



Nursing and Midwifery Strategic Plan 2023 - 2027

“Relationship Centred Care”



Working together, caring for you

OSPIDÉAL ORTAIPÉIDEACH CHROMADH CROOM ORTHOPAEDIC HOSPITAL

Ospidéil OL
UL Hospitals



“ Relationship Centred Care pertains to healthcare staff working together to improve the nature and quality of relationships in healthcare which influence patient experiences and outcomes.”

Top: Multi-disciplinary team from Croom Orthopaedic Hospital marking Health and Social Care Professionals Day, 2022.

Right: Pictured (l to r) are members of the Geriatric Emergency Medicine Unit in the ED at University Hospital Limerick; Jennifer Khan, Assistant Director of Nursing, Dr Denys Shchetkovskyy, Consultant in Emergency Medicine; Aoife Synnott, Clinical Specialist Physiotherapist; Íde O'Shaughnessy, Clinical Specialist Occupational Therapist;

Opposite: Pictured (l to r) are Rita Curran, Clinical Placement Co-ordinator; Emma Meehan, Clinical Placement Co-ordinator; Michele Ryan, Student Allocation Liaison Officer; Niamh O'Loughlin, Clinical Placement Co-ordinator.





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Foreword

from the Chief Director of Nursing and Midwifery

I am delighted to deliver our new Nursing and Midwifery Strategy 2023-2027, “Relationship Centred Care”. Relationship Centred Care pertains to healthcare staff working together to improve the nature and quality of relationships in healthcare which influence patient experiences and outcomes. Relationships in healthcare between staff, patients and their families, directly influence the way we provide care.

This strategic plan defines our direction for the next five years. It is underpinned by the vision and objectives of the UL Hospitals Group Strategic Plan 2023-2027, “to promote a culture dedicated to the delivery of quality and safe patient care”.

The Nursing and Midwifery Strategic Plan outlines our commitment to excellent relationship centred care, professional growth, innovation and leadership. The plan details our four strategic priorities in the delivery of exemplary nursing and midwifery care.

Quality care is at the core of everything we do at UL Hospitals Group. We are committed to delivering safe, patient-centred care. Through evidence-based practices, collaborative teamwork and compassion, we work to ensure that every patient, from birth to end of life, receives exceptional care that addresses their needs and respects their dignity.

Our strategic plan focuses on nurturing leadership qualities at all levels. We plan to enhance the way we provide opportunities for mentorship and participation in decision making. We also welcome all healthcare professionals to contribute to initiatives that shape the way we deliver healthcare, and to ensure that the care our patients receive is of the highest possible standard.

Our strategic plan promotes a culture of creative thinking, embraces digital advancement and explores new approaches to care. By fostering an environment where new ideas are encouraged

and supported, we aim to improve patient care, outcomes and experiences in our hospitals. We will strengthen our collaborations with our academic partners at both undergraduate and postgraduate level and with our colleagues at HSE Mid West Community Healthcare as we transition across to health regions. Our health region will be called HSE Mid West, see Appendix 2.

The introduction of the health regions is an opportunity for our nursing and midwifery teams to coordinate, collaborate and support integrated care delivery in a shared governance model.

I would like to take this opportunity to acknowledge the dedication and commitment our nurses, midwives and healthcare assistants bring to their roles every day. Together, we will create a future where nursing and midwifery excel and where patient care is of the highest standard.

I would like to acknowledge all those who were involved in the development phase of the strategic plan, in particular those who actively participated in the consultation forums. I look forward to working with you all on implementing our strategic priorities, and in delivering “Relationship Centred Care” for our staff, patients, mothers and their families.

Mr Declan McNamara
Chief Director of Nursing and Midwifery
UL Hospitals Group



Foreword

from the Director of Midwifery

As Director of Midwifery, I am delighted to support this strategic plan around “Relationship Centred Care.” The plan’s four strategic priorities of developing our people, exemplary nursing and midwifery care, leadership to transform, and enabling an innovative culture, will support midwives, nurses and healthcare assistants to provide quality, women-centred care for mothers and their new-born infants.

The strategic plan will also support the ongoing developments aligned with the National Maternity Strategy “Creating a Better Future Together 2016-2026”. This will particularly be in the areas of supported, assisted and specialist pathways of care, the progression of midwifery led care, and the midwifery profession. We will continue to work in collaboration with our academic and community partners in implementing this strategic plan.

Ms Eileen Ronan
Director of Midwifery
UL Hospitals Group



Foreword

from our Directors of Nursing

We look forward to working with nursing, midwifery and healthcare assistant teams over the next five years, implementing the four priorities set out in this plan. The priorities focus on our staff, care of our patients, collaborative leadership as healthcare delivery evolves, and integration of services while supporting innovation and digitalisation.

Advocacy for the patient and their family is a significant objective within our strategic plan and will be a key focus for delivering exemplary nursing and midwifery care. Advocating for our patients is about improving the way we communicate with them, and keeping them as actively involved in their care as possible. We aim to ensure their voices are heard, their concerns are acknowledged and their questions are answered. In actively inviting patients to participate in committees and in seeking their invaluable feedback, we aim to create a

connected and integrated healthcare environment that truly centres on their needs. This will foster trust and empower our patients and their families, driving positive outcomes in our patient journeys.

This strategic plan represents our commitment to developing our talented, diverse nursing and midwifery workforce as professional leaders in shaping and transforming patient care. It encourages curiosity and learning from connections with our people and our patients. This strategic plan recognises that multiple perspectives are required to transform the nursing and midwifery service design and delivery. It stimulates innovations in practice, and welcomes exploration, through frameworks such as Appreciative Inquiry. It's a journey that emphasises the importance of human experiences and relationships in achieving a future ideal.

Ms Michelle Cooke	Director of Nursing - Urgent and Emergency Care Directorate
Ms Majella Corkery	Director of Nursing - Medicine Directorate
Ms Mairéad Cowan	Director of Nursing - Cancer Services Directorate
Ms Breda Fallon	Director of Nursing - Paediatrics
Ms Patricia O’Gorman	Nursing and Midwifery Informatics Officer
Ms Ber Murphy	Director of Nursing - Peri-Operative Services Directorate
Dr Sarah Watkins	Interim Director of Nursing - Professional Practice and Quality
Mr Joe Cassidy	Director of Nursing Ennis Hospital
Mr Alan O’Gorman	Director of Nursing Croom Orthopaedic Hospital
Ms Cathrina Ryan	Director of Nursing Nenagh Hospital
Ms Eileen Hayes	Director of Nursing St. John’s Hospital

About UL Hospitals Group

UL Hospitals Group is made up of six different hospitals in the Mid West of Ireland (Limerick, Clare and North Tipperary). Serving a population of about 410,000, the group provides a range of emergency, surgical and medical services. University Hospital Limerick (UHL) is the designated Model 4 hospital for the Mid West. Emergency services, acute general medicine and critical care services are centralised at UHL for the entire region.

Nenagh Hospital, Ennis Hospital, and St John's Hospital (voluntary) are the Model 2 hospitals in the region. These hospitals each have Injury Units (IUs) and Medical Assessment Units (MAUs). They provide non-complex day surgery and endoscopy services to the local population.

The Group has two specialist hospitals, University Maternity Hospital Limerick (UMHL) and Croom Orthopaedic Hospital.

UMHL provides obstetrics services to women in the region, whilst Croom Orthopaedic Hospital is a specialist hospital for adults and children for elective orthopaedic activity.

The six hospitals functioning as a single system, employ approximately 6,000 staff. The group has a total of 839 inpatient beds, reports to the Acute Hospitals Division within the national structure of the HSE and is governed by an Executive Management Team, led by our CEO.

As part of Sláintecare, the 10-year Government programme aiming to establish a universal, single-tier and high-quality health system, six new health regions will be established to govern HSE services across Ireland. UL Hospitals Group's catchment area, including the six hospitals covered in this plan, will form part of a health region. The region will be called HSE Mid West.

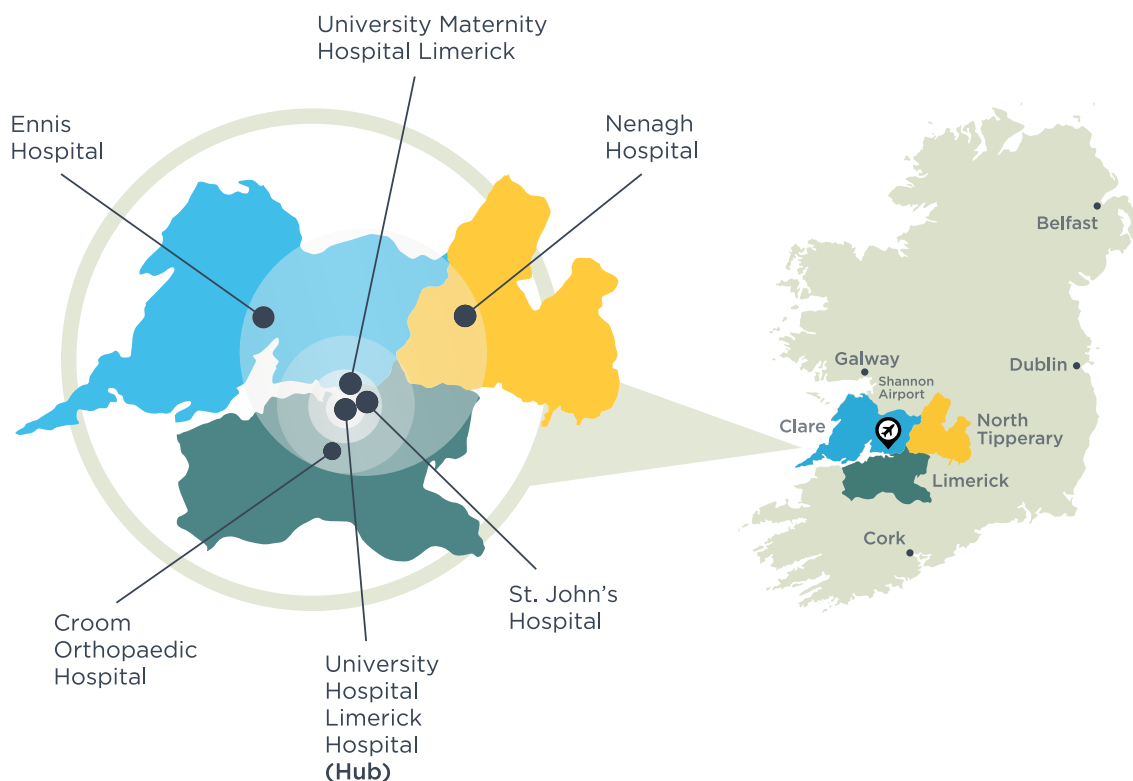


Figure 1, The Mid West Region

Governance

UL Hospitals Group is governed by the Executive Management Team led by our Chief Executive Officer (CEO), who reports to the Acute Hospitals Division, HSE. The Executive Management Team reports to our CEO at UL Hospitals Group, outlined below in Figure 2.

The core focus of UL Hospitals Group has always been the delivery of excellent, person-centred care.

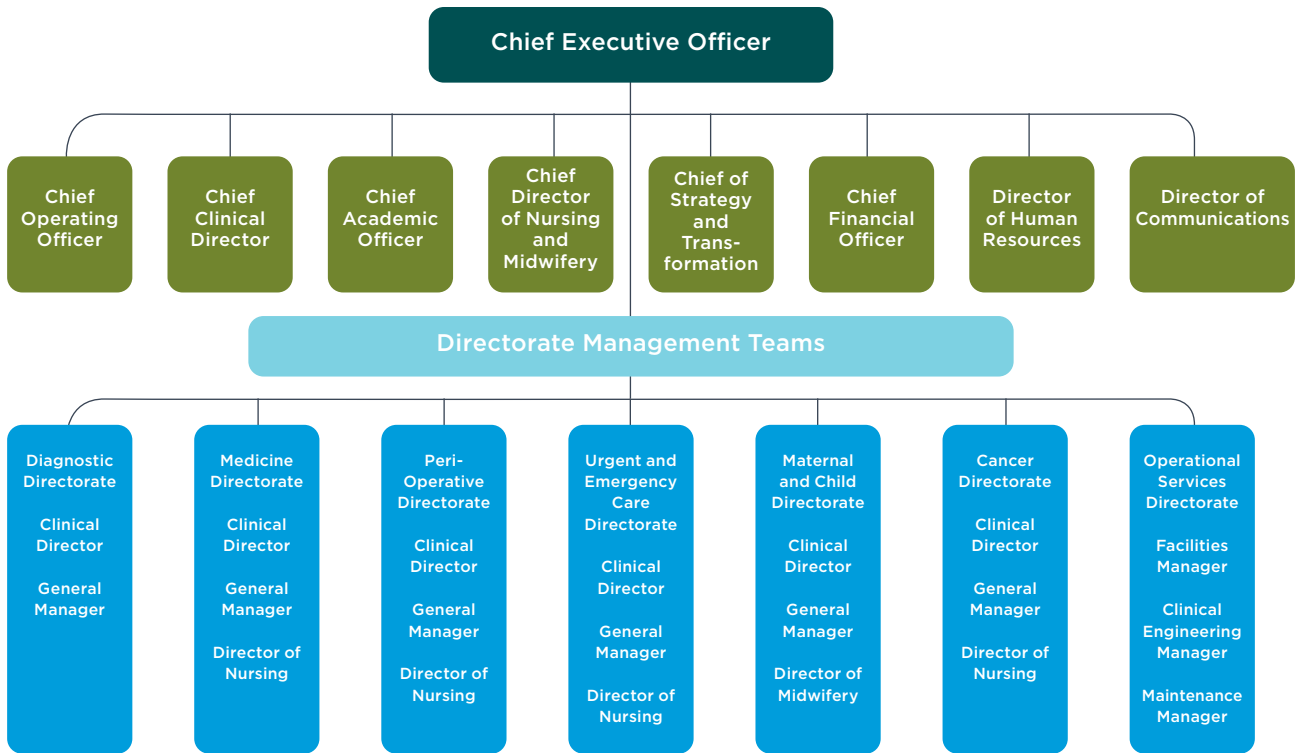


Figure 2, Management Structure, UL Hospitals Group

Our People

As of June 2023, UL Hospitals Group employs approximately 2,700 nurses, midwives, and healthcare assistants.¹

The staff across UL Hospitals Group are our most valuable resource; each employee is integral to the organisation and in providing healthcare to our patients. We were afforded a stark reminder of just how important a role that each and every employee in our hospital group plays over the past three or more challenging years, as a result of the ongoing response to COVID-19 and the subsequent cyber-attack. We would like to thank our staff for their commitment and the way they worked above and beyond their call of duty. Even in the most trying of circumstances, resilience, dedication, support and a resolute commitment to patient care and to one another, prevailed and shone through.

There is a strong mix of skills and experience within the Executive Management Team with many of the team having completed management and leadership training including, PhDs, Executive MBAs and other leadership programmes in addition to their clinical and operational experience.

We aspire to empower and equip our staff in the following ways:

- by becoming an employer of choice
- being a purpose-driven organisation
- having high-performing teams
- having a transparent and inclusive culture



Katie Tierney, ADON, Nurse Practice Development Co-ordinator and Declan McNamara, Chief Director of Nursing and Midwifery pictured with graduates (l to r) Paul Begley; Gillian Walsh; Enu Kyong Yun; Orla Kileen; Shauna Ryan; Sarah Walton; Louise Flynn; Sinead Hunt; Rebecca Forde; Keeva Shanahan; Niamh Howe.

¹ University of Limerick Hospital Group Employment Report (www.hse.ie)

Alignment with UL Hospitals Group Strategic Plan 2023-2027

We have aligned our Nursing and Midwifery Strategic Plan 2023 - 2027, with the UL Hospitals Group Strategic Plan 2023 - 2027². The Nursing and Midwifery Strategic Plan, with its “Relationship Centred Care” approach, complements the priorities and enablers set out

in the wider UL Hospitals Group Strategic Plan, and will assist in its implementation. The enablers equip the organisation with the infrastructures we need to implement the strategic plan. See below in Figure 3.

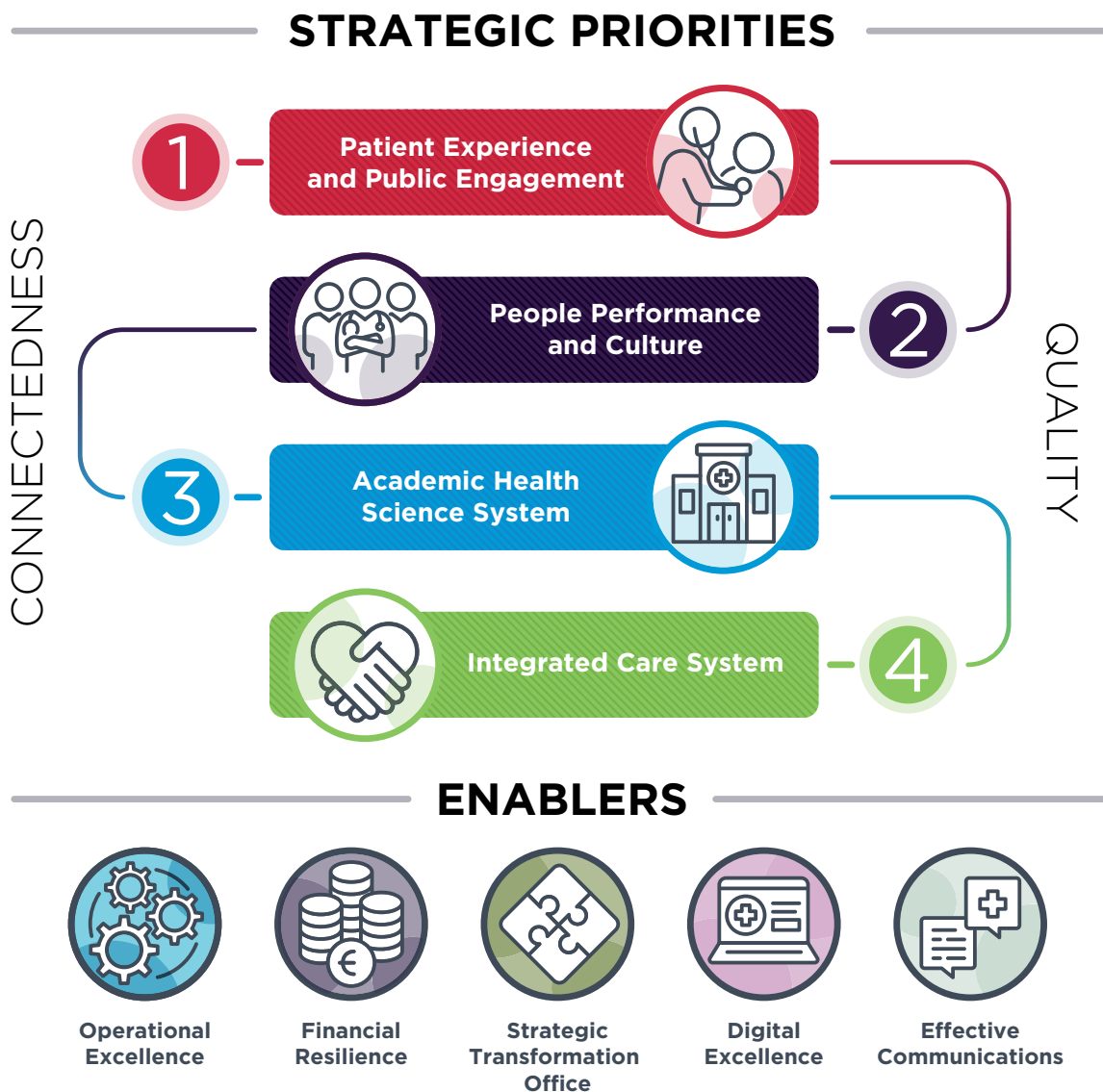


Figure 3, UL Hospitals Group Strategic Plan, 2023-2027

² UL Hospitals Group Strategic Plan 2023 - 2027 (www.ulh.ie)

Our Vision and Values Nursing and Midwifery

Our five year Nursing and Midwifery Strategic Plan focuses on nurturing leadership qualities at all levels. We will provide our staff with opportunities for personal and professional growth, mentorship, and participation in decision making.

The service we deliver in UL Hospitals Group is guided by our vision and values.

Our vision is “to promote a culture dedicated to the delivery of quality and safe patient care”

We uphold the four core values set out by the HSE:

- care
- compassion
- trust
- learning

Our strategic plan was developed collaboratively across all nursing and midwifery groups in a multi-stage process to ensure that staff nurses, midwives, and healthcare assistants were represented.



A group of nursing and midwifery colleagues celebrating International Nurses Day 2023, at University Hospital Limerick.



Our Nursing and Midwifery Priorities 2023-2027

Figure 4, Our Strategic Priorities

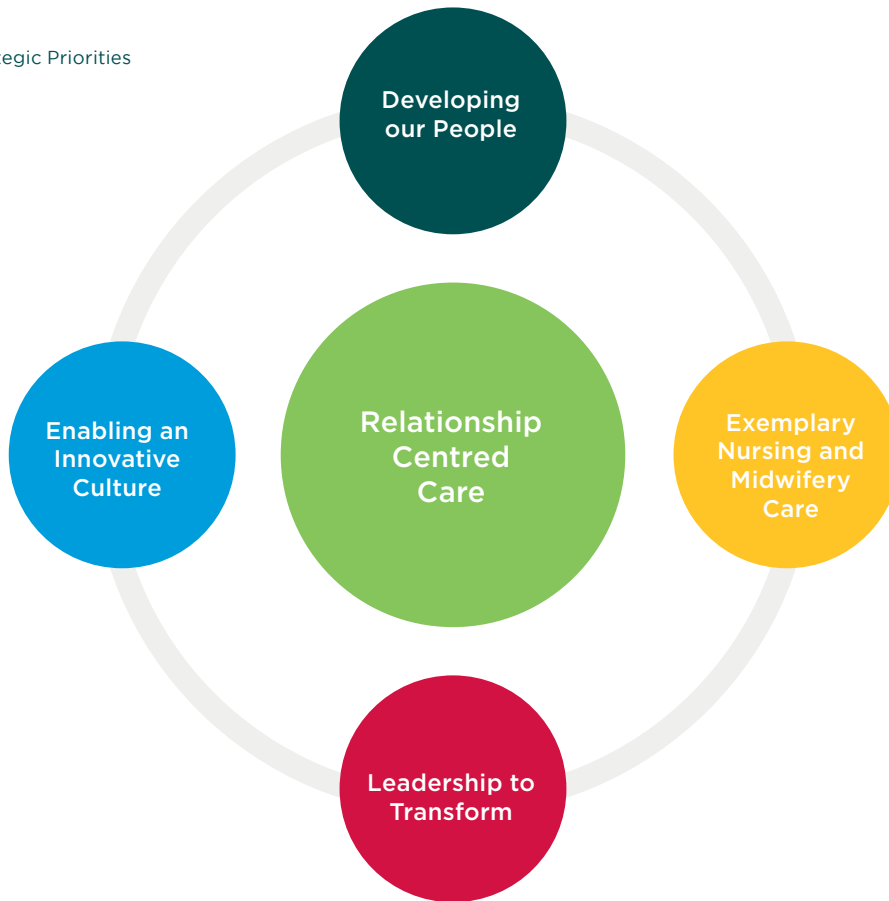
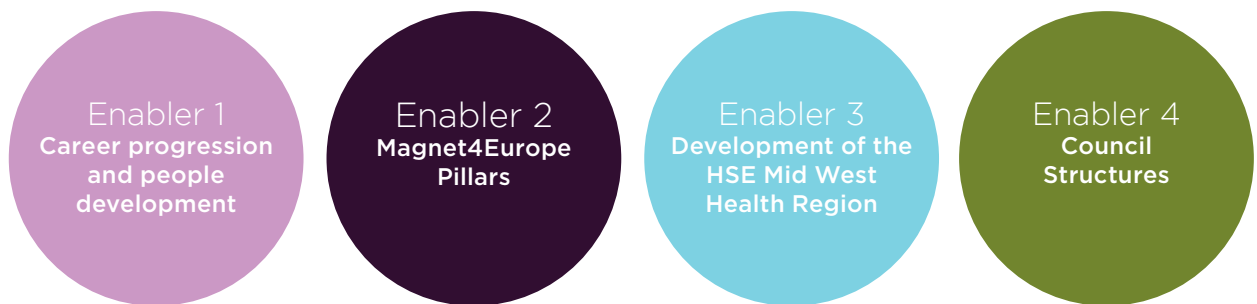


Figure 5, Our Enablers





Enabler 1:

Career progression and people development

Promote career progression and professional development with a sustainable, innovative, and digitally integrated approach.

Enabler 2:

Magnet4Europe Pillars

Provide professional excellence and leadership at all levels in nursing and midwifery care, by continuing on our Magnet4Europe accreditation journey, Figure 6.

Enabler 3:

Development of the HSE Mid West Health Region

Expand our alliances with our Academic Health Sciences System (AHSS) and Mid West Community Healthcare across the region to support integrated care delivery in a shared governance model.

Enabler 4:

Council Structures

Put governance councils in place for staff to escalate concerns and provide ongoing clinical leadership support to nurses, midwives and healthcare assistants.

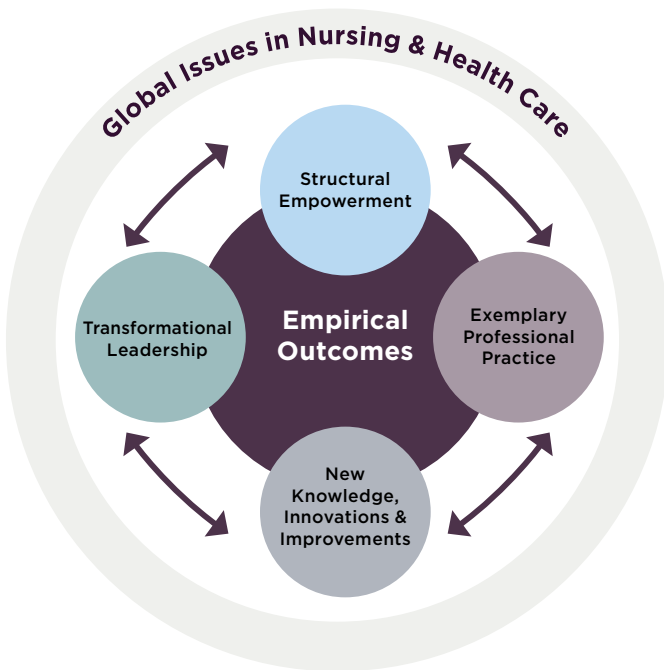


Figure 6, Magnet4Europe Pillars



Pictured (l to r): Caroline McGrath, Staff Midwife, Postnatal M2; and Kiara Lyons, Staff Midwife, Labour Ward, UMHL.

Strategic Priority 1: Developing Our People

Strategic Priority 1: Developing Our People

Our Aim

Develop our people through education, training and research in collaboration with the Academic Health Sciences System (AHSS) and our academic partners.

Goals	Deliverables
<ul style="list-style-type: none"> Facilitate and promote postgraduate education across all healthcare workers Develop Professor of Nursing and Professor of Midwifery posts Develop clinical academic posts in nursing and midwifery 	<ul style="list-style-type: none"> An increased number of PhDs and Masters undertaken by staff across the group, with funding support from Nursing and Midwifery Planning and Development Unit. Students provided with adequate clinical release to complete these programmes Clinical Professors of Nursing and Professor of Midwifery appointed and in post Increased clinical and academic posts in nursing and midwifery
<ul style="list-style-type: none"> Expand and develop career progression opportunities for nurses/midwives and healthcare assistants Educate and train staff to deliver integrated services to patients within our health region 	<ul style="list-style-type: none"> Erasmus exchange programme made available for undergraduate students Departments and pathways (Acute and Community Healthcare Organisation) for integrated clinical placements identified Specialised roles for healthcare assistant's career progression established and funding streams in place for same. Delivery of new pathways for education and placement of support health workers throughout the group An educational needs analysis carried out on our workforce and digital requirements using national and international evidence-based practice Regular contributions made to a repository of nursing and midwifery education and training for the health region
<ul style="list-style-type: none"> Support the undergraduate intake with well-resourced and supportive learning environments Develop a sponsorship program for nurses, midwives and healthcare assistants 	<ul style="list-style-type: none"> An increased intake of undergraduate students incrementally, in collaboration with our academic partners Support the increased training of nurses and midwives through a sponsorship programme
<ul style="list-style-type: none"> Adopt Sustainable Development Goals (SDGs), improved health & wellbeing, and infrastructure for our staff (SDG 3), provide quality education (SDG 4), increased investment from industry for innovation and infrastructure (SDG 9), reduce health inequality (SDG 10) across the HSE Mid West Health region³ 	<ul style="list-style-type: none"> Measured outcomes against our identified Sustainable Development Goals
<ul style="list-style-type: none"> Showcase the achievements of nurses, midwives and healthcare assistants 	<ul style="list-style-type: none"> Annual Peer Nurse, Midwifery and Healthcare Assistants achievement and appreciation awards held to acknowledge and demonstrate how we value our people
<ul style="list-style-type: none"> Develop the Nursing and Midwifery Workforce Planning (NMWP) with forecasting, digital tools, new structures and by putting processes in place to support the collection of data to profile our nursing and midwifery workforce 	<ul style="list-style-type: none"> Workforce data set profiling, including postgraduate qualifications, experience and expertise in place

³ Sustainable Development Goals, Transforming our world: the 2030 Agenda for Sustainable Development (www.gov.ie)

FROM ORTHOPAEDIC HOSPITAL 2022 IN FIGURES

Orthopaedic
2022

1970

Number of
Patients
in the year



3783

Number of
Day Cases
in the year



778

Rheumatology
day cases



225

Elective
Cases



68



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Pictured (l to r): Patricia Fitzgerald, CNM 2, St. Patrick Ward; Eimear Breen, CNM 2, Maigue Unit, Croom Orthopaedic Hospital; Stephen Donnolly, Minister for Health.

Strategic Priority 2: Exemplary Nursing and Midwifery Care



Strategic Priority 2: Exemplary Nursing and Midwifery Care

Our Aim

Nurses and midwives will build effective therapeutic relationships with patients, women and carers, interdisciplinary colleagues and the wider community through excellent professional standards.

Goals	Deliverables
<ul style="list-style-type: none"> • Introduce balanced score cards, a Quality Assurance Framework, Director of Nursing (DON), Director of Midwifery (DOM), Chief Director of Nursing and Midwifery (CDONM) rounding • Develop Policies, Procedures, Protocols and Guidelines (PPPGs) • Adhere to national and group Key Performance Indicators (KPIs) • Continue the roll out of Safer Staffing • Ensure Performance Development Plans (PDPs) and Performance Achievements (PAs) are carried out at all grades 	<ul style="list-style-type: none"> • Balanced score cards in place at departmental level across all sites, and new Quality Assurance Framework implemented • Process in place for development, updating, sign off and dissemination of PPPGs • Regular audits and subsequent development of quality improvement plans • Safer Staffing implemented and Trendcare embedded across all wards
<ul style="list-style-type: none"> • Engage with the National Care Experience Programme surveys and development of local patient experience surveys in all clinical areas 	<ul style="list-style-type: none"> • All hospital sites represented on the Patient Council Committee and patient experience working groups • A nursing and midwifery leadership programme which places a strong emphasis on our patient stories • Patient surveys completed on a local basis
<ul style="list-style-type: none"> • Development of integrated care pathways and new models of service delivery across the group in line with the health regions 	<ul style="list-style-type: none"> • Care pathways and models of service that are monitored with increased accuracy to ensure we are consistently meeting the needs of our patients with defined key deliverables • Individual care pathways in place for all disease groups • Integrated Advanced Nurse Practitioner (ANP)/Advanced Midwifery Practitioner (AMP) and Clinical Nurse Specialist (CNS)/Clinical Midwifery Specialist (CMS) posts which have Memorandums of Understanding (MOUs) to provide them with clinical governance • Integrated posts in place that will allow us to deliver patient care through a more flexible workforce, closer to the patient's home
<ul style="list-style-type: none"> • Promote completion of research in nursing and midwifery practice 	<ul style="list-style-type: none"> • A well developed and maintained nursing and midwifery research library or repository • A practiced commitment to supporting research and audit, and to overseeing nursing research and audits
<ul style="list-style-type: none"> • Put governance councils in place to escalate concerns and provide ongoing clinical and leadership support to all nurses, midwives and healthcare assistants 	<ul style="list-style-type: none"> • Governance councils for all teams/units established and operational



Graduate, Caoimhe Ryan
photographed with her sister
Aisling Ryan (left) and
mother Alice Ryan (right).

Strategic Priority 3: Leadership to Transform



Strategic Priority 3: Leadership to Transform

Our Aim

Nurses and midwives will work with our people to develop a collective leadership approach at all levels, and implement shared governance as identified in the Magnet4Europe pillars.

Goals	Deliverables
<ul style="list-style-type: none"> • Build on bespoke leadership programme for all staff grades 	<ul style="list-style-type: none"> • A bespoke programme that it is aligned with local service needs and national strategy • Development initiatives from clinical leadership programmes implemented for Advanced Nurse Practitioner (ANP)/Advanced Midwifery Practitioner (AMP), Clinical Nurse Specialist (CNS)/Clinical Midwifery Specialist (CMS), as part of the journey to Magnet4Europe accreditation.
<ul style="list-style-type: none"> • Collaborate to ensure the principles of the EDI (Equity, Diversity and Inclusivity) Strategy are embedded across UL Hospitals Group • Enhance a culture of psychological safety across UL Hospitals Group • Continue to develop talent management and take action on findings of talent management research • Develop and lead collaborative partnerships across councils on enhanced integrated care for patients across the health regions 	<ul style="list-style-type: none"> • Principles of EDI embedded as a core value of nursing and midwifery across UL Hospitals Group • A culture where nurses, midwives and healthcare assistants are comfortable to ask the right questions, and have their concerns heard and acted on • Research findings disseminated to staff and used for attracting and retaining talent across UL Hospitals Group • Councils and mechanisms established that actively enhance integrated care delivery



Pictured (l to r): Chippy Paul, Staff Nurse, HDU; Ayswaria George, CNM1, HDU; Paul Nash, CNS, Diabetes; Smith Varghese, CNM3, ED; Bijomi Kariatti, Staff Nurse, HDU; Dhanaja Valsamma Rajai, Staff Nurse, HDU, photographed at International Nurses Day, 2023.

Strategic Priority 4: Enabling an Innovative Culture



Strategic Priority 4: Enabling an Innovative Culture

Our Aims

Create a culture of creativity and innovation to enable staff to innovate in clinical care delivery, education and training, digital health, and staff wellbeing supported by the Institute for Nursing and Midwifery (INM).

Create an environment where nursing and midwifery will excel in digital health systems.

Goals	Deliverables
<ul style="list-style-type: none"> • Create the vision and develop an Institute for Nursing and Midwifery (INM) • Develop new ways of working in response to service need (adapt, learn, unlearn, relearn concept) • Enhance exemplar professional practice through innovation 	<ul style="list-style-type: none"> • A strategy for the INM that is accessible to all our people • A nursing/midwifery research hub and repository linked to INM • A simulation-based learning framework supporting an education and training environment • An established network of collaborative partners to inform nursing and midwifery care delivery and develop professional nursing and midwifery innovation
<ul style="list-style-type: none"> • Embed the Magnet4Europe Principle of New Knowledge and Innovation (research, science and patient outcomes) in collaboration with AHSS 	<ul style="list-style-type: none"> • Magnet4Europe standard of recent nursing and midwifery published studies and research consistently met • Staff facilitated to visit/collaborate with national and international healthcare systems
<ul style="list-style-type: none"> • Progress the implementation and monitoring of the Office of Nursing and Midwifery Service Director (ONMSD) digital roadmap 	<ul style="list-style-type: none"> • Digital assessment tool developed and education support available at orientation and role induction for nursing and midwifery • Agreed standardised nursing and midwifery data sets • Increased levels of digital literacy and capability for nursing and midwifery across UL Hospitals Group • Structured career pathways for informatics in nursing and midwifery introduced • Hybrid model of digital education for nurses and midwives established, which includes professional responsibilities, digital health legislation, policy and ethics (including privacy and security, and data integrity in healthcare) • Maternal and New-born Clinical Management System (MNCMS) project implemented

Implementation

The nursing and midwifery senior nurse managers will implement this strategic plan using the goals and deliverables, outlined in the tables set out on pages 24 and 25. A number of our directors of nursing and midwifery will be allocated to each of the four priorities and they will become project leads in these areas.

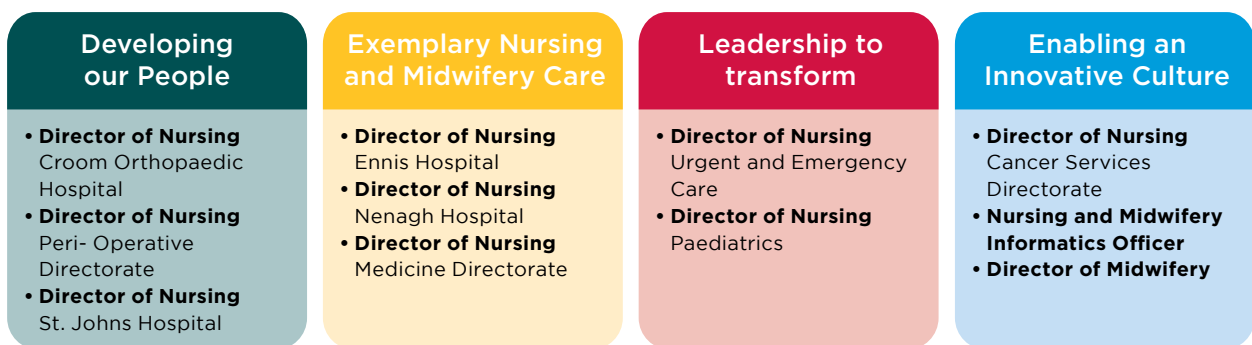


Figure 7, Our implementation plan

These project leads, as shown in Figure 7, will oversee and monitor how we are implementing our strategy, as part of four large working groups. They will be supported by the Nursing and Midwifery Professional Council and guided by our Strategic Transformation Office.

A number of other councils, including those outlined opposite in, Figure 8, will contribute to the working groups which will represent all grades of nurses, midwives and healthcare assistants. These councils will collaborate with subject matter experts and relevant stakeholders, where necessary. As we continue on our Magnet4Europe journey, we are working towards embedding a culture of shared governance and learning.

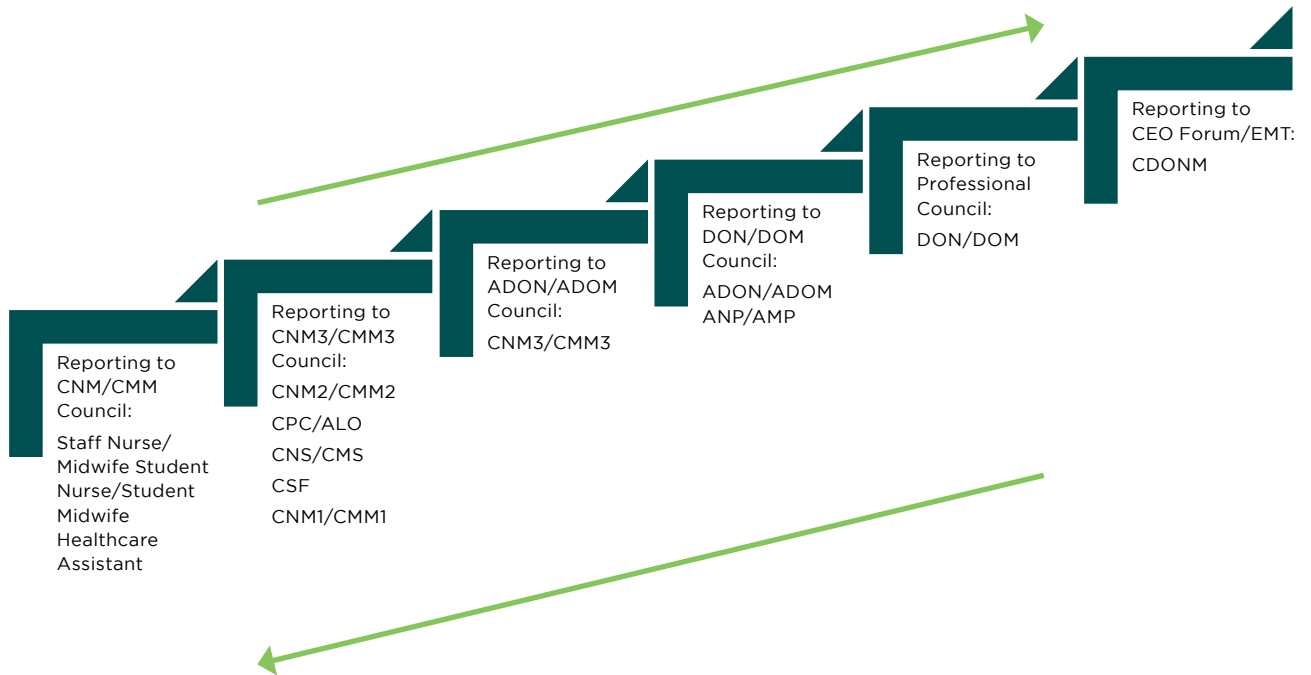


Figure 8, Our Councils Structure in Nursing and Midwifery



Pictured (l to r) John Kiely, Limerick Senior Hurling Manager; Hilary Noonan, cANP, Paediatric Neurodisability; Ger O'Loughlin, CNM 2, Paediatrics; Teresa Joyce, CNM 3, Paediatrics with Liam McCarthy Cup during a visit to patients, families and staff in the Children's Ark, July 2023.

We will evaluate the success of our strategic plan using the following methods:

- monitoring outcome measures with key deliverables in our Nursing and Midwifery Professional Council and at Director of Nursing and Director of Midwifery meetings
- monitoring outcome measures using scheduling and progression of each priority outlined below in Figures 9,10,11, and 12
- developing an annual progress report for the Executive Management Team

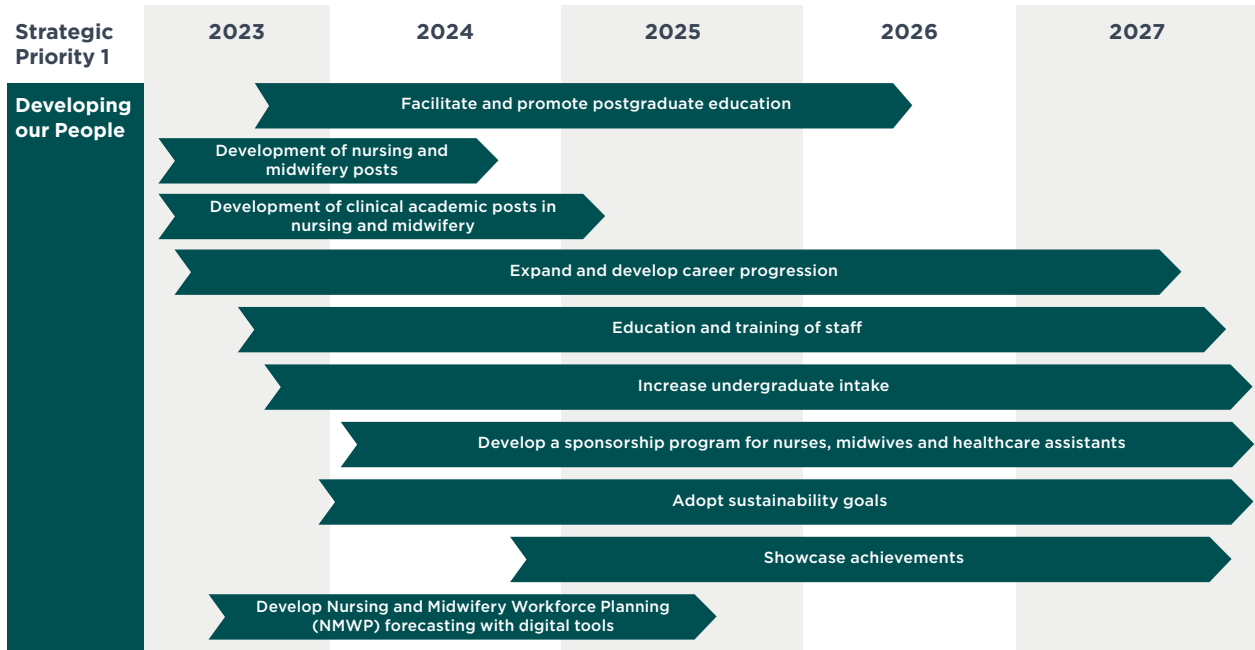


Figure 9, Timeline for implementing Strategic Priority 1

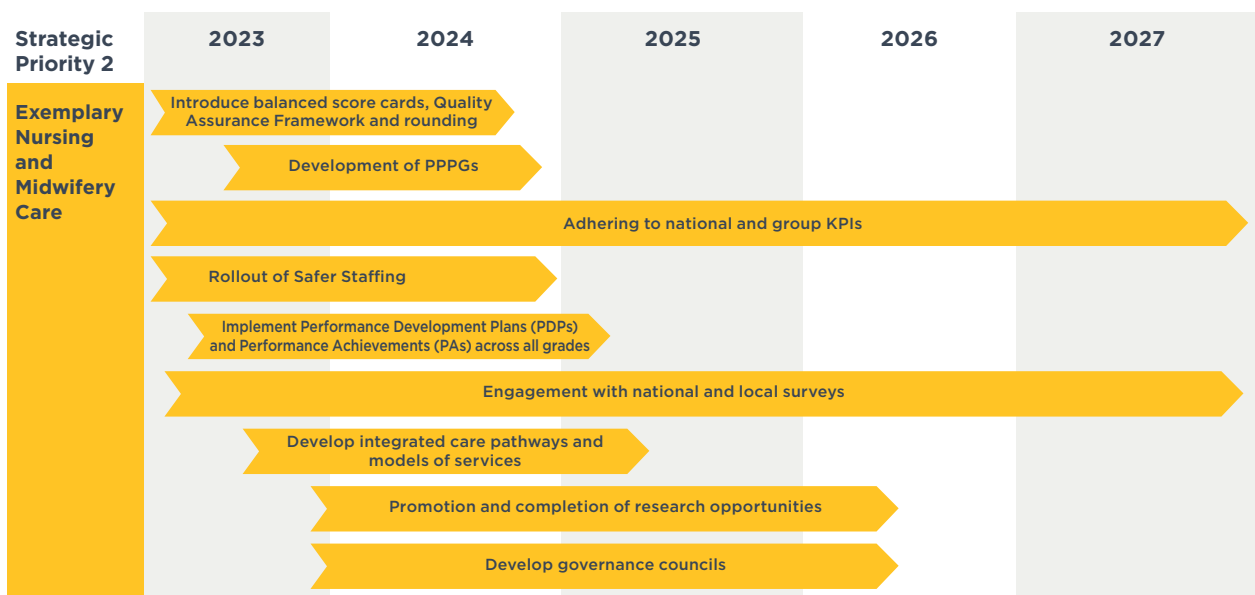


Figure 10, Timeline for implementing Strategic Priority 2

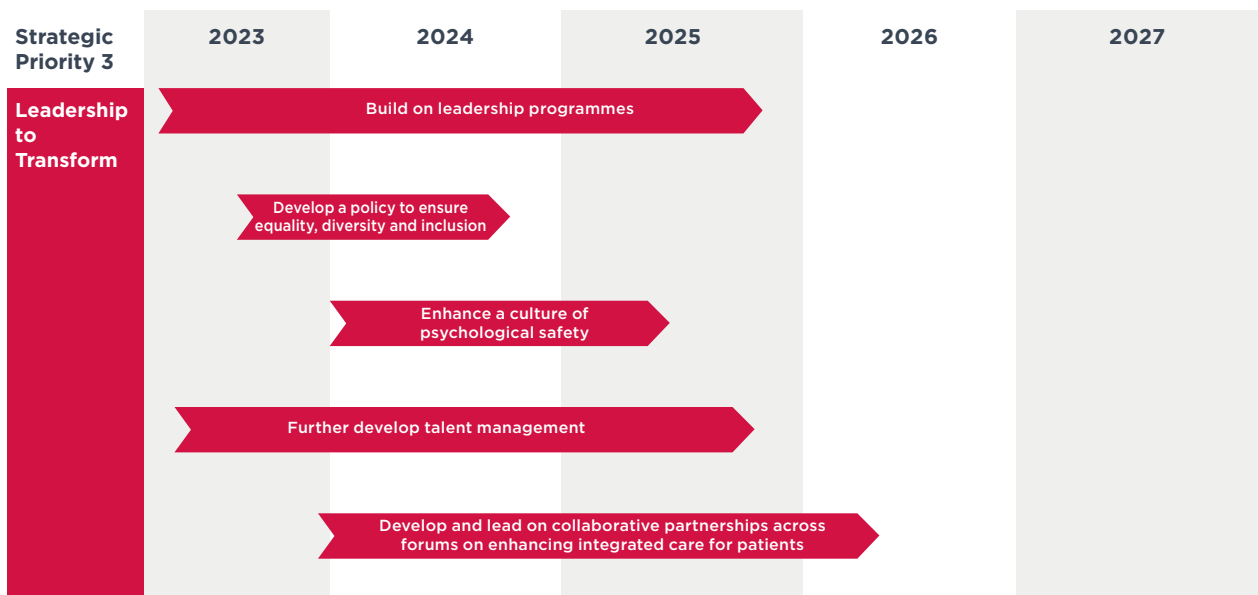


Figure 11, Timeline for implementing Strategic Priority 3

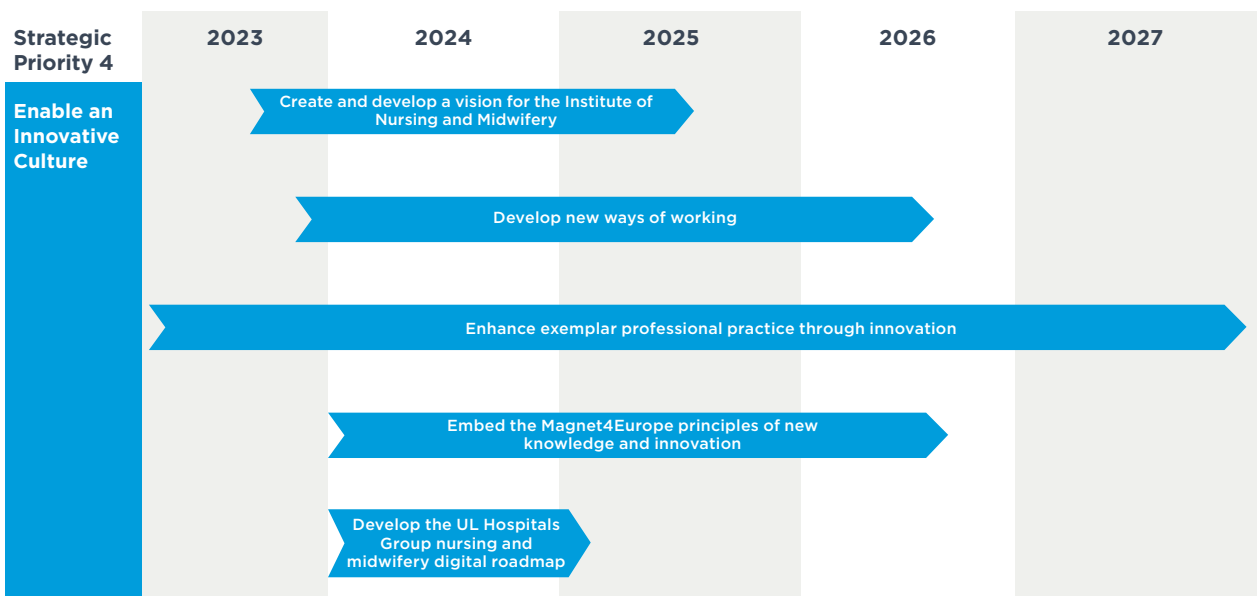


Figure 12, Timeline for implementing Strategic Priority 4

Appendix 1: Writing Our Strategic Plan

We ran a series of strategy workshops to discuss what this strategy needed to be, and what it needed to address, with our staff. These workshops began in November 2022 and included a broad representation of staff from nursing and midwifery teams at each phase of development, outlined below, Figure 13. Senior nursing and midwifery managers initially met to agree and develop key strategic priorities for nursing and midwifery at UL Hospitals Group for the next five years. They developed these priorities to underpin the delivery of relationship centred care.

Before coming to the workshops, attendees were asked to research national and international best practice, so that our discussion on the key strategic priorities could be as informed and engaged as possible.

The invitation was extended to senior nursing and midwifery managers, clinical nursing and clinical midwifery managers, frontline nursing and midwifery staff, and healthcare assistants for phase 2 of the workshop.

The workshops were facilitated by the Chief of Strategy and Transformation at UL Hospitals Group.

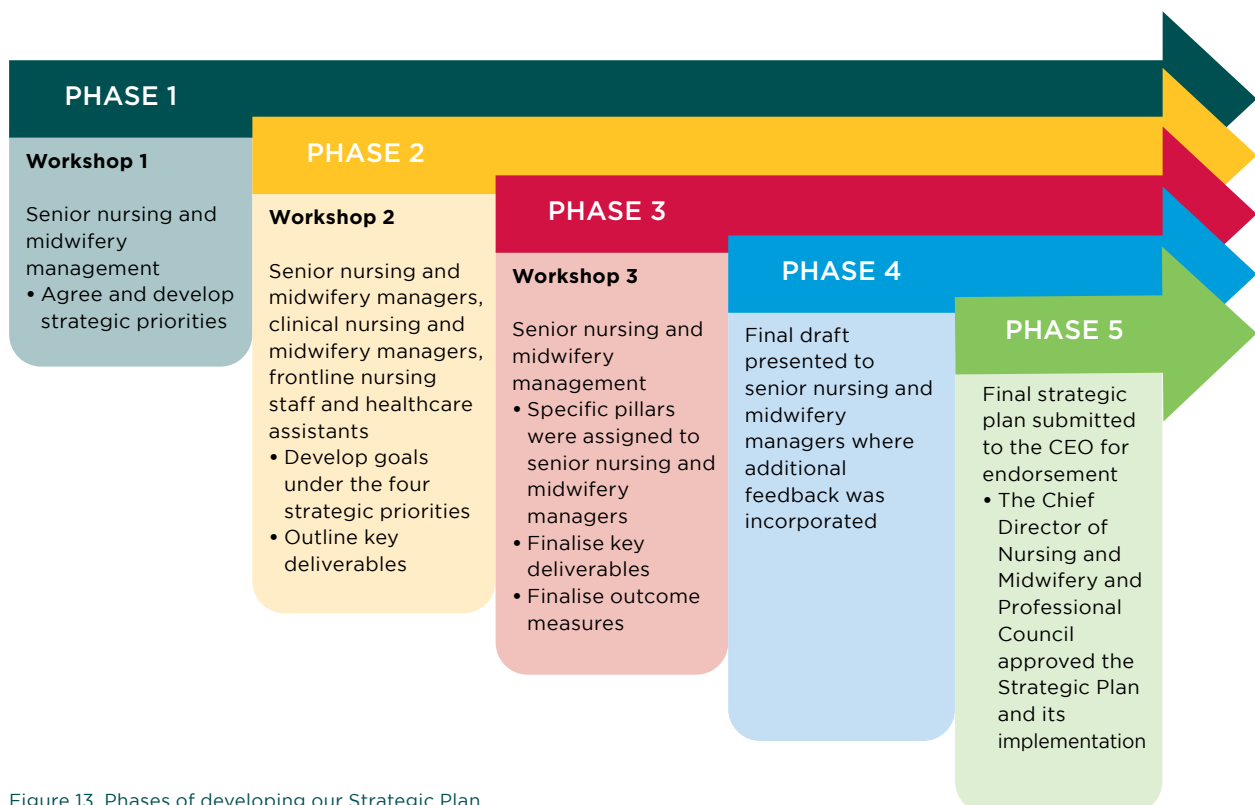


Figure 13, Phases of developing our Strategic Plan

Appendix 2: Health regions

Health regions will provide us with the structures we need to:

- deliver more integrated care closer to patients' homes
- plan and deliver services around the needs of local populations
- improve governance and accountability at all levels
- strengthen local decision-making
- provide consistent quality of care across the country

Integrated care allows patients and service users to access health services more easily, no matter where they live. It also makes it easier for our staff to deliver more joined-up care. It is a system of care where patients' needs come first.

Health regions are a crucial step in an ongoing process to reduce barriers to integrated care. By improving our structures and working more closely, healthcare providers, public health professionals and community organisations can address the challenges our system faces and improve overall health outcomes for everyone.

The structure of health regions within the HSE

Each health region will plan, fund, manage, and deliver healthcare to suit the needs of the local population. The HSE Centre and the Department of Health will support each health region to do this with national guidance, services, policies and models of care.

Each health region will be divided into a number of Integrated Health Areas. Within each Integrated Health Area, Community Health Networks will deliver community services to populations of around 50,000 people.

Integrated Health Areas will deliver all of the acute, primary and community care that people in the area may need. They will also provide access to specialist mental health, disability or older persons' services. Each Integrated Health Area will have primary access to at least one hospital.

The structure and delivery of this model will be developed further throughout 2024 with key stakeholders in partnership with patients, clinical and other key staff groups.

Resourcing our health regions

The Department of Health will establish a Population-Based Resource Allocation (PBRA) model with representatives from the HSE and each health region. This model will make sure that resources and budgets are provided to meet the needs of the local populations and promote fair access to services across the six health regions.

An advisory group made up of these representatives will look at how to fund each health region based on the needs of their unique population. Using the PBRA model, the advisory group will:

- agree on the objectives and design of the funding model
- set timelines for its development

Along with developing and testing the PBRA model, work will continue on the HSE's Integrated Finance Management System (IFMS) to support each region with effective financial management.

Governance and Leadership

Health regions will strengthen governance and accountability at all levels. Throughout 2024 the programme team will work to:

- increase accountability by working closely with local populations
- improve the way local teams and services work together and build strong links between health regions and national support structures
- allow local teams and services to make timely decisions as close as possible to where patient care is happening



Figure 14, Map of HSE health regions

Relationship Centred Care



Multidisciplinary team creating awareness amongst staff and visitors in UHL on the risk factors for heart disease. Pictured (l to r) are: Catriona Ahern, Clinical Nurse Specialist Cardiac Rehab; Caitriona O'Keeffe, Senior Dietitian; Clíodhna Roche, Cardiac Physiotherapist; Breda McDermott, Clinical Nurse Manager 2; Fionnuala Fitzpatrick, Clinical Skills Facilitator.

Appendix 3: Acknowledgements and Stakeholder Consultations

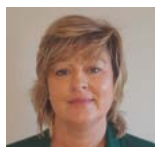
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Appendix 3: Glossary of Terms and Abbreviations

ADOM	Assistant Director of Midwifery
ADON	Assistant Director of Nursing
ALO	Allocations Locations Officer
AMP	Advanced Midwifery Practitioner
ANP	Advanced Nurse Practitioner
Appreciative Inquiry	Appreciative Inquiry is a framework for learning and innovation where there is less reliance on technical solutions and more emphasis on supporting nurses and midwives to reframe norms and expectations, and collaborate to develop new solutions. It is not about ignoring the negative but learning more about what matters and using this to inform how we work
CDONM	Chief Director of Nursing and Midwifery
CMM	Clinical Midwifery Manager
CMS	Clinical Midwifery Specialist
CNM	Clinical Nurse Manager
CNS	Clinical Nurse Specialist
CPC	Clinical Placement Co-Ordinator
CSF	Clinical Skills Facilitator
DOM	Director of Midwifery
DON	Director of Nursing
HSE Mid West	The health region that will be in the Mid West of the country and will include the UL Hospitals Group's catchment area and the six hospitals covered in this plan as well as that of HSE Mid West Community Healthcare, and Public Health Mid-West
Magnet4Europe	Magnet4Europe is a four-year Horizon 2020 EU-funded project (Grant Agreement 848031). It focuses on staff wellbeing, patient safety, nursing excellence and staff retention. Magnet accreditation recognises Nursing Excellence and its impact on patient outcomes UL Hospitals Group became part of the Magnet4Europe project in Summer 2021
Memorandum of Understandings (MOUs)	A memorandum of understanding is an agreement between two or more groups outlined in a formal document
Pathway	A step by step approach to accessing specialists/ or services
Safer Staffing	Safer nurse and midwife staffing means having enough nursing or midwifery staff with the right knowledge and skills, in the right place, at the right time, to provide safe and quality care to patients and service users
Trendcare	A workforce planning and workload management system that provides dynamic data for clinicians. It provides data on areas including patient acuity and skill mix measures



“ Relationship Centred Care pertains to healthcare staff working together to improve the nature and quality of relationships in healthcare which influence patient experiences and outcomes.”

Top: Staff from our Speech and Language Department, marking Health and Social Care Professionals Day.

Pictured (l to r): Sophie Allen, Speech and Language Therapist; Hannah McCarthy, Senior Speech and Language Therapist; Eileen Vaughan, Speech and Language Therapist; Jen Moloney, Speech and Language Therapist Manager; Michelle Conheady, Speech and Language Therapist; Caoimhe Hunter-McGowan, Senior Speech and Language Therapist; Amanda Hassett, Senior Speech and Language Therapist.

Right: Members of the UHL Physiotherapy Department celebrating World Physiotherapy Day 2023; raising awareness of the important role physiotherapy plays in the prevention and management of illness and disease.



