

STATEMENT OF THE ROYAL HOSPITAL DONNYBROOK'S STRATEGY 2021-25 – Feb 2022 Update

The purpose of The Royal Hospital Donnybrook (Charter Order Amendment) Order, 1990, is to provide for the care (including the provision of medical, nursing and other necessary services) of persons who are declared by qualified medical authority to need the care and medical attention which the hospital can provide.

RHD Mission Statement

Become the regional centre of excellence for consultant-led rehabilitation of adults and older people who can safely be cared for outside of an Acute Hospital. Create an exemplar 'Integrated Care Campus' based on Sláintecare principles, incorporating rehabilitation, residential and respite care, primary care services and supported housing, through creative partnership with other key healthcare providers, leading Dublin academic institutions and RHD Housing.

Strategy Pillar A	Strategy Pillar B	Strategy Pillar C	Strategy Pillar D
Rehabilitation	Integrated Primary Care	HIQA Registered Residential Care	Supported Housing
Influenced by Covid-19 learning, seek the optimisation and expansion of rehab Services to meet projected demographic growth, epidemiological indicators, align with national care pathways	Facilitate the development of a purpose-built primary care centre, to meet the physical, mental and social care needs of local community dwelling patients/ service users.	Maximise bed numbers through upgrade of current wards with capital assistance of HSE. Progress from hospital orientated care to a person-centred residential model.	Build on the long-standing relationship with RHD Housing to create alternatives to nursing home admission through innovative supported housing models
Improve patient flow and management of existing rehabilitation services by maximising efficiency of referral and admission processes, minimising in-patient length of stay, & by providing early supported discharge in coordination with community services	Establish integrated patient pathways from the primary care providers into and out of the hospital and surrounding healthcare partner services	Seek funding sufficient to underpin the RHD model of holistic care, meeting the medical, health and social care needs of residents, maximising independence and minimising re-admissions to acute hospital.	Leverage the 24/7 operation of the hospital to provide additional supports to local community-dwelling service users who need evening, weekend or night-time support beyond the current capacity of home-care services
Enhance Rehabilitation Services through optimum use of technology and development of innovative services that cross traditional service boundaries. Enhance production of data on outcomes and performance	Establish a unique inter-party quality forum, guided by effective terms of reference, that focuses on fully integrated and coordinated quality care for all patients, underpinned by academic research	Seek HSE capital support by 2023 for the direct build of a new 90 bed unit, to expand current services, utilising the resources of RHD and the Friends. If unsuccessful, lease site for privately operated PCC	Utilise technology to extend hospital care to RHD Housing and into the wider community, through remote support, activity and health status monitoring, combined with in-person support when required.

5 Strategy Enablers

- 1: Centre of Excellence: develop services and performance in line with highest standards to enable continuous improvement of quality of care to patients.
2. Continuously engage and empower staff to reinforce the culture and purpose of RHD.
3. Reputational Awareness: enhance the awareness and distinctiveness of RHD.
4. Maintain Excellence in Governance, Quality & Management.
5. Enhance Information Systems & Financial Capability.