Goal.

The governance of the programme will be critical to the delivery of these strategic themes.

1. A new **Strategic Governance Board (SGB),** will be created with a dedicated chair.
2. An **Executive Strategic Committee (ESC),** will be formed chaired by the Chief Executive who will report into a Strategic Governance Board.
    a. An advisory Group with a national and international expertise within the dedicated strategic programmes will be formed to provide advice and used as a resource to the SGB.

Each Strategic Programme will have a dedicated lead who will be responsible for delivery of the assigned Strategic Programme.

There will be an establishment of two programme offices to support the implementation phase.

1. The Infrastructural Programme will require a dedicated **Strategic Campus Development Office**, (SCDO). The Facilities Management Director, will be seconded into the SCDO to take a leadership role for setting up the SCDO.
    a. **Specialist resources** will be required in the following areas at different stages of planning and implementation:
        i. Financial
        ii. Legal
        iii. Health Planning
        iv. Engineering
        v. Project Management
        vi. Data Analytics
2. The Development of the AHSC will also require a dedicated **Programme Office** with the requisite supports and backfill. This office will be led by an SJH/Trinity Professor.
3. A Transformation Lean Management office will be established which will require a dedicated resource.

Approval is required for the following to progress the strategy:

1. Present the Strategic programme for approval at the November 2020 Board meeting.
2. Select the leadership roles for the Strategic Themes .
3. Board to approve the Governance of the implementations of the strategy
4. Board Approval for the development of the 2 primary strategic offices to support the programmes.
5. Agreement with Trinity and DML to appoint the CAO for the AHSC programme.
6. Identify funding for the development of a Transformation Office for Lean Management .
7. Following approval populate the support office with the requisite skills set required.
8. Select members for the Advisory Board
9. Aim to have an initial SGB following Board approval to sign off the work plan for 2021.