

## MISSION / VISION / VALUES / GOALS

Our new 2020 Plan integrates with the Bon Secours Health System's existing mission, vision and values, providing an added strategic focus into the future.

### MISSION

Care for the sick, the dying and their families within a Catholic ethos; we recognise the dignity and uniqueness of each person, seeking to provide quality, holistic care.

### VISION

Within a Catholic Ethos:

- Be a leader in Healthcare in Ireland
- Empower staff to reach their full potential
- Reach out compassionately to the community
- Be innovative and responsive to new developments in Healthcare

While maintaining our patient friendly environment in all our hospitals

### VALUES



RESPECT



JUSTICE



INTEGRITY



STEWARDSHIP



INNOVATION



COMPASSION



QUALITY

### 2020 STRATEGIC VISION

“By 2020 we will, through our outstanding people, build an integrated Healthcare System, and be a recognised leader of innovative, exceptional care”

### STRATEGIC GOALS



ENHANCED  
QUALITY &  
EXCEPTIONAL  
CARE



GREATER  
EFFICIENCIES,  
INTEGRATION  
& NEW  
CAPABILITIES



FURTHER  
GROWTH



TO BE A  
HEALTHCARE  
PROVIDER &  
EMPLOYER OF  
CHOICE



MORE  
INVESTMENT,  
INNOVATION &  
RESEARCH



STRONGER  
RELATIONSHIPS &  
PARTNERSHIPS



BON SECOURS HEALTH SYSTEM

ADVANCED MEDICINE EXCEPTIONAL CARE

ADVANCED MEDICINE EXCEPTIONAL CARE



## THE 2020 PLAN SUMMARY



BON SECOURS HEALTH SYSTEM

[www.bonsecours.ie](http://www.bonsecours.ie)

## INTRODUCTION

We are very proud of our Mission in Bon Secours and over 100 years of service in Ireland, providing “Good Help to those in Need”. Bon Secours Health System is the largest private healthcare provider in Ireland and with that comes a responsibility to ensure we continue to provide Advanced Medicine and Exceptional Care to those we serve.

Building on our mission, vision and values, which have stood the test of time, the 2020 Plan sets out our 6 strategic goals and 20 strategic initiatives from now until 2020 to ensure we stay true to our Mission, continue to focus on our Patients, and continue to grow and develop our services into the future.

The 2020 Plan has been developed following considerable engagement, an honest and critical look at our current strengths and weaknesses and an evaluation of our threats and opportunities. I would like to thank all of those who had a hand in shaping it.

The 2020 Plan provides a framework for the next five years that I hope resonates with all staff and stakeholders and sets milestones to ensure we maintain momentum and delivery.

By 2020 we will see many improvements whilst remaining true to our founding mission. Such improvements include:

- An enhanced Clinical Governance and Quality System throughout Bon Secours Health System and a continuous learning culture embedded across Bon Secours Health System

- More integrated operations across Bon Secours Health System
- A service model for each hospital that supports growth, is innovative and aligned to the changing needs of our communities
- A more engaged, motivated and valued workforce, sharing knowledge and working together to achieve even more
- More engagement with our patients and GPs to ensure our services continue to meet their requirements and are always centred around Exceptional Care
- New and improved facilities, infrastructure and IT systems across Bon Secours Health System – with over €150m investment
- More engagement with insurers, the public health system, academia and industry to ensure we work together to deliver Advanced Medicine to our patients

We will provide regular updates on implementing the 2020 Plan and will provide every opportunity for participation. I hope all our staff share this 2020 plan, become part of it, help shape it further and take the opportunity to become actively involved in its delivery.

I hope this plan serves as a call to action and that staff across all of our hospitals feel engaged and excited about the future, and our plans to continually improve services for our patients.

**Bill Maher**  
Group CEO

# 1 VISION

“By 2020 we will, through our outstanding people, build an integrated Healthcare System, and be a recognised leader of innovative, exceptional care”



## €150M INVESTMENT PLAN

To support our 2020 Plan we will invest over €150m between now and 2020 across our existing hospitals and in future acquisitions.



# 6 GOALS

We will achieve this Strategic Vision by delivering on **6 Strategic Goals**

- 1 Enhanced Quality and Exceptional Care**  
To ensure that everything we do continues to be centered around quality; quality in patient care, quality in our systems and processes and quality in the service we provide to all our patients.
- 2 Greater Efficiencies, Integration and New Capabilities**  
To deliver greater efficiency and better integration in how we operate and work together across Bon Secours Health System and in our service delivery; and to invest in new capabilities to support the delivery of our Strategic Goals.
- 3 Further Growth**  
To grow our services and the markets we serve in order to continue to support the healthcare needs of our communities, to grow our revenue and profitability in order to support further investment in the Bon Secours Health System.
- 4 To be a Healthcare Provider and Employer of Choice**  
To be a healthcare provider of choice for patients, GPs, residents and families and insurers and an employer of choice for staff, consultants and students.
- 5 More Investment, Innovation and Research**  
To invest in our facilities, infrastructure and IT to maintain quality and to support growth; and in research and innovative practices to enhance our service delivery and quality systems and to inform and influence healthcare delivery.
- 6 Stronger Relationships and Partnerships**  
To build even stronger relationships and partnerships with public hospitals, GPs, industry and academia to support our quality and growth agenda and the development of innovative practices and research.

# 20 INITIATIVES

The Strategic Goals will be driven by **20 Strategic Initiatives**

- 1** A review of our services and our service model
- 2** Greater use of performance measures across Bon Secours Health System
- 3** Stronger GP collaboration and engagement
- 4** Stronger engagement and collaboration with insurers
- 5** A process improvement programme and function across Bon Secours Health System
- 6** Enhanced clinician engagement & a clinician resourcing strategy
- 7** An enhanced clinical governance structure across Bon Secours Health System
- 8** Greater efficiencies and integration of our support processes and operations
- 9** An enhanced quality system across Bon Secours Health System
- 10** Development and implementation of a nursing recruitment, retention and development strategy
- 11** Development and implementation of a Patient Engagement Strategy
- 12** Establishment of a Bon Secours Health System research & innovation function

## 8 ENABLING STRATEGIES

- 13** Establishment of business and mission opportunity assessment capability within Bon Secours Health System
- 14** Development and implementation of a HR and people development strategy
- 15** Development and implementation of a group procurement strategy & plan
- 16** Development and implementation of a group marketing and communication strategy & plan
- 17** Investment in IT and development and implementation of a group IT strategy & plan
- 18** Investment in enhanced facilities and infrastructure
- 19** Enhanced community engagement and support and development of corporate social responsibility
- 20** Enhanced relationships with the public health system, academia and industry

## 12 CORE STRATEGIES

