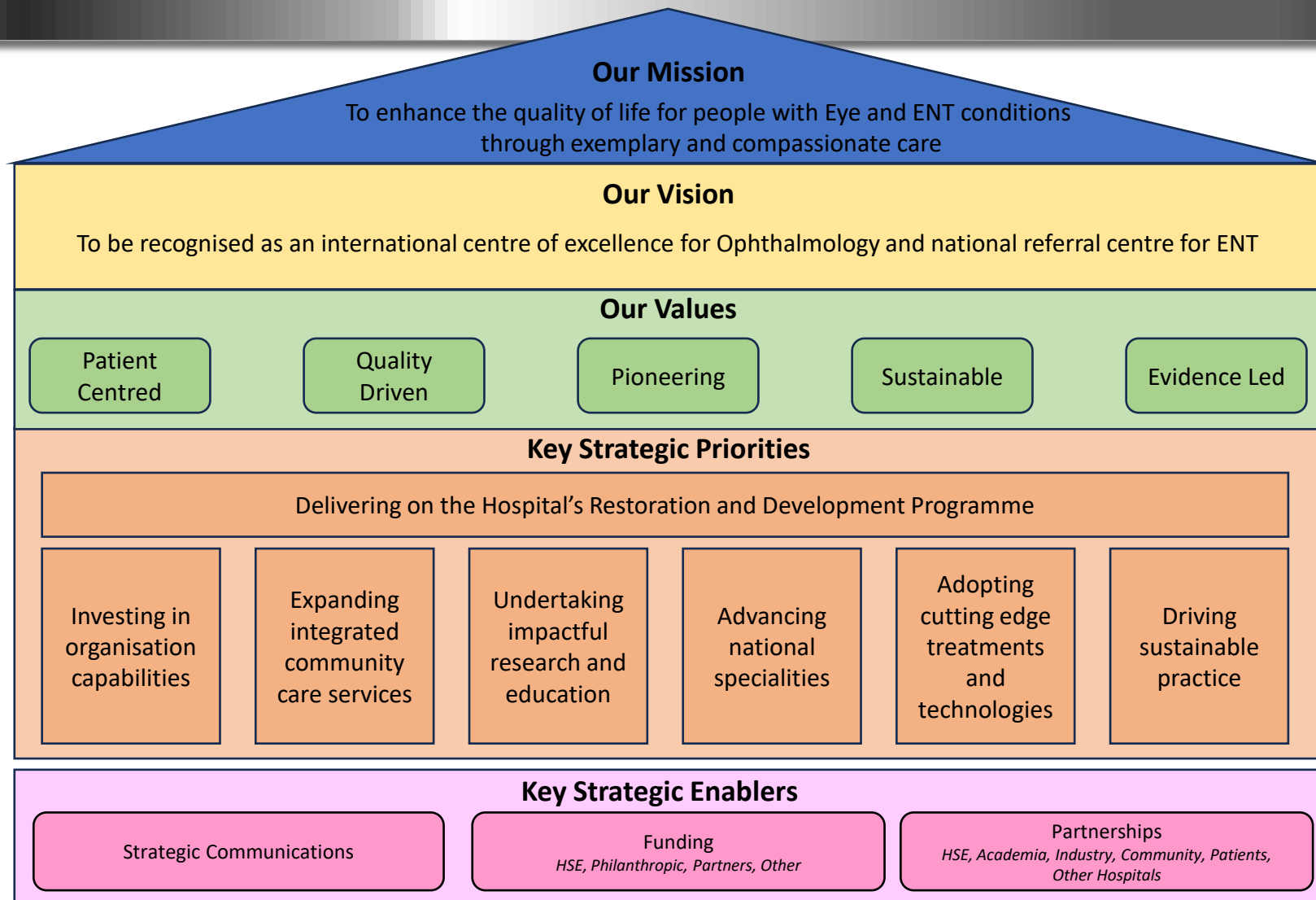




Hospital Strategy 2026-2030
Final version for Council sign-off
October 2025

Strategic Framework



Key Strategic Projects and Initiatives 2026-2030

- ❑ The hospital's restoration and development programme
- ❑ An organisation design and capability development programme
- ❑ Development and implementation of a data and digital strategy
- ❑ Establishing the RVEEH Seamark service
- ❑ Establishment of a RVEEH Clinical Research Unit and development and implementation of a research strategy
- ❑ Establishing an international eye conference (led by RVEEH)
- ❑ Establishing a clinical working group to drive innovation and development of national services
- ❑ Development and implementation of a RVEEH sustainable healthcare programme
- ❑ Ensuring the hospital continues to be a place of choice for all patients and consultants

Core Strategic Projects

FOR INTERNAL PURPOSES ONLY

Core Strategic Projects	High Level Description/Scope	Key Dependency	Strategic Lead(s)	Project Team
1. The hospital restoration and development programme	To plan, build and commission the proposed hospital development. This will include planning for the operationalisation of the additional capacity (equipment/staffing)	• Planning approval • HSE funding for build • HSE funding for staffing /operationalisation	Tommy/Leo (development) Tommy/Caroline (operationalise)	Current Project Team
2. An organisation design and capability development programme	To conduct a review of the hospitals organisation structure, it key roles and committees and identify any gaps in key skills/capabilities/roles (clinical and non-clinical) required now and into the future and redesign/re-structure as required. This will include the recruitment of key roles to address key skill/capability gaps and the training and development of staff as required. It will also include succession planning and staff retention and wellbeing initiatives. Note: There is a close link with this project and other strategic projects specifically in regard to new resources/skills requirements	• HSE funding for key new roles and staff development	Cathriona/HR	TBD
3. Development and implementation of a data and digital strategy	To design a hospital-wide Data and Digital Strategy to enhance further the digital and data capability of the hospital, aligning with HSE digital and data plans and best practice in digital healthcare. This will include identifying key data requirements to support decision making, quality improvement, research, and activity/ performance reporting. It will also consider overall data and digital governance frameworks to ensure secure, efficient, and integrated use of information and digital/data resourcing.	• Data/Digital expertise within the hospital to lead out on this project • Involvement of HSE digital/IT resource in project	TBD	TBD

Core Strategic Projects cont.

FOR INTERNAL PURPOSES ONLY

Core Strategic Projects	High Level Description/Scope	Key Dependency	Strategic Lead(s)	Project Team
4. Establishing the RVEEH Seamark service	To agree what services will be offered in Seamark and to plan for the operationalisation of Seamark (staff, equipment, IT etc.) This will include the transition of services across as appropriate and the necessary HR, change management and communication activities required.	• Commissioning and handover of Seamark by HSE • Funding of additional staff	Caroline	Donal Hutchinson ++
5. Establishment of a RVEEH Clinical Research Unit and development and implementation of a research strategy	To establish a clinical research unit within the hospital with dedicated resources (initially 0.5 Research Manager and 0.5 Clinical Research Nurse). To define and implement a research strategy for the hospital that embeds research as a core function, strengthens its reputation, attracts funding and talent, and delivers measurable benefits for patients, staff, and the wider health system. This strategy will include identifying future infrastructure and resource requirements (e.g. data scientist), establishing academic partnerships, and implementing governance (including external review/advisory) and funding models. It is recommended that: • the hospital considers renaming the current Research Foundation to 'The RVEEH Foundation' and considers the future of the Acuity Foundation and whether there should be just one Foundation. • Seamark (and the opportunity to re-configure services that it offers) should be leveraged if possible to free up space for clinical research infrastructure on the hospital site.	• Establishment of a Research Committee to drive this Project • Funding for initial dedicated resourcing • Ongoing Philanthropic/ Industry Funding	Conor/ Emma D	The Research Committee

Key Strategic Initiatives

FOR INTERNAL PURPOSES ONLY

Strategic Initiatives	High Level Description/Scope	Strategic Lead(s)	Working Team
A. Establishing an international eye conference (led by RVEEH)	Establish a multi-disciplinary working group to scope/plan this event Note: organisation of this event will be executed by an external agent e.g. Investnet	Conor/ Cathriona	TBD
B. Establishing a clinical working group to drive innovation and development of national services	Establish a multi-disciplinary working group (ENT and EYE) chaired by the Clinical Director to meet quarterly to give this strategic focus	Billy	TBD
C. Development and implementation of a RVEEH sustainable healthcare programme	Establish a strategic sustainable working group to focus on sustainable healthcare (with a broader scope than the remit of the current green committee) to include looking at the development of more sustainable clinical processes/practices/treatments and consider the establishment of outreach/preventative/public health initiatives.	Caroline	TBD
D. Ensuring the hospital continues to be a place of choice for all patients and consultants	Explore options/solutions to ensure into the future the hospital continues to be a place of choice for ENT and Ophthalmic care for all patients and continues to attract leading clinicians and partners.	Tommy/Billy	TBD

3 Key Strategic Enablers

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Key Enablers	High Level Description/Scope	Strategic Lead(s)	Working Group
Strategic Communications	- Define key messages about RVEEH - Collation of data on activity, unique services and national reach - Update of website - Development of a strategy document - PR campaign - Branding	TBD	TBD
Funding	- Explore the establishment of the RVEEH Foundation (remit of both current Research Foundation and Acuity Foundation?) - Continuing engagement with HSE re. funding (ongoing funding and funding for strategic projects/initiatives)	Tommy	Finance Committee?
Partnerships	- Agreements with other hospitals re patient pathways joint appointments, MDTs etc. e.g. SLA with St James re. cancer pathway, St Vincents re ophthalmology pathways - Further strengthening of community, academic and Industry partnerships (ongoing) - Establishment of a Patient Forum	Tommy/Billy	Hospital Executive

Proposed Strategy Roadmap

FOR INTERNAL PURPOSES ONLY

		2026	2027	2028	2029	2030
Core Strategic Projects	The hospital restoration and development project					
	An organisation design and capability development programme	Phase 1 Review				
	Development and implementation of a data and digital strategy		Phase 1 Strategy			
	Establishing the RVEEH Seamark service		Target date Q1 2027			
	Establishment of a RVEEH Clinical Research Unit and development and implementation of a research strategy	Phase 1 Initial Resourcing & Strategy	Phased development as per agreed strategy			
Key Strategic Initiatives	Establishing an international eye conference (led by RVEEH)					
	Establishing a clinical working group to drive innovation and development of national services					
	Development and implementation of a RVEEH sustainable healthcare programme					
	Maintaining the hospital’s independence and continuing to provide universal access to all patients					
Key Strategic Enablers	Strategic Communications					
	Funding	Phase 1 Explore Foundation	Phase 2 HSE Funding for Key Roles			
	Partnerships	Phase 1 SLAs with other hospitals	Phase 2 Patient Forum			

Delivering on our Vision and Strategic Priorities - Measures of Success

FOR INTERNAL PURPOSES ONLY

<i>Our Vision</i>	<i>By the end of 2030 we will be known for and to be able to demonstrate that we are</i>
To be recognised as an international centre of excellence for Ophthalmology and national referral centre for ENT	A modernised and expanding hospital dedicated to delivering the highest standards of clinical care, pioneering research, and advanced education. A point of reference for innovation, patient safety, and multidisciplinary collaboration, combining cutting-edge technology with compassionate, patient-centred care. A key point of referral for specialist services within the healthcare system
<i>Our Strategic Priorities</i>	<i>By the end of 2030 we will have</i>
Delivering on the Hospital's Restoration and Development Programme	• Adelaide road build in progress, on budget and on schedule to be completed on time. • Plans in place and funding agreed for the operationalisation of the additional capacity (staffing/equipment)
Investing in organisation capabilities	• An organisation structure that has addressed key capability/skill gaps, is future ready and can support the delivery of the hospital strategy • A highly skilled clinical workforce that is aligned to best practice staffing and models of care • Timely access to accurate, relevant, robust data • Captured and demonstrated high quality patient outcomes across our services • Additional digitisation of operations and patient pathways
Expanding integrated community care services	• Established RVEEH Seamark - a key RVEEH presence/service within the community
Undertaking impactful research and education	• An established research structure for the hospital (resources/funding model/infrastructure) • An agreed research strategy for the hospital • Additional clinical research and clinical trials conducted • Held an international eye conference • Published outcomes
Advancing national specialities	• Additional national specialities/centres of excellence e.g. a national complex ear centre • Growth in national referrals and geographical reach
Adopting cutting edge treatments and technologies	• Additional novel therapies and treatments adopted e.g. bilateral cataracts
Driving sustainable practice	• Achieved our carbon reduction targets • More streamlined sustainable care pathways • Additional patient education and outreach activity

Proposed Strategy Governance

FOR INTERNAL PURPOSES ONLY

- ❖ Each project/initiative is assigned a project lead and as appropriate a Council sponsor
- ❖ Each strategic project/initiative has a project team/working group
- ❖ Establishment of a Strategy Implementation Oversight Committee (CEO, Clinical Director, ENT Consultant, COO, DON, Board representative)
- ❖ Quarterly progress updates to Board by CEO and Strategy Implementation Oversight Committee
- ❖ Annual review of strategy and progress