

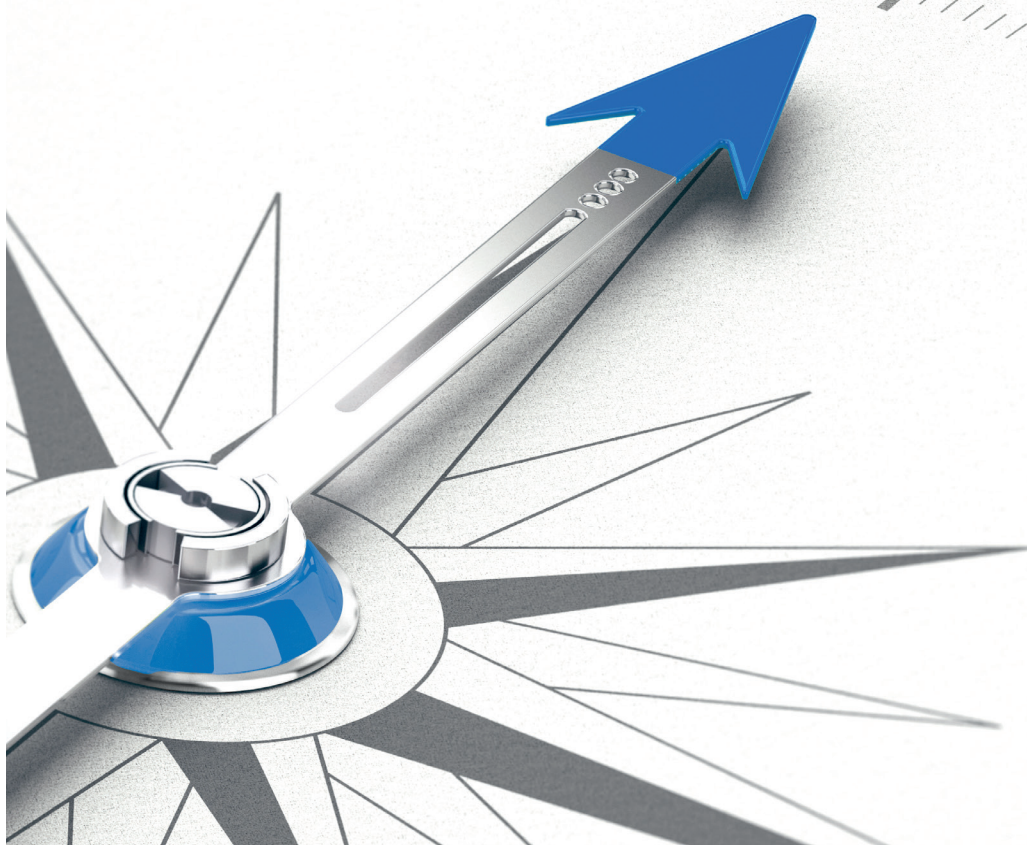


BON SECOURS HEALTH SYSTEM®

ADVANCED MEDICINE EXCEPTIONAL CARE



THE **2020** PLAN





ADVANCED MEDICINE
EXCEPTIONAL CARE



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MESSAGE FROM THE CHAIR

On behalf of the Board I welcome you to our 2020 Strategic Plan and invite you to join us in its successful implementation to ensure that Bon Secours stays true to its Mission and Values and continues to deliver Advanced Medicine and Exceptional Care.

The Board works closely with the Bon Secours Health System Chief Executive and Senior Management to meet the needs of our patients and ensure we continue to provide Good Help to those in Need.

The Board, through its Committee structure has been actively involved in shaping this 2020 Plan and fully endorse its aims and direction of travel.

We are very proud of all our colleagues working in Bon Secours and I hope that the 2020 Plan will be owned by all of us, so that together we will meet the needs and expectations of our patients and their families.

Peter Lacy
Chairman



From left to right: Geoff Meagher, Professor Patrick Broe, Sister Mary Leamy, Peter Lacy (Chair), Mary Donovan, John Coyle, Patrick Caffrey



FOREWORD FROM THE CEO

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

THE HISTORY OF BON SECOURS

In 1824, Bon Secours was founded by Josephine Potel and her eleven companions as a religious congregation in post revolution Paris.

Their Mission: to care for the sick, the dying and their families in their own homes, within a Catholic ethos. This new form of healthcare was radical – it was a new model of ministry for religious women. Bringing the healing love of Christ to the sick was the core mission of these founding Sisters.

Having grown rapidly in France, Bon Secours spread to Ireland in 1861, their first international presence, reflecting the close historical links between Ireland and France at that time. From the first footfall of those five Bon Secours Sisters, who arrived in Dublin in 1861, the congregation has been providing “Good Help” to the people of Ireland. Further foundations in Cork, Tralee and Galway sowed the seeds for our Health System as it is today. A reputation for compassionate, quality care for the sick ensured the success and growth of Bon Secours.

In 1915 the Sisters responded to the needs of the times by opening their first hospital, Bon Secours Cork. This was a very significant move for the Sisters in that it began the move from homecare to hospital Care.

In February 1993, the Sisters of Bon Secours, again responding to the needs of the time, established our Health System. The purpose of this Health System was to promote and extend the work started by those 12 young women in France in 1824.

Today, Bon Secours Health System is the largest independent healthcare provider in Ireland comprising a network of modern JCI accredited hospitals with world-class medical treatment

facilities. Locations include; Cork, Dublin, Galway, Tralee, together with a Care Village in Cork and a Consultation Centre in Limerick.

As a leader in healthcare, the mission of Bon Secours Health System is to provide compassionate, quality health care to our patients and their families within a Catholic ethos.

The story of Bon Secours is a story of faith, courage, determination, vision, and of a willingness to adapt to the needs of the times.

Our staff today are the continuation of this story – custodians of this legacy of care, bringing “Good Help” to the patients who come through the doors of our facilities by delivering “Advanced Medicine and Exceptional Care”.



BON SECOURS HEALTH SYSTEM

The Bon Secours Health System logo was developed from a flower known as the fleur-de-lis and reflects the beginning of the Sisters' Ministry in France in 1824.

It also portrays the cross reaching out to others. It reminds us that we are part of a rich tradition of ministry for the sick.



OVERVIEW OF BON SECOURS HEALTH SYSTEM TODAY

As Ireland's largest independent hospital group, Bon Secours Health System is renowned for the quality of its service provision coupled with a rich tradition in healthcare.

Bon Secours Health System is a not-for-profit organisation with its mission centered on providing compassionate, world-class medical treatment to all those it serves.

With over 2,800 staff, 876 beds, 350 leading consultants, Bon Secours treats in excess of 250,000 patients per year.

Bon Secours Health System is internationally accredited by the Joint Commission International Accreditation Standards for Hospitals (JCI), the leading organisation in the international accreditation of hospitals for quality of and patient safety.

BON SECOURS CORK



Bon Secours Hospital Cork is not only Ireland's largest private hospital but one of the largest private hospitals in Europe. Established in 1915, the Hospital has over 300 beds, employs over 1000 staff and admits approximately 36,000 patients per annum. It is an acute general hospital providing an extensive range of medical and surgical specialties for both adults and children including; oncology, cardiology, orthopaedics, gastroenterology and general surgery.

The Hospital caters for urgent admissions from GPs in both medicine and surgery and has recently commissioned a new Acute Medical Assessment Unit. The Hospital has a fully equipped Intensive Care Unit, Coronary Care Unit, a High Dependency Unit and 7 modern theatres.

Bon Secours Hospital Cork possesses state-of-the-art diagnostic facilities that provides rapid access to tests and results for patients and GPs throughout the Munster region. We are soon to develop radiotherapy services to complete our full range of cancer services. All services are consultant delivered, supported by NCHDs, specialist nursing staff and a broad range of health and social care professionals.

Bon Secours Hospital Cork is a teaching hospital of UCC thereby making a significant contribution to undergraduate teaching in medicine and nursing. The Hospital is proud to hold many quality accreditations including JCI, INAB and ESMO (the European Society for Medical Oncology accreditation).

BON SECOURS DUBLIN



The Bon Secours Hospital Dublin (located in Glasnevin) is JCI accredited and provides acute medical and surgical services.

The hospital with its 178 beds and 4 modern theatres, has a thriving day case unit, interventional cardiology suite, oncology unit (including breast CA), orthopaedics, along with a coronary care and medical assessment unit.

It provides 3 state-of-the-art endoscopy suites, and is Ireland's first and only private hospital to achieve JAG accreditation. It has strong links with Beaumont Hospital, the RCSI Hospital Group and its academic partner, the RCSI.

BON SECOURS GALWAY



Bon Secours Hospital Galway is a modern state-of-the-art, acute care hospital with a well earned reputation for high quality patient care.

Main facilities include; 100 inpatient beds, 22 day care beds, 4 modern theatres, 2 endoscopy rooms and a well equipped radiology department.

It specialises in orthopaedics, urology, general medicine and gastroenterology, providing services in all medical and surgical specialties. It has an Acute Dependence Unit, a Medical Assessment Unit and a new Cardiac Catheterisation Laboratory which will open in early 2017.

BON SECOURS TRALEE



Bon Secours Hospital Tralee is an acute care facility of 150 beds, providing a comprehensive range of modern diagnostic, therapeutic and support services to a catchment area of 170,000 people in the Kerry region. The hospital is accredited by JCI, reflecting state-of-the-art healthcare practices and delivery trends. In addition, it is an affiliated training site for student nurse and medical students.

An updated Diagnostic Imaging Suite and new theatres opened in autumn 2016. Work then commences on a new suite of private consultancy rooms which are due to open in 2017.



BON SECOURS CARE VILLAGE



Bon Secours Care Village comprises St. Joseph's Hospital which has 67 beds and facilitates caring for the older person, for short term, long term, respite, convalescent and palliative care.

Bon Secours Care Village also includes Cedar Lodge, which comprises independent living apartments and facilitates clients that value their independence with support, company and security.

Bon Secours Care Village is located just two miles from the city centre in a tranquil and peaceful setting, surrounded by mature gardens and walkways. Bon Secours Care Village is fully compliant with all HIQA standards and prides itself on its exceptional care.

OUR STAFF



Our mission is to care for the sick and their families. Our staff translate this care into action every day, as they put our values into action in their various roles.

Whether staff interact directly with patients or not, they all play an essential role in the care pathway of the patient.

Our staff are our greatest asset and we are very proud of the exceptional care they provide to our patients. Core to our strategy is further investment in our staff, to ensure we develop and retain our people and continue to attract leaders in their field to work across Bon Secours Health System.

OUR PATIENTS



We serve more than 250,000 patients each year across all our hospitals and our care village.

We are committed to our patients and continually strive to improve the services and care we provide to them. A central aspect of our 2020 Plan is to increase our engagement with our patients, to ensure continued exceptional care but also to ensure their input and involvement in their own healthcare.

OUR COMMUNITY



Bon Secours Health System invests annually, through its Community Initiative Programme, in worthwhile projects that add value to the lives of the most vulnerable in society, and that bring about a social good.

While our "Care" within our hospitals is summed up by "Advanced Medicine Exceptional Care", our care goes beyond the walls of our facilities through our Community Initiative Programme. The projects we support are a key way in which we translate our mission and values into action for our wider local communities. Annually, we support numerous charities and projects – contributing €513,000 in 2015 and €419,000 in 2014.





SOME RECENT PROJECTS HAVE INCLUDED:

- Fitzgerald Park Inclusive Playground Project.
- SHINE – Social skills application for autistic children
- Irish Guide Dogs, funding training of 6 guide dogs
- St. Vincent De Paul Homeless Men's Hostel shower block extension.

CORK

- Irish Hospice Foundation
- Pieta House Cycle Against Suicide
- St Francis Hospice, Raheny
- Child Vision Project: Funding of library project

DUBLIN

- COPE Foundation Galway
- Galway Hospice Foundation
- St. Vincent De Paul
- Galway SIMON

GALWAY

- Social & Health Education Programme
- Men's Shed Project
- Ard Charum Day Care Centre, North Kerry
- Kerry Link Bus

KERRY



BACKGROUND & CONTEXT TO THE 2020 PLAN

In 2015, we celebrated the centenary of Bon Secours Hospital Cork, acknowledging the contribution of the Sisters of Bon Secours to healthcare over the past 100 years. Throughout that time the organisation faced many challenges including booms, busts, recessions, depressions, world wars and civil war. Careful planning and innovative strategic development, together with staying true to the guiding mission of 'Good help to those in need' were the foundation stones of sustaining and growing the organisation whatever the challenge.

As we now plan the next 100 years in terms of sustainability and growth, we do so in the context of current and predicted challenges and opportunities which we must factor into our strategic thinking.

Some context issues for our 2020 Plan include:

- After several years of recession and austerity Ireland is in the early stages of economic recovery. This represents opportunity for growth and increased collaboration.
- The health insurance market is extremely dynamic in terms of providers and products. This is evidenced by recent changes in ownership of the medical insurance providers and to the fact that there are now in excess of 400 products in the marketplace.
- Changing demographics and in particular an aging population represents both a threat in terms of the ever increasing costs of healthcare but also opportunities in terms of demand for healthcare.

- The increasing cost of healthcare is making affordability more difficult for people and requires us to be increasingly efficient in the delivery of our exceptional care.
- The public system is seriously challenged to meet the healthcare needs of the population and this represents an opportunity for collaboration in the future.
- We operate in a more competitive landscape within the private healthcare market. The past number of years has seen a number of new entrants to the private healthcare market.
- The Irish healthcare system is experiencing acute shortages of key resources, in particular nurses and consultants.
- The healthcare sector has seen increased regulation over the past number of years and this is expected to continue.
- The need to continue to invest in our infrastructure and facilities along with our innovative practice to benefit our patients.



The 2020 Plan recognises these challenges and sets out 1 strategic vision, 6 strategic goals and 20 strategic initiatives to meet those challenges and ensure we continue to deliver Advanced Medicine & Exceptional Care





OUR MISSION, VISION AND VALUES

OUR 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.

OUR 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

OUR VALUES

- **Respect** – We treat all people with respect because we believe in the dignity of each individual
- **Justice** – We support, protect and promote the rights of all individuals
- **Integrity** – We are honest in our dealings. Our behaviour is consistent with our thoughts, feelings and values
- **Stewardship** – We use all of Bon Secours resources in a responsible way
- **Innovation** – We look for new ways to meet people's needs and improve our services
- **Compassion** – We experience and express empathy with the life situation of others, especially the poor
- **Quality** – We strive to meet and exceed the standards of good service



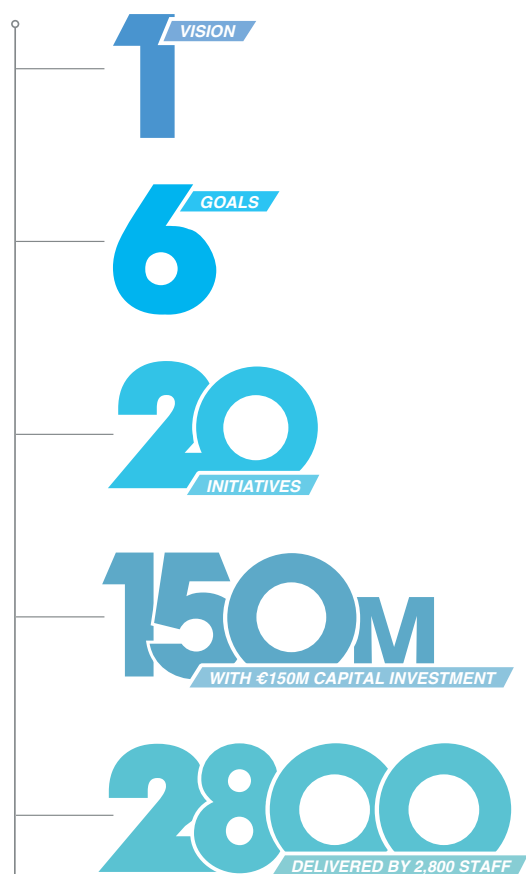
THE 2020 PLAN



The 2020 Plan is based on:

1 Strategic Vision... 6 Strategic Goals... 20 Strategic Initiatives

STRATEGY BY NUMBERS



→ ADVANCED MEDICINE EXCEPTIONAL CARE



1 STRATEGIC VISION

“

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

”

Our Strategic Vision centres around **3 Core Principles**



6 STRATEGIC GOALS

We have set ourselves 6 Strategic Goals to achieve our Strategic Vision

1. Enhanced quality and exceptional care
2. Greater efficiencies, integration & new capabilities
3. Further growth
4. To be a health care provider & employer of choice
5. More investment, innovation and research
6. Building stronger relationships & partnerships

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

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.





STRATEGIC GOAL 1





ENHANCED QUALITY AND EXCEPTIONAL CARE

To ensure that everything we do continues to be centred around quality; quality in patient care, quality in our systems and processes, and quality in the service we provide to all our patients.

High quality, holistic care is at the core of Bon Secours Health System's mission and our strategic vision. We are committed to providing our patients with Exceptional Care.

WE AIM TO ACHIEVE THIS GOAL BY:

- Ensuring continued focus and leadership on our mission and our intent on ensuring that all we do is always centred around Exceptional Care
- Establishing an enhanced clinical governance structure across Bon Secours Health System and appointing Clinical Directors for each of our hospitals
- Continuing to prioritise and focus on our accreditation processes by external bodies e.g. the Joint Commission International Accreditation Standards for Hospitals (JCI), Laboratory accreditation granted by the Irish National Accreditation Board (INAB), the Joint Advisory Group on Gastrointestinal Endoscopy Accreditation (JAG) and the European Society for Medical Oncology accreditation (ESMO)
- Investing even more in our quality systems and process improvement capability, and appointing a Group Director of Quality and Safety
- Developing and implementing a Patient Engagement Strategy across Bon Secours Health System to support further patient engagement and participation in both their own healthcare management and in also informing quality and service improvement

KEY DIFFERENCES YOU WILL SEE BY 2020:

- Clinical Directors across Bon Secours Health System
- A Group Director of Quality and Safety
- Increased patient involvement
- Additional accreditations by external bodies
- Continuous improvement and learning culture embedded across Bon Secours Health System
- Patient Engagement Strategy



STRATEGIC GOAL 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.

Healthcare costs are increasing. There is an imperative for efficiencies to enable re-investment in our people, our infrastructure and fund innovative practice.

WE AIM TO ACHIEVE THIS GOAL BY:

- Investing in Bon Secours Health System group function and roles, in order to improve operations, to bring new capabilities to our management team, to deliver efficiencies in our support services and operating processes
- Reviewing our operating model and support processes to look at more opportunities for improvements and efficiencies in how we operate across Bon Secours Health System
- Continuing to look at opportunities for improvements in how we communicate and share knowledge across Bon Secours Health System, and how we communicate externally
- Establishing a process improvement programme and function within and across Bon Secours Health System to review our service delivery processes, to identify and implement improvements and efficiencies

KEY DIFFERENCES YOU WILL SEE BY 2020:

- An expanded Bon Secours Health System function and new capabilities
- More integration and efficiencies in how we operate
- Greater use of performance measures and improved performance reporting across Bon Secours Health System
- More proactive communication across Bon Secours Health System
- A process improvement function within and across Bon Secours Health System



STRATEGIC GOAL 3





FURTHER GROWTH

To grow our services 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.

Bon Secours Health System is the largest private Hospital Group in Ireland, offering services across the country. It is our intention to grow further through acquisition and joint ventures in order to provide more services to the communities we serve and to reach even more communities who require our services.

WE AIM TO ACHIEVE THIS GOAL BY:

- Reviewing our services and our service model to ensure they align to the changing healthcare needs of the communities we serve
- Investing €150 million over the next five years to expand our services
- Working closely with Insurers to ensure that our strategies and plans are aligned and that we work together to ensure the best services are made available to our patients
- Establishing capability across Bon Secours Health System to support the introduction of new business and mission opportunities in a co-ordinated, effective manner

KEY DIFFERENCES YOU WILL SEE BY 2020:

- Additional services for our communities
- The introduction of additional new innovative services
- A new Cancer Centre in Cork including state-of-the-art radiotherapy facilities
- A new Cardiology Centre in Galway to include a state-of-the-art Catheterisation Laboratory
- New Day Ward facilities
- Expanded Endoscopy Services and additional Theatre Facilities in Tralee
- 30 new rooms in Bon Secours Care Village
- A geographical expansion of Bon Secours Health System through acquisition of hospitals and development of outreach clinics
- New joint ventures



STRATEGIC GOAL 4





TO BE A HEALTHCARE PROVIDER AND EMPLOYER OF CHOICE

To be a healthcare provider of choice for patients, GPs, families, insurers, and an employer of choice.

We, as recognised leaders in healthcare, aspire to continue to attract and retain leaders in healthcare delivery. We have a strong reputation in healthcare and seek to leverage this reputation to attract the highest calibre staff and clinicians to work across our health system for the benefit of our patients.

WE AIM TO ACHIEVE THIS GOAL BY:

- Working closely with GPs to support them in providing an enhanced service to patients
- Engaging with the insurers to ensure that our strategies and policies are aligned and are always centred on quality and exceptional patient care
- Developing an engagement strategy to continue to attract and retain leaders in clinical practice
- Investing in our people and developing an overall HR strategy for Bon Secours Health System
- Introducing career development programmes for all our staff

KEY DIFFERENCES YOU WILL SEE BY 2020:

- Enhanced and enriched GP engagement
- Enhanced clinician engagement
- Appointment of a Group Director of HR
- A more engaged workforce, integrating to achieve even more
- Active staff development programmes across Bon Secours Health System



STRATEGIC GOAL 5





MORE INVESTMENT, INNOVATION AND RESEARCH

To invest in our facilities, infrastructure and IT to maintain quality and to support growth; to invest in research and innovative practices to enhance our service delivery and quality systems and to inform and influence healthcare delivery.

We are committed to supporting and nurturing innovation and research. We intend on building our research and innovation activity through investment, further collaboration and partnership with industry and academia

WE AIM TO ACHIEVE THIS GOAL BY:

- Implementing our Capital Development Plan in all our hospitals and in the Care Village – a €150 million investment programme over the next five years
- Investing, developing and implementing an overall group IT strategy to enhance our operations and processes across Bon Secours Health System, and to support continuous improvement in our service delivery
- Establishing a research function within Bon Secours Health System, in order to build on our current research activity and across Bon Secours Health System
- Working with our partners in academia and industry and our staff and clinicians to identify further research initiatives and innovative practices to improve healthcare delivery
- Co-funding professorial posts in collaboration with medical schools across the country and internationally

KEY DIFFERENCES YOU WILL SEE BY 2020:

- Improved facilities and infrastructure across Bon Secours Health System – over €150 million investment over the next five years
- Improved IT systems across Bon Secours Health System, supporting innovative practice
- A new research function within Bon Secours Health System and a stronger research profile
- A chair of professionalism in conjunction with the Royal College of Surgeons Ireland and other joint research posts



STRATEGIC GOAL 6





BUILDING STRONGER RELATIONSHIPS & PARTNERSHIPS

To be patient centered and build 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.

Bon Secours Health System has built strong relationships and partnerships over the years. We want to further build and strengthen these relationships and to leverage the expertise that such partnership brings to our Health System.

WE AIM TO ACHIEVE THIS GOAL BY:

- Developing an overall GP engagement framework aimed at building stronger relationships between Bon Secours Health System and GPs – an engagement that ensures we continue to understand the needs of GP's and patients
- Putting in place structures that will enable GPs and other stakeholders to inform the introduction of future services and service improvements across Bon Secours Health System
- Engaging regularly with insurers to ensure that we work together to provide access to the best patient care
- Working with the public health system and hospitals across the country to support them in best servicing the needs of patients
- Working closer with our academic partners to ensure that we continue to attract and develop leaders in healthcare delivery, while seeking out opportunities to partner in research activity and collaboration in joint research posts
- Collaborating with industry in order to ensure that we continue to introduce innovative practices across Bon Secours Health System and support new research initiatives
- Engaging with our community

KEY DIFFERENCES YOU WILL SEE BY 2020:

- More engagement with GP's collaboration in our service development and process improvement initiatives
- Active engagement with insurers and insurance bodies
- Proactive engagement and collaboration with the public health system
- More collaboration and strategic partnerships with academia and industry
- Even more community engagement

20 STRATEGIC INITIATIVES

CORE STRATEGIES

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



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

€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.



€150 MILLION 2016 – 2020



IMPLEMENTATION

In order to deliver on our 2020 Plan we have established an overall strategic programme and governance structure. Our 2020 Plan Steering Committee is chaired by a board member and comprises both internal and external expertise.

We have identified 20 Strategic Initiatives to achieve our Strategic Vision. Each of these Strategic Initiatives will be led by an Executive Team Member and will be delivered with involvement from individuals across Bon Secours Health System.

Additionally, the 2020 Plan will be reviewed and renewed on an annual basis to make sure it remains relevant and meets the needs of the organisation.

We recognise that we have set ourselves a challenge, and are confident that through effective governance, management and planning we will deliver on our Strategic Initiatives and achieve our 2020 Plan.

CALL TO ACTION

The 2020 Plan sets out

- 1 Strategic Vision
- 6 Strategic Goals
- 20 Strategic Initiatives

It stays true to our founding mission, vision and values and aims to deliver Advanced Medicine and Exceptional Care to those we serve.

I hope all our staff across Bon Secours Health System become part of this plan, share its aims and take the opportunity to shape Bon Secours into the future.

I invite our current and future partners to join with us to deliver the 2020 Plan.

Bill Maher
Group CEO

*“Our Mission... Our Patients... Our Plan...
Your Opportunity... Call to Action”*

KEY TIMELINE AND MILESTONES

CORE STRATEGIES

| 20 STRATEGIC INITIATIVES | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|--|----------------|--------------------|---|------|
| A review of our services and our service model | | ▲ | ON-GOING | REVIEW | |
| Greater use of performance measures across the BSHS | | ▲ PHASE 1 | ▲ PHASE 2 | | |
| Stronger GP collaboration and engagement | | ▲ | | | |
| Stronger engagement and collaboration with insurers | Formalised Engagement Structures Established | ▲ | REGULAR ENGAGEMENT | | |
| A process improvement programme and function across BSHS | | ▲ PHASE 1 | ▲ PHASE 2 | | |
| Enhanced clinician engagement & a clinician resourcing strategy | | ▲ PHASE 1 | ▲ PHASE 2 | | |
| An enhanced clinical governance structure across the BSHS | | | ▲ PHASE 1 | ▲ PHASE 2 | |
| Greater efficiencies and integration of our support processes and operations | | | | ▲ | |
| An enhanced quality system across the BSHS | | | ▲ PHASE 1 | ▲ PHASE 2 | |
| Development and implementation of a nursing recruitment, retention and development strategy | | ▲ | IMPLEMENTATION | | |
| Development and implementation of a patient engagement strategy | | ▲ | IMPLEMENTATION | | |
| Establishment of a BSHS research and innovation function | | | ▲ | | |
| Establishment of business and mission opportunity assessment capability within the BSHS | | ▲ | | | |
| Development and implementation of a HR and people development strategy | | | ▲ | IMPLEMENTATION | |
| Development and implementation of a group procurement strategy & plan | | | ▲ | IMPLEMENTATION | |
| Development and implementation of a group marketing and communication strategy & plan | | | ▲ | IMPLEMENTATION & ANNUAL PLANS | |
| Investment in IT and development and implementation of a group IT strategy & plan | | ▲ | IMPLEMENTATION | | |
| Investment in enhanced facilities and infrastructure | ▲ INVESTMENT PLANS | IMPLEMENTATION | | | |
| Enhanced community engagement and support and development of corporate social responsibility | | | | ANNUAL COMMUNITY ENGAGEMENT PLANS & ON-GOING ENGAGEMENT | |
| Enhanced relationships with the public health system, academia and industry | Formalised Engagement Structures Established | ▲ | REGULAR ENGAGEMENT | | |

ENABLING STRATEGIES

▲
EVALUATE, REVIEW AND RENEW OUR STRATEGY



MISSION / VISION / VALUES / GOALS

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

ADVANCED MEDICINE EXCEPTIONAL CARE



BON SECOURS HEALTH SYSTEM

www.bonsecours.ie