

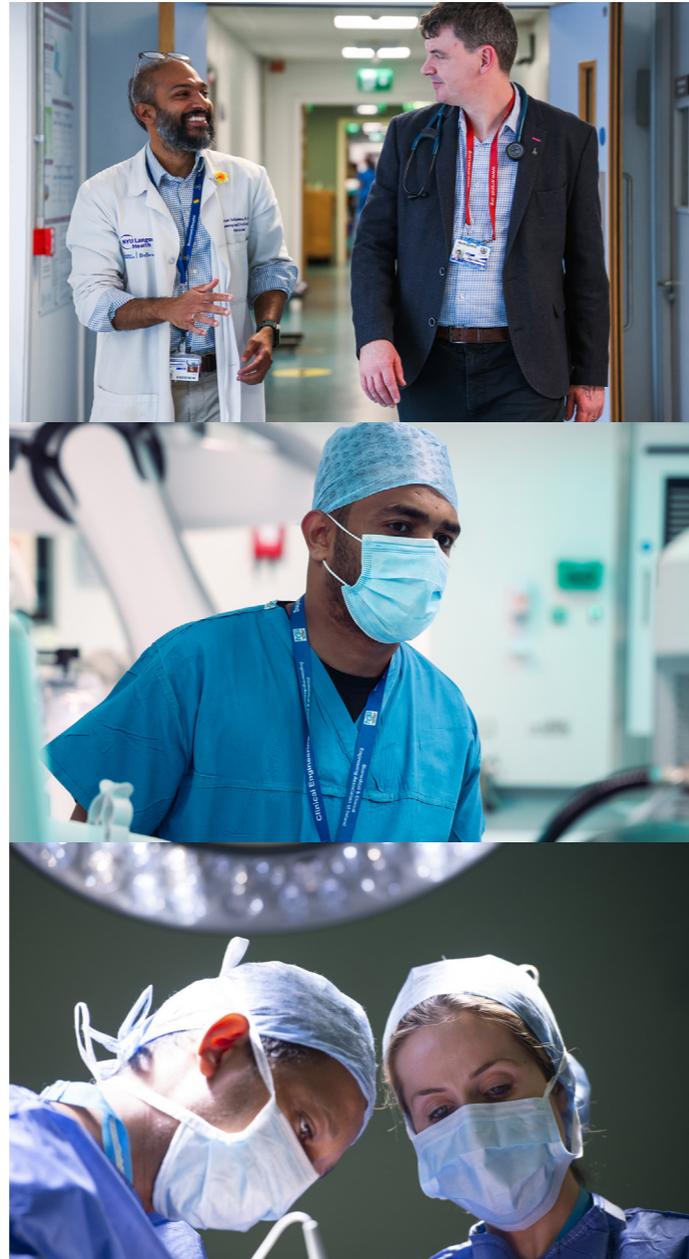
Beaumont Hospital
Ospidéal Beaumont



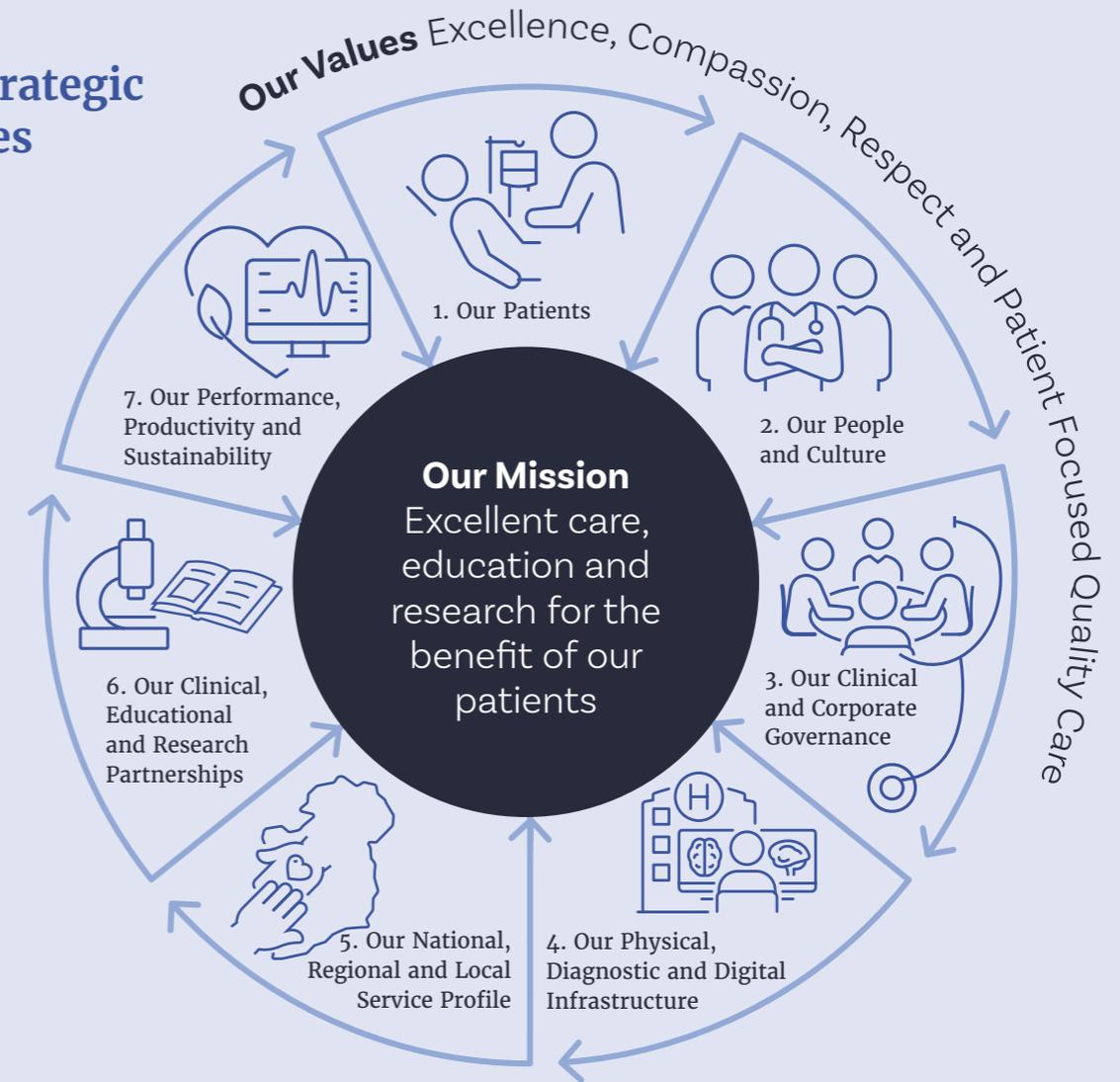
**BUILDING EXCELLENCE
IN CARE, TOGETHER**

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Our 7 Strategic Priorities



Our Vision

Ensure an excellent patient experience through future-focused care, staff empowerment and wellbeing, world-class education and pioneering research



Foreword

As Chair of the Board of Beaumont Hospital, I am delighted to confirm that the Board of Beaumont Hospital fully supports and endorses Beaumont Hospital's Strategic Plan 2025-2030.

Our mission is to provide "Excellent care, education and research for the benefit of our patients" and therefore at the very heart of this strategic plan lies our commitment to ensuring that when our patients need care, we are able to provide it in an appropriate, timely and sustainable manner.

To do this successfully, we understand it is imperative that we join forces with GPs, Community Providers and other hospitals to ensure that our population have access to appropriate urgent care when needed. Beaumont plays a critical role not only as a leading healthcare provider within our immediate community but also as the national recognised centre of excellence for several complex specialties, including cancer, neuroscience, and transplant. As the premier Model 4 hospital in the HSE Dublin and North East Region for complex surgery and advanced care across 54 medical specialties, we are committed to effectively supporting other facilities in our Region and Integrated Health Area.

At Beaumont Hospital, we believe that our people and culture are the heart of our hospital and the foundation for the quality of care we provide to our patients. By making "Our People and Culture" one of our seven strategic priorities, we're formally acknowledging that our staff's wellbeing, skills, and motivation directly impact our ability to deliver compassionate, high-quality, patient-centred care. In addition, working with our political representatives, the Department of Health and the HSE, we recognise we must address the deficits in our physical, digital and diagnostic infrastructure required to support our national, regional and local services.

Ms. Pauline Philip
Chair, Beaumont Hospital



Introduction

Centred around meeting the needs of our patients, Beaumont Hospital's Strategic Plan 2025-2030 sets out our ambition to develop our people, our services and our infrastructure and is underpinned by specific actions we will take over the next five year to realise this ambition.

Informed by public health, Census 2022 population and hospital inpatient and outpatient data, and insights from our many stakeholder engagement sessions, our new strategic plan builds upon Beaumont's foundation of excellence. It provides a future-focused blueprint to ensure we best serve the needs of an aging, socially deprived and culturally diverse local population, the complex surgical and advanced care needs of patients across the newly established Dublin North and North East Health Region and those patients who require access to our national cancer, transplant and neuroscience (including neurosurgery, neurology, stroke, cochlear implantation, neuro-ICU) services.

We understand that improved productivity, reducing length of stay and working with our community partners to provide truly integrated care must be top of our agenda as we rethink and re-engineer how, together, we provide urgent and emergency care. We are committed to being the hospital-of-choice for healthcare workers, students and trainees nationally and nurturing and supporting patient-partnered research and innovation. Working closely with our main academic partner, RCSI University of Medicine and Health Science, and other Universities, we will deliver this ambition.

Guided by our values of Excellence, Compassion, Respect and Patient Focused Quality Care, and supported by expert, experienced staff and established collaborative partnerships, we look forward enhancing patient outcomes, fostering medical innovation, and ensuring sustainable growth.

Anne Coyle
CEO, Beaumont Hospital



Opened in 1987

4,935
STAFF across the
organisation



851 Beds
30 CRITICAL
CARE BEDS

54
MEDICAL
SPECIALTIES



About Beaumont Hospital

Established in 1987, Beaumont Hospital is one of Ireland’s largest Model 4 hospitals, employing over 4,935 dedicated healthcare professionals and delivering a broad range of specialised services across 54 medical specialties.

With 851 beds, including 30 dedicated critical care beds, and handling over 220,000 outpatient appointments each year, Beaumont is uniquely positioned to deliver excellent patient care, education and research, and lead in health service transformation.

Beaumont Hospital is internationally recognised and certified by several international accreditation bodies including the Organisation of European Cancer Institutes (OECI), the European Stroke Organisation (ESO) and Eurospine.

International Accreditations



Providing Excellent Care Locally, Regional and Nationally

In addition to providing a wide range of National and Regional Services, Beaumont Hospital provides acute care for a population of over 500,000 people in its local catchment area.

Our catchment area has:

- > One of the highest proportions of older adults living alone in Ireland.
- > 1 in 4 people living in areas that are among the most deprived nationally
- > An older age profile when compared with the Dublin North and North East Health Region and the country as a whole.

We have committed to replacing and modernising our IT infrastructure under “Project Coral” and look forward to playing a leading role in the roll-out of national digital health initiatives.

Supporting integrated care

Through our community integrated clinical satellite clinic in Omni Park Shopping Centre in Santry and our surgical, rehab, radiology, and day care services at our second satellite site in St. Joseph’s Hospital, Raheny

Playing a leading role in HSE Dublin and North East Region

Beaumont Hospital is a pivotal Model 4 Hospital within our Health region - the largest of the recently established HSE Health Regions serving a population of over one million people.



“To be on the list for a kidney transplant at my age has been life changing and not for the better. I have had some very difficult times and Beaumont Hospital has supported me through that”

Keith,
Beaumont Hospital Patient

Hosting Centres of Excellence in Neuroscience, Cancer and Renal Transplant

Ireland's largest National Neuroscience Centre



- > Neurosurgery
- > Neurointensive care
- > Neurointerventional radiology & Stroke
- > Neurology
- > Otorhinolaryngology
- > Neurophysiology
- > Neuroendocrinology
- > Neuropathology
- > Neurorehabilitation
- > Skull base surgery

Beaumont Hospital is Ireland's largest National Neuroscience Centre, and provides an unparalleled range of integrated national neurosurgery, neuro oncology, neurointerventional radiology, neurology, otolaryngology (ENT), neurophysiology, cochlear implantation, robotic adrenalectomy, pituitary surgery and complex neuroendocrinology services. Ireland's only hybrid neurosurgical operating theatre is located in Beaumont Hospital and enables combined open and endovascular approaches.

A Nationally Designated, OECI Accredited Cancer Centre



>4,500
NEW
CANCERS
TREATED
ANNUALLY



11 SPECIALIST
CANCER CARE
DISEASE
GROUPS



Beaumont Hospital is a nationally designated Cancer Centre. The Beaumont RCSI Cancer Centre is a collaboration between Beaumont Hospital, St. Luke's Radiation Oncology Network (SLRON) on the Beaumont campus, and RCSI. The centre provides comprehensive, integrated oncology services including diagnosis, treatment, and follow up care for cancer patients. In April 2022, it became only one of two Nationally Designated Cancer Centres to receive accreditation from the Organisation of European Cancer Institutes (OECI), recognising its commitment to excellence in cancer care, education and research.

NATIONAL
PENILE CANCER
AND SKULL
BASE
TUMOURS
SERVICE



National Kidney Transplant Centre

Ireland's National Kidney Transplant Service (NKTS) is based at Beaumont Hospital and provides the most effective treatment for end stage kidney disease. In 2023, 189 kidney transplants were carried out at Beaumont Hospital and, by the end of this year, 2,730 individuals were living with functioning kidney transplants. Over the last 18 years, Beaumont Hospital's Living Donor Programme has resulted in 549 kidney transplants. The NKTS recently reached a significant milestone, completing its 6,000th kidney transplant since being established.

OVER
6,000
KIDNEY
TRANSPLANTS
SINCE ESTABLISHED



And many other complex National Surgical and Acute Care Services including:

- > National Cochlear Implantation Centre
- > National Thrombectomy Service
- > National Poisons Information Centre
- > National Histocompatibility and Immunogenetics Service for Solid Organ Transplantation (NHSSOT)
- > National Alpha 1 Antitrypsin deficiency centre
- > Beaumont Kidney Centre: the largest provider of renal replacement therapy in Ireland
- > Irish Centres for Genetic Lung Disease, Rare Kidney Disease and Familial Pulmonary Fibrosis
- > National Neuromuscular Respiratory Failure Centre
- > Complex endoscopic interventions including Endoscopic Submucosal Dissection (ESD), complex biliary endoscopy and interventional endoscopic ultrasound (EUS)

>100
COCHLEAR
IMPLANTS per year



>409
THROMBECTOMIES
per year



>220
ROBOTIC ASSISTED
OPERATIONS per year

Delivering Advanced Radiology and Laboratory Diagnostics

Beaumont Hospital performs more than 20 million laboratory tests, 244,000 radiology tests and handles over 220,000 outpatient appointments annually. The Hospital was the first site nationally to successfully implement the National Laboratory Information System – MedLIS.



Our Governance

Beaumont Hospital operates under a Section 38 Service Level Agreement with the Health Service Executive (HSE) and the nature and range of activities undertaken by Beaumont Hospital are set out therein. The regular day to day management, control and direction of Beaumont Hospital are the responsibility of the Chief Executive Officer and the senior management team

working in conjunction with the HSE and subject to oversight by the Beaumont Hospital Board. The Board is accountable to the Minister for Health and is responsible for ensuring good governance and compliance with the requirements of the Code of Practice for the Governance of State Bodies.



Our Ambition for the Future

1. OECI Comprehensive Cancer Centre Accreditation 
2. Joint Commission International (JCI) Accreditation 
3. Digital Transformation through Project Coral 

4. New Capital Development including:
 - > A new 95 bed block
 - > A new fit for purpose emergency department
 - > A new critical care building
 - > A new endoscopy unit
 - > A Cancer Quarter
 - > A Neuroscience Institute
5. Advanced radiology and lab diagnostics in our community integrated satellite sites 

Development of Our Strategic Plan

The creation of our strategic plan was a comprehensive and inclusive process, led by the Hospital’s Board and Executive Management Group, supported by a Strategy Development Project Management Team and shaped by input from our diverse stakeholders.

Listening to our patients

Patient and staff engagement was central to the development of our new strategic plan. Insights from the National Patient Experience Survey were supplemented by in-depth patient engagement sessions to gather direct feedback and our patients’ perspective.

Engaging with our staff and stakeholders

Over 150 in-person strategy development sessions were conducted, structured by directorate and clinical service department, alongside staff surveys and information sessions. External consultations with GPs, discharge partners, political representatives, regional and national HSE representatives and university partners such as RCSI and DCU also took place.

Addressing immediate needs

We analysed population demographics in our catchment areas and hospital activity with a view to improving access to care through integration of community and acute services (hereinafter “integrated care”), re-engineered urgent care pathways, and enhanced productivity. In addition, we committed to securing the investment required for the essential capital infrastructure developments outlined within the current HSE capital development plan to support our current inpatient, day-case, and outpatient services.

Focusing on the future

Beaumont is a nationally recognised centre of excellence for many complex specialties, particularly cancer, neuroscience, and transplant. Achieving OECl Comprehensive Centre and JCl accreditation were identified as objective means of demonstrating our commitment to excellent patient care. Our strategic plan is also informed by our ambition to develop a state-of-the-art Cancer Quarter, a world-leading Neuroscience Institute, expanding transplant service, and complex surgery and personalised medicine while also acting as a leading pilot site for national digital health innovation.



Our 7 Strategic Priorities

Through this extensive process, we identified seven key strategic priorities to guide our efforts over the next five years:

1. Our Patients
2. Our People and Culture
3. Our Clinical and Corporate Governance
4. Our Physical, Diagnostic and Digital Infrastructure
5. Our National, Regional, and Local Service Profile
6. Our Clinical, Educational and Research Partnerships
7. Our Performance, Productivity and Sustainability



Strategic Objectives and Action Plans

Strategic objectives were also identified to focus our efforts and detailed action plans setting out the specific steps required to achieve these objectives are in place.

Our 7 Strategic Priorities

<h1 style="font-size: 48px; margin: 0;">01</h1> <p style="margin: 0;">Our Patients</p> 	<h1 style="font-size: 48px; margin: 0;">02</h1> <p style="margin: 0;">Our People and Culture</p> 	<h1 style="font-size: 48px; margin: 0;">03</h1> <p style="margin: 0;">Our Clinical and Corporate Governance</p> 	<h1 style="font-size: 48px; margin: 0;">04</h1> <p style="margin: 0;">Our Physical, Diagnostic and Digital Infrastructure</p> 	<h1 style="font-size: 48px; margin: 0;">05</h1> <p style="margin: 0;">Our National, Regional and Local Service Profile</p> 	<h1 style="font-size: 48px; margin: 0;">06</h1> <p style="margin: 0;">Our Clinical, Educational and Research Partnerships</p> 	<h1 style="font-size: 48px; margin: 0;">07</h1> <p style="margin: 0;">Our Performance, Productivity and Sustainability</p> 
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Our Strategic Objectives

<ul style="list-style-type: none"> I Improve the patient experience through effective and transparent communication. II Empower patients to be partners in their care. III Implement innovative emergency care pathways to deliver the right care in the right place. IV Protect patient access to scheduled care. V Optimise care pathways for inpatients, day patients, and discharged patients. 	<ul style="list-style-type: none"> I Attract, develop and retain excellent staff. II Nurture a culture focused on respect, quality, safety and transparency. III Enable collaborative, flexible and blended work practices. IV Promote staff wellbeing and diversity. V Empower and support staff to achieve their full potential. 	<ul style="list-style-type: none"> I Harness new and existing corporate governance frameworks to ensure we achieve our strategic objectives. II Strengthen our clinical governance and accountability to deliver high quality, safe and patient centred care. III Formalise pathways of care with key performance indicators and clinical outcome monitoring. IV Develop shared governance practices in the region to support integrated care and safe transitions of care. 	<ul style="list-style-type: none"> I Secure investment for much-needed infrastructure. II Maximise utilisation of existing infrastructure. III Transform our digital capability and use of digital technology in service delivery. IV Increase advanced imaging and laboratory diagnostic capacity. 	<ul style="list-style-type: none"> I Enhance our nationally designated cancer, neuroscience and renal transplant centres of excellence. II Develop the profile and brand of Beaumont Hospital. III Lead complex surgery and advanced care in the HSE Dublin and North East Region. IV Drive integrated care and digital transformation. 	<ul style="list-style-type: none"> I Expand our capability, capacity and impact through partnership with RCSI, charities, industry and other universities. II Enable patient partnered research and service development. III Provide an excellent educational and teaching environment. IV Maximise use of elective, satellite and community facilities in our region. V Proactively communicate with our partners and hospital stakeholders. 	<ul style="list-style-type: none"> I Foster creativity and innovation to improve efficiency and productivity. II Achieve our activity-based funding potential. III Maximise the use of digital business intelligence to inform and support decision-making. IV Optimise resource utilisation to enhance productivity and value. V Minimise our environmental impact through sustainable practices.
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STRATEGIC PRIORITY 01

Our Patients

Our patients are at the heart of everything we do as a hospital and the primary reason for the hospital’s existence. We are driven by a shared commitment to provide excellent and compassionate care to our patients from their first visit and beyond, through every step in their care by the hospital. We believe in not only treating illnesses but also in creating an experience where patients feel respected, informed, and empowered. Over the next five years, we will use new innovative care pathways and technologies to improve how we deliver care and increase patient satisfaction through clear communication and empowered patient initiatives.



To do this, we have identified and will undertake specific actions to:

> Improve the patient experience through effective and transparent communication

Our goal is to ensure patients, their families, and their GPs are well-informed of the timeline to care, the treatment pathway and what to expect at each stage.

> Empower patients to be partners in their care

Our goal is to empower patients as active participants in their healthcare journey through creating a care environment that respects patient preferences and gives them a voice in their healthcare journey.

> Implement innovative emergency care pathways to deliver the right care in the right place

Our goal is to reengineer our emergency care pathways to ensure patients who require emergency care receive the most suitable treatment in the right setting.

> Protect patient access to scheduled care

Our goal is to provide reliable, uninterrupted access to necessary scheduled medical care services.

> Optimise care pathways for inpatients, day patients, and discharged patients

Our goal is to ensure patients experience seamless, integrated care by the hospital and community based healthcare providers.



IMPACT

Within one year:

- > A transformational approach to how we communicate with our patients, their GPs, and within the hospital.
- > Reengineered approaches to urgent and emergency care to reduce wait times and streamline the patient journey.
- > Beaumont Hospital Volunteer Programme established.

Within three years:

- > Patients and GPs able to self book scheduled care appointments.
- > Zero cancellation rate for scheduled procedures within 48 hours of the procedure.
- > A patient partnered approach to infrastructure design and service delivery evident across the hospital.

Within five years:

- > Beaumont Hospital is the number one public hospital in Ireland in the National Patient Inpatient Experience Survey.
- > Consistently low readmission rates for both medical and surgical patients.
- > Access to innovative diagnostics and treatments, including advanced genomics, precision medicine, cell and gene therapy.

STRATEGIC PRIORITY 02

Our People and Culture

We recognise that our staff and the culture we foster together are foundational to delivering exceptional healthcare and achieving our organisational goals.

The well-being, development, and engagement of our people directly influence patient satisfaction, care quality, staff satisfaction, and the hospital’s reputation.



IMPACT

Within one year:

- > Substantial improvements in our approach to staff communication, engagement, and recognition.
- > Streamlined recruitment pathways established.
- > Staff feedback through biannual pulse surveys and exit interviews shape wellbeing and development initiatives.

Within three years:

- > A fully integrated HR platform providing all staff with self service access to essential resources and professional development opportunities.
- > A transformational leadership programme for both clinical and non clinical staff.
- > Staff are empowered to work at the top of their license, contributing fully to patient care and hospital operations

Within five years:

- > Beaumont Hospital is recognised as the Dublin academic teaching hospital of choice for healthcare professionals, students, and those pursuing advanced training.
- > Beaumont Hospital will be widely known for its just culture rooted in learning, improvement, and compassion.

To do this, we have identified and will undertake specific actions to:

> Attract, develop and retain excellent staff

Our goal is to ensure excellent quality and continuity in patient care by attracting and retaining outstanding staff.

> Nurture a culture focused on respect, quality, safety and transparency

Our goal is to foster a just culture where respect, safety, and quality are integral to every interaction.

> Enable collaborative, flexible and blended work practices

Our goal is to encourage interdisciplinary teamwork, flexible work practices and help staff to perform at their best through the development of flexible, blended and collaborative work practices.

> Promote staff wellbeing and diversity

Our goal is to promote and support equality, diversity and inclusion along with the mental, physical, and emotional wellbeing of our staff through programmes, resources, and a supportive culture.

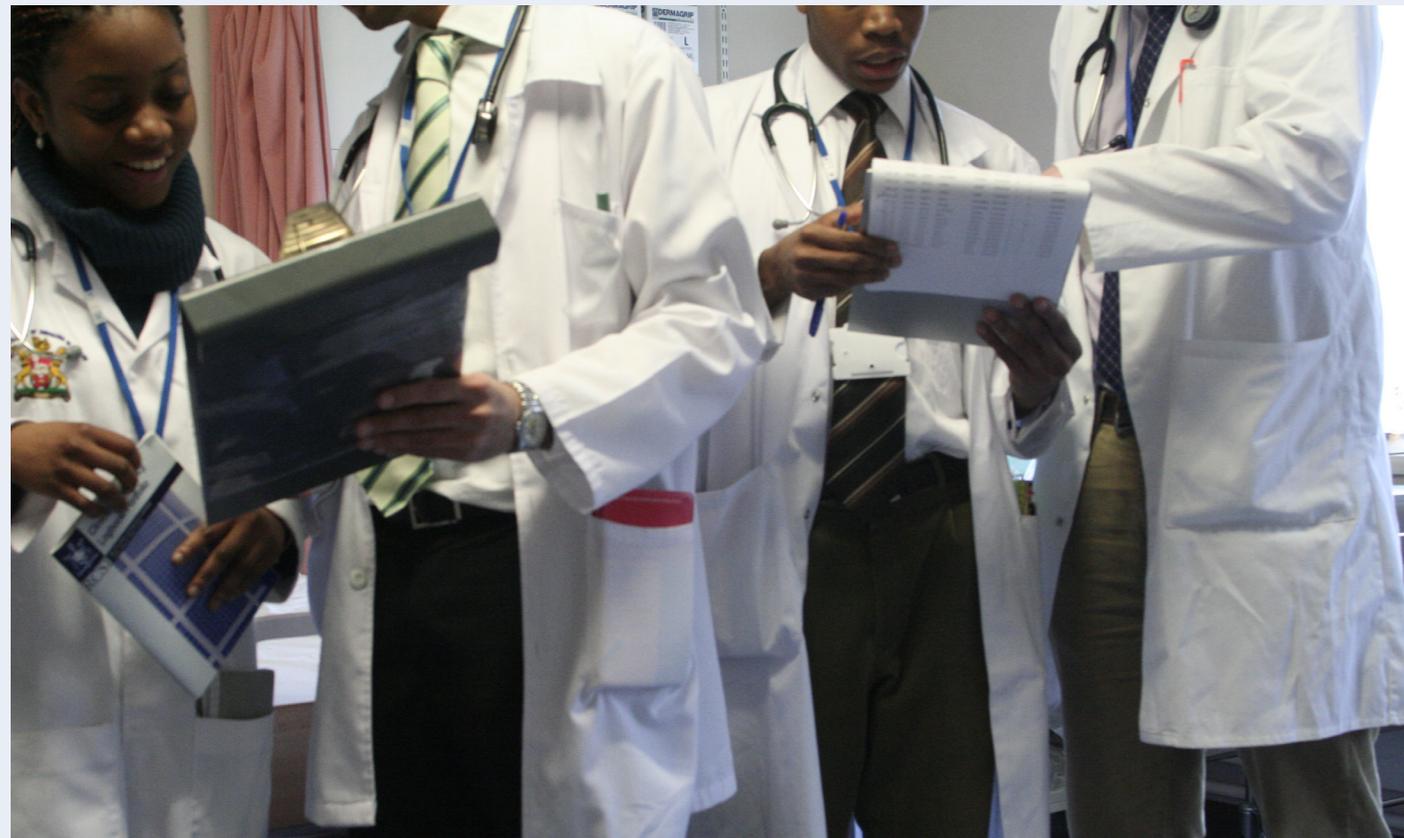
> Empower and support staff to achieve their full potential

Our goal is to achieve a sense of purpose, empowerment and engagement by providing our staff with career developmental opportunities, skill-development opportunities and transformational leadership opportunities.

STRATEGIC PRIORITY 03

Our Clinical and Corporate Governance

Robust clinical and corporate governance structures are essential for building trust among our patients, our staff, and the community and are necessary to deliver the ambitious objectives set out in this strategic plan.



We are committed to ensuring continued just accountability and transparency across our clinical and administrative functions, enhancing our risk management processes and, through regular audits, performance assessments, and feedback systems, fostering a learning environment that supports excellence.

To do this, we have identified and will undertake specific actions to:

> Harness new and existing corporate governance frameworks to ensure we achieve our strategic objectives

Our goal is to provide operational accountability for the execution of this strategic plan by embedding our strategic objectives within our Executive Management Group (EMG), departmental, and staff development plans.

> Strengthen our clinical governance and accountability to deliver high quality, safe and patient centred care

Our goal is to maintain the highest standards in patient care and safety by implementing structured quality measures, setting clear protocols, and maintaining just accountability.

> Formalise pathways of care with key performance indicators and clinical outcome monitoring

Our goal is to establish structured, evidence-based care pathways across all of our specialties, using KPIs and outcome monitoring to ensure consistent, high-quality treatment, track performance, and continuously enhance patient outcomes.

> Develop shared governance practices in the region to support integrated care and safe transitions of care

Our goal to ensure seamless, standardised, patient centred care transitions with our Integrated Health Area and beyond.



IMPACT

Within one year:

- > Our strategic priorities and objectives are embedded within EMG, departmental, and staff development plans.
- > Comprehensive review of our clinical, corporate, and management structures against Joint Commission International (JCI) Standards completed and implementation of any recommended changes underway.
- > Our role in the governance and operation of new elective hospitals and surgical hubs fully understood and documented.

Within three years:

- > We will have achieved JCI Accreditation
- > There is a consistent hospital wide approach to service audits and quality improvement.
- > There are formalised pathways of care for common disease types and for patient transfers between Beaumont Hospital and community care facilities.

Within five years:

- > Every part of the hospital is aligned through best in class management and governance structures that enable us to implement current and future National Health Policies

STRATEGIC PRIORITY 04

Our Physical, Diagnostic and Digital Infrastructure

Our physical, digital and diagnostic infrastructure is a cornerstone of our ability to meet growing healthcare demands.

While investment in upgrading existing facilities is essential, as a result of very limited capital investment in Beaumont hospital over the last decade, there is also an immediate need for significant investment in new inpatient, emergency care, ICU, cancer and neurosciences physical infrastructure.

We have commenced, and will continue, a significant digital transformation journey that will implement advanced digital systems. These systems will streamline hospital operations, improve communication across departments, and support data-driven clinical decisions. We are committed to speeding up assessment times, reducing waiting periods, and enhancing the accuracy of test results by investing in cutting-edge diagnostic equipment.



IMPACT

Within one year:

- > Tangible progress in advancing our capital development projects through the HSE Capital Development Process.
- > Enhanced diagnostic image processing and theatre utilisation through the use of AI.
- > Improved patient flow through ED supported by specialised care pathways and enhanced access to diagnostics

Within three years:

- > Beaumont Hospital has a leading role in regional and national digital initiatives like the Electronic Health Record (EHR), the HSE Virtual Wards programme and the HSE Shared Care Record.
- > Fit for purpose physical and digital spaces to support digital care pathways, in patient care, and staff training.
- > Our Cancer Quarter and Neurosciences Institute are progressing through the HSE Capital Development process.

Within five years:

- > A comprehensive, modern, and highly functional physical environment for patients and staff.
- > Secure, seamless, and interconnected patient health records accessible across Beaumont and its partners.
- > Improved access to advanced diagnostics.

To do this, we have identified and will undertake specific actions to:

> Secure investment for much-needed infrastructure

Our goal is to build a new 95-bed ward block, a fit-for-purpose emergency department, a new three-story endoscopy unit, and a four-floor critical care building, refurbish Rockfield House, St. Anne's, and Beaumont House and advance our plans for a state-of-the-art Cancer Care Quarter and Neuroscience Institute.

> Maximise utilisation of existing infrastructure

Our goal is to redesign and reengineer how we use our current facilities to increase capacity, reduce wait times and improve efficiency, patient flow, and quality of care.

> Transform our digital capability and use of digital technology in service delivery

Our goal is to embrace and embed advanced digital technologies, AI, and regional and national digital health initiatives like the Electronic Health Record (EHR), the HSE Virtual Wards programme and the HSE Shared Care Record to improve both the patient experience and operational efficiency.

> Increase advanced imaging and laboratory diagnostic capacity

Our goal is to secure investment in advanced imaging and laboratory, including genomics, facilities to support faster diagnoses and improved patient outcomes.

STRATEGIC PRIORITY 05

Our National, Regional and Local Service Profile

Beaumont plays a critical role not only as a leading healthcare provider within our immediate community and the HSE Dublin North and North East Region but also as a nationally recognised centre for complex specialties, including cancer, neurosciences, and kidney transplantation.

By focusing on our service profile, we aim to strengthen our position as a leading National Model 4 hospital, recognised for delivering advanced, patient-centred

care across multiple specialties, and for contributing to healthcare innovation at the national, regional, and local levels. We are committed to enhancing Beaumont’s nationally designated centres of excellence, particularly in cancer, neuroscience, and renal transplant care, building and reinforcing our profile as a trusted hospital, and solidifying our position as the top provider of complex surgery and advanced care within the HSE Dublin and North East Region.



IMPACT

Within one year:

- > New communications unit established to ensure general public, political representatives, media and other key stakeholders will be well informed about Beaumont Hospital.
- > Care complexity and patient demographic profiles of our clinical services have been right sized.
- > Active participant in roll out of the new Surgical Hubs and Elective Hospitals programme.

Within three years:

- > Beaumont RCSI Cancer Centre accredited as a Comprehensive Cancer Centre by the Organisation of European Cancer Institutes (OECI).
- > Expanded National Kidney Transplant Service to accommodate more patients, fuelled by increased awareness of living donor transplantation and legislative changes.
- > Completed feasibility assessments for the Beaumont RCSI Cancer Quarter and a Neurosciences Institute, and secured the necessary planning permissions.

Within five years:

- > Our five year ambition is that the hospital’s national, supra regional, regional and local services are widely publicly recognised for their quality, excellence and productivity. We are highly competitive in securing exchequer and non-exchequer funding to support improved patient access to advanced diagnostics, treatment and complex surgical care.

To do this, we have identified and will undertake specific actions to:

> Enhance our nationally designated cancer, neuroscience and renal transplant centres of excellence

Our goal is to develop Beaumont’s nationally designated centres of excellence in cancer, neuroscience, and renal transplant care by securing exchequer and non exchequer investment in modern infrastructure and equipment, advanced treatment and interdisciplinary expertise.

> Develop the profile and brand of Beaumont Hospital

Our goal is to elevate Beaumont Hospital’s public profile by highlighting our excellence, quality, and productivity through active engagement with stakeholders, including the public, political figures, and the media.

> Lead complex surgery and advanced care in the HSE Dublin and North East Region

Our goal is to be the premier hospital for complex surgery and advanced care in the HSE Dublin and North East Region, optimising our services to deliver Model 4 high-complexity care and support regional facilities.

> Drive integrated care and digital transformation

Our goal is to improve accessibility of care through our digital transformation initiatives and provide integrated care, streamline transitions of care and reduce treatment wait times through working closely with community healthcare providers and other hospital and treatment hubs.

STRATEGIC PRIORITY 06

Our Clinical, Educational and Research Partnerships

We are committed to expanding our capability, capacity, and reputation for excellent medical education and research, through strong partnership with the RCSI University of Medicine and Health Sciences, charities, industry and other universities, most notably Dublin City University in the area of nurse education and training.

Joint initiatives with our partners in community health will provide more integrated care and ensure continuity and consistency of care. Deepening our collaboration with RCSI will enable us to integrate the latest medical advancements into our practices, increase access to clinical trials, and contribute to medical breakthroughs.



To do this, we have identified and will undertake specific actions to:

> Expand our capability, capacity and impact through partnership with RCSI, charities, industry and other universities

Our goal is to enhance our role in delivering excellent care, education and research by building strong partnerships with universities, charities, and industry.

> Enable patient partnered research and service development

Our goal is to fully integrate patient-partnered research into care, increase patient access to clinical trials, foster innovation and empower our patients contribute to service development.

> Provide an excellent educational and teaching environment

Our goal is to become Ireland's leading site for healthcare education by expanding training programs with RCSI and other universities to prepare students for real-world patient care challenges through enriched, practical experiences of excellent acute and integrated care.

> Maximise use of elective, satellite and community facilities in our region

Our goal is to deliver patient care beyond our traditional hospital walls by leveraging elective, satellite, and community facilities, reducing hospital admissions, and formalising partnerships for seamless, high-quality care transitions across the Dublin North and North East Region.

> Proactively communicate with our partners and hospital stakeholders

Our goal is to build trust through clear, proactive communication with our stakeholders of our services, achievements, and innovations.



IMPACT

Within one year:

- > A new integrated Research Office established to facilitate a 50% reduction in clinical trial activation timelines.
- > Increased outreach and engagement with integrated care and community hubs, general practitioners, and nursing homes.
- > Enhanced pharmacy infrastructure.
- > Beaumont RCSI Translational Research Institute (TRI) launched to drive the discovery and advancement of new diagnostics, therapeutics, medical devices and healthcare delivery solutions through a multi-disciplinary, highly collaborative, "bench-to-bedside" approach.

Within three years:

- > Expanded educational links with RCSI and other universities for undergraduate and postgraduate medical training and education in pharmacy, physiotherapy, nursing, digital health, simulation and healthcare management.
- > Supported the development of Phase II St Luke's Radiation Oncology Network Beaumont (SLRON) and aligned our goals in clinical care, education, and research.

Within five years:

- > Beaumont will be the site of choice for healthcare students and trainees nationwide.
- > Significant research impact with at least 20% of our research publications achieving an impact factor of >5.
- > Significantly increased number of clinical trial participation opportunities for patients.

STRATEGIC PRIORITY 07

Our Performance, Productivity and Sustainability

Though our focus on productivity, performance, and sustainability, we aim to maximise the value of our resources, reduce environmental impact, and ultimately provide more sustainable, effective healthcare.

Our commitment to sustainable practices recognises our responsibility as a healthcare provider to contribute positively to the health and wellbeing of future generations while our continued focus on operational efficiency will allow us to deliver better, faster care by making the most of available resources.



IMPACT

Within one year:

- > New Hospital wide productivity and sustainability taskforces established.
- > Complexity of our services is accurately captured in our activity-based funding profile.

Within three years:

- > Lean, value based, healthcare approaches will be embedded across all departments.
- > Increased theatre utilisation by extending weekday and weekend operating hours.
- > Operational performance reports will be available in real time, with digital visualisation capabilities that provide instant access to critical performance metrics.

Within five years:

- > Substantial productivity gains reflected in key metrics such as reduced lengths of stay, fewer emergency admissions, improved patient flow, and enhanced patient outcomes.
- > Significant reductions in our carbon footprint, water utilisation, and waste production

To do this, we have identified and will undertake specific actions to:

> Foster creativity and innovation to improve efficiency and productivity

Our goal is to embrace creativity, innovation and new technology to streamline workflows, remove bottlenecks, and enhance patient experiences.

> Achieve our activity-based funding potential

Our goal is to accurately capture service complexity in order to secure the funding required to improve service efficiency and patient care.

> Maximise the use of digital business intelligence to inform and support decision-making

Our goal is to enhance hospital performance and patient outcomes through data-driven decision-making, utilising advanced digital tools to provide real-time insights, enabling clinicians and administrators to identify trends, optimise resources, and make informed, impactful decisions.

> Optimise resource utilisation to enhance productivity and value

Our goal is to boost productivity and patient outcomes by optimising resource use including staff, facilities and equipment to provide quality care efficiently.

> Minimise our environmental impact through sustainable practices

Our goal is to integrate sustainable practices into hospital operations, reducing carbon emissions, water use, and waste to lower the environmental footprint.

Strategy Implementation and Measuring Success

We are deeply committed to tracking our progress and ensuring the successful implementation of our strategic objectives. The strategy will be led by the CEO, demonstrating its importance to the organisation's vision and future. To ensure its success, a dedicated Strategy Project Manager will be appointed to oversee implementation, coordinate efforts, and maintain focus on achieving our goals.



Tracking progress will be embedded into every level of our organisation. Our seven strategic priorities and associated objectives will be integrated into the workflows of the Executive Management Group (EMG), departmental plans, and individual development objectives. This alignment will ensure that everyone is actively engaged and accountable for delivering on our shared vision.

To support this, we will utilise a SharePoint Action Tracker to monitor the implementation of each action. Every action will be assigned a clear title, EMG lead, co-lead, milestone owners, target completion dates, and a progress status. The tracker will also document key achievements, challenges, and any required changes, creating a transparent and dynamic tool for progress management. Leads will update the tracker quarterly, providing regular insights into progress and identifying any obstacles.

To maintain momentum and ensure accountability, a Quarterly Strategy Implementation Progress Report will be presented to the Board. Recognising the importance of celebrating achievements, we will highlight "early wins" to demonstrate tangible progress and inspire continued efforts.

Additionally, the Board will conduct an Annual Deep Dive into each of the seven strategic priority areas. These comprehensive reviews will identify major accomplishments, evaluate progress against our objectives, and refine next steps. Following these reviews, we will disseminate key achievements and upcoming goals across the organisation, ensuring transparency and shared ownership of our strategy.





Beaumont Hospital
Ospidéal Beaumont