



BON SECOURS HEALTH SYSTEM

# THE **2025** PLAN



## Contents

Message from the Chair	2
Foreword from the CEO	2
The History of Bon Secours	4
Overview of Bon Secours Health System today	5
Background and context to the 2025 Plan	10
Our Mission, Vision and Values	11
The 2025 Plan – 1 Strategic Vision, 5 Strategic Goals, 15 Strategic Initiatives	12
The Capital Investment Plan	14
5 Strategic Goals	16
Strategic Goal 1 – Exceptional People	16
Strategic Goal 2 – Exceptional Care	17
Strategic Goal 3 – Operational Excellence	18
Strategic Goal 4 – Sustainable Growth	19
Strategic Goal 5 – Living Our Mission	20
15 Strategic Initiatives	22
Implementation/Call to Action	24



## Message from the Chair



**On behalf of the Board, I welcome you to our 2025 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 the Exceptional Care it is renowned for.**

The Board works closely with the Bon Secours Health System Chief Executive and Senior Management to meet the needs of those in our care.

The Board has been actively involved in shaping this 2025 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 2025 Plan will be owned by all of us, so that together we will meet the needs and expectations of our patients and their families.

**Geoff Meagher, Chairman**

## Foreword from the CEO



**The last two years have been extremely challenging. I would like to thank all our consultants and staff for their selflessness in combating coronavirus and their untiring dedication to patient care. It is a privilege working with such colleagues through such adversity.**

*Adversity gives birth to greatness. The greater the challenges and difficulties we face, the greater the opportunity we have to grow and develop as people. A life without adversity, a life of ease and comfort, produces nothing and leaves us with nothing. This is one of the indisputable facts of life.*

– (Daisaku Ikeda)

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”. The Bons as we are affectionately known is the largest private healthcare provider in Ireland. With that comes a responsibility to care for our patients and each other to ensure we continue to provide Exceptional Care to those we serve.

Building on our Mission, Vision and Values, the 2020 Plan provided the framework for our growth and sustainability over the last four years. We could not have predicted that a global pandemic would test us in so many ways, but we have emerged as a stronger, more ambitious Health System, confident in our ability to deliver Exceptional Care and determined to grow and develop our mission and business to meet the needs of those in our care.

We now look to our 2025 Strategy as an organisation shaped by our shared experiences and strengthened by the adaptability and resilience of our exceptional staff and consultants. **Resilience, Reliability and Readiness** will define our next 4 years. All of our work is underpinned by our Mission. The compassion and empathy for patients and each other that staff and consultants demonstrate every day and the professional manner in which this exceptional patient centred care is delivered, permeate our strategic vision, strategic goals and strategic initiatives.

Our 2025 plan has been developed following considerable engagement with our stakeholders. I would like to sincerely thank all who helped shape it through their honest appraisal of our strengths and weaknesses as well as assessing our threats and

opportunities. Our strategic vision, five strategic goals and 15 strategic initiatives set out a framework for our work over the next 4 years with a focus on achievable and measurable deliverables, based on **Resilience, Reliability and Readiness**.

As a not for profit organisation, we are focused on reinvesting in our system, our facilities and our staff for the benefit of our patients. We will grow as people, an organisation and a system through enhanced partnerships and continued investment in our people, facilities and infrastructure.

Over the next four years you will see evidence of this in bricks and mortar; a new 144 bed Hospital in Limerick, new day wards in Tralee and Dublin, a new theatre in Galway and outpatient department in Cork to name a few. In addition, there will be a significant investment in an electronic patient record, information security systems and state of the art equipment across BSHS.

However our greatest assets are our people, and we will continue to recruit and retain Exceptional People to deliver Exceptional Care – high calibre consultants and staff with a focus on talent management and succession planning to ensure that Bon Secours is a great place to work, to practice medicine and deliver care.

By 2025 we will see many improvements whilst remaining true to our founding mission, such as:

- ▶ An enhanced Clinical Governance and Quality Framework throughout Bon Secours Health System with increased use of information & data to deliver on our commitment to excellence in evidence-based practice, quality and safety.
- ▶ More engagement with those in our care to ensure our services continue to meet their requirements and are always centred around Exceptional Care.
- ▶ An Integrated Risk Management system and process across the organisation promoting safety first and best practice in all we do.
- ▶ Implementation of our IT Strategy including clinical and business systems to provide our staff with the best tools to deliver Exceptional Care.

- ▶ Organic and new service growth across all sites, providing more services and a greater range of services to meet the needs of the population we serve.
- ▶ New and improved facilities and infrastructure in all of our hospitals and facilities – with over €300m capital investment.
- ▶ Increased staff engagement to continue to provide a positive workplace culture.
- ▶ Roll out of our Nursing strategy, including our nursing training plan and nurse graduate programme.
- ▶ Continued commitment to staff to achieve their full potential through career development opportunities.
- ▶ Introduction of a new ‘Good Help Fund’ to further extend our Good help to under served members of our community.

Successful delivery of our 2025 Plan is dependent on a collaborative approach and I hope that you view this as an opportunity to shape our collective future. I welcome your input and encourage you to actively participate in our 15 initiatives. Like a lighthouse, I view our 2025 Plan as a symbol of our strength and beacon of light that will guide us through any turbulent waters that may arise. I look forward to meeting with you at our Roadshows and providing you with regular progress updates as we navigate the next 4 years together.

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 all those who we care for.

**Bill Maher, Group CEO**



## 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, further foundations were set up in Cork, Tralee and Galway and sowed the seeds for our Health System as it is today.

In February 1993, the Sisters of Bon Secours set up Bon Secours Health System CLG as a not-for-profit organisation (Registered Charity No.20027841), to bring together its healthcare facilities into a single organisation with its own Board.

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



## Overview of Bon Secours Health System today

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. Exceptional People delivering Exceptional Care.

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 centred on providing compassionate, world-class medical treatment to all those it serves.

With over 3,500 staff, 800 beds, 450 leading consultants, Bon Secours treats in excess of 300,000 patients per year.

In 2019 Bon Secours Health System became affiliated with Bon Secours Mercy Health; the United States' fifth largest Catholic health care ministry and one of the United States' 20 largest health care systems.



## BON SECOURS HOSPITAL 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 344 beds, employs over 1000 staff and cares for more than 100,000 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, general surgery and radiotherapy services.

The Hospital caters for urgent admissions from GPs in both medicine and surgery and operates a busy Acute Medical Assessment Unit and Surgical Admission Unit. The Hospital has a fully equipped Intensive Care Unit, Coronary Care Unit, a High Dependency Unit and 11 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.

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

## BON SECOURS HOSPITAL DUBLIN



The Bon Secours Hospital Dublin (located in Glasnevin) is JCI accredited and provides acute medical and surgical services to more than 80,000 patients annually.

The hospital with its 198 beds and 4 modern theatres, has a thriving day case unit, interventional cardiology suite, oncology unit, orthopaedics, along with a Coronary Care Unit.

It provides 4 state-of-the-art endoscopy suites, and is Ireland's first 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 HOSPITAL GALWAY



Bon Secours Hospital Galway is a JCI accredited modern state-of-the-art, acute care hospital with a well-earned reputation for delivering high quality care to more than 50,000 patients annually.

Main facilities include; 120 beds, 4 modern theatres, 2 endoscopy rooms, 1 Cardiac Catheterisation Laboratory and a well-equipped radiology department.

Bon Secours Hospital Galway is an accredited site for nursing students and new graduate programme. It specialises in orthopaedics, urology, cardiology, general medicine and gastroenterology, providing services in all medical and surgical specialties. It has an Acute Dependency Unit, acute orthopaedic and Coronary Care Units and a Medical Assessment Unit.

## BON SECOURS HOSPITAL TRALEE



Bon Secours Hospital Tralee is an acute care facility comprising of 131 beds, providing a comprehensive range of modern diagnostic, therapeutic and support services to more than 50,000 patients annually. 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 nurses and medical students.

Bon Secours Tralee is an integral part of the Kerry community and provides many services with and on behalf of the local public hospital.

## BON SECOURS HOSPITAL LIMERICK AT BARRINGTONS



Located in Limerick city on George's Quay, overlooking the Abbey River, Bon Secours Hospital Limerick at Barringtons became part of Bon Secours Health

System in February 2017. The hospital is comprised of 47 beds, over 200 staff and 75 Consultants. Care is provided to over 20,000 patients annually and more than 20 specialties are catered for.

The hospital has four theatres including one with laminar flow, an Endoscopy suite, Pathology services and a comprehensive range of Diagnostic Imaging facilities.

The hospital is JCI accredited and plans are underway for a new state of the art 144 bedded hospital in Ballysimon which will add much needed capacity for the Midwest community. New services such as general medicine and cardiology will be part of the service offering of the new hospital.

## BON SECOURS CARE VILLAGE



Bon Secours Care Village comprises St. Joseph's Hospital which has 97 beds and facilitates caring for the older person, for short term, long term, respite, convalescent and palliative care.

It 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.

## EXCEPTIONAL PEOPLE

Our Mission is Caring for the Sick, the Dying and their families, within our Catholic Ethos. Our staff translate this care into action through our Core Values, through which we endeavour to make our care a reality at all levels of the organisation.

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 that 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.

## THOSE IN OUR CARE

We serve more than 300,000 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 2025 Plan is to increase our engagement with those in our care, to ensure continued exceptional care but also to ensure their input and involvement in their own healthcare.

## LIVING OUR MISSION

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.

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.

## SOME RECENT PROJECTS HAVE INCLUDED:

### CORK

- ▶ Cork Mental Health Foundation – Clonakilty Resource Centre.
- ▶ Good Shepherd Edel House – Homelessness support and advocacy.
- ▶ Crann Centre – Ovens Inclusive Playground Project.
- ▶ UCC Medical Society – Teddy Bear Hospital – destigmatises the medical environment in the eyes of young children.
- ▶ Vincentian Lay Missionaries – Ethiopian Deaf School Project.

### DUBLIN

- ▶ Crosscare – Housing and Homeless service of the Archdiocese of Dublin.
- ▶ Capuchin Day Centre – Provide food for Christmas food parcels for poor and homeless.
- ▶ Cycle Against Suicide – Match funding for BSHD staff support of this charity.
- ▶ Pieta House – Match funding for staff support of Darkness into Light campaign.
- ▶ Croi Galway – Heart and Stroke Charity.
- ▶ ACT for Meningitis – Raising awareness and educate society about the signs and symptoms of meningitis.
- ▶ DePaul Galway – Homeless Charity.
- ▶ Mercy College, Woodford (ASD) – Autism Spectrum support initiative.

### GALWAY

- ▶ Tralee Branch of Irish Red Cross – A range of community services and supports.
- ▶ NEWKD Social Enterprise – Migrant Integration Project.
- ▶ Recovery Haven – Wide range of services and programmes for vulnerable cancer patients.

### TRALEE

- ▶ Phoenix Creative Psychotherapy Centre – Support the emotional wellbeing of marginalised children and their families.
- ▶ Family Carers Limerick – Family Carers Ireland provides in-home respite services.
- ▶ Simon Community – Provision of services to people who are homeless.

### LIMERICK

- ▶ Merchant's Quay Ireland – Female Only Drop-In Service in Dublin City Centre.
- ▶ Hope Foundation – Diathermy instrument for Hope Hospital Kolkata India.
- ▶ Children's Grief Centre – Support children experiencing grief.
- ▶ Trocaire – Vaccine Equity project In Somalia.
- ▶ Focus Ireland – Youth Homelessness Project Dublin.
- ▶ Irish Hospice Foundation – Night nursing.

### BSHS

- ▶ Children's Grief Centre – Support children experiencing grief.
- ▶ Trocaire – Vaccine Equity project In Somalia.
- ▶ Focus Ireland – Youth Homelessness Project Dublin.
- ▶ Irish Hospice Foundation – Night nursing.

## COMMUNITY INITIATIVE PROGRAMME – SOME OF OUR CHARITY PARTNERS:



## Background and context to the 2025 Plan

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. Context issues for our 2025 Plan include.

- ▶ **Covid-19** has necessitated enormous change across the Health System and the way we work.
- ▶ **Changing demographics** and in particular an **aging population** represents opportunities in terms of demand for healthcare.
- ▶ The Irish healthcare system is experiencing acute **shortages of key resources**, in particular nurses and consultants.
- ▶ 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.
- ▶ Evolving **technology** and its role in helping to transform healthcare delivery and further promote efficiency.
- ▶ The **health insurance market** has shown robustness and continues to grow.
- ▶ The public system is seriously challenged to meet the healthcare needs of the population with significant and growing **waiting lists**, ED attendances and trolley waits.
- ▶ During Covid-19 there was increased collaboration between public and private healthcare and real evidence of **partnership** working providing a platform for future collaboration.
- ▶ We operate in a more **competitive landscape** within the private healthcare market. The past number of years has seen significant consolidation in the private healthcare market.
- ▶ The healthcare sector has seen increased **regulation**, 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.



## Our Mission, Vision and Values

### OUR MISSION

Founded by the Sisters of Bon Secours, our hospitals have as their mission, care for the sick, the dying and their families within a Catholic Ethos. Inspired by the Gospel and sharing in the healing mission of Jesus, we recognise the dignity and uniqueness of each person, seeking to provide high-quality holistic care characterised by compassion, respect, justice and hope.

### OUR VISION

**Inspired by God's hope for the world, we will be a ministry where staff want to work, clinicians want to practice, people seek wellness and communities thrive.**

### OUR VALUES

Bon Secours Health System has 5 Core Values which guide our work and how we deliver our services

- ▶ **Human Dignity** – We commit to uphold the sacredness of life and to be respectful and inclusive of everyone.
- ▶ **Integrity** – We commit to act ethically and to model right relationships in all of our individual and organizational encounters.
- ▶ **Compassion** – We commit to accompany those we serve with mercy and tenderness, recognising that “being with” is as important as “doing for”.
- ▶ **Stewardship** – We commit to promote the responsible use of all human and financial resources, including Earth itself.
- ▶ **Service** – We commit to provide the highest quality in every dimension of our ministry.



## The 2025 Plan

Our strategic vision, five strategic goals and 15 strategic initiatives set out a framework for our work over the next 4 years with a focus on achievable and measurable deliverables. Resilience, Reliability and Readiness will underpin delivery of our strategic vision.



The 2025 Plan is based on:

- 1 Strategic Vision
- 5 Strategic Goals
- 15 Strategic Initiatives

# 1

## STRATEGIC VISION

*Exceptional People delivering Exceptional Care and Operational Excellence achieving Sustainable Growth whilst Living our Mission.*

# 5

## STRATEGIC GOALS

*We have set ourselves 5 Strategic Goals to achieve our Strategic Vision*



Exceptional  
People



Exceptional  
Care



Operational  
Excellence



Sustainable  
Growth



Living Our  
Mission

## Capital Investment Plan

Our 2025 plan is underpinned by a €300m capital investment plan, that will see investment in all of our facilities, state-of-the-art equipment and major investment in IT such as an Electronic Health Record, Information Security, Enterprise Management System, ongoing investment in hardware, core infrastructure upgrades and replacements.

### CAPITAL PROJECTS INCLUDE:

- 1 ▶ **Cork:** New Outpatient Department and Radiology Unit, Breast Care Unit relocation, Remote Car Park Acquisition.
- 2 ▶ **Dublin:** Surgical & Oncology Day Ward, Operating Theatre, off site development of Support Services, Outpatient Department and Clinics.
- 3 ▶ **Galway:** Additional Theatre, Theatre Sterile Store, Endoscopy Procedure Room & Minor Ops Room.
- 4 ▶ **Tralee:** New Day Ward and MAU, and a major new entrance.
- 5 ▶ **Limerick:** Our flagship development – a major new 144 bed Hospital on 7-acre site at Ballysimon to the east of Limerick City to replace Bon Secours Hospital Limerick at Barringtons.



### The Capital Investment Plan Encompasses:





## GOAL 1 – Exceptional People

**Attract, develop and retain Exceptional People, dedicated to delivering Exceptional Care.**

**We aim to achieve this goal by:**

1. Focusing on Workplace Culture.
2. Developing a more targeted and cohesive Recruitment and Retention Strategy for the current competitive environment.
3. Investing in our People with a focus on Talent Management and Succession Planning.

**Key differences you will see by 2025:**

- ▶ Increased staff engagement, diversity and inclusion, to foster a more positive workplace culture.
- ▶ Continued recruitment of Exceptional people.
- ▶ Improvements to retention/turnover.
- ▶ Nurse Recruitment Strategy.
- ▶ Nursing strategy roll out including nursing training plan- nurse graduate programme.
- ▶ Continued commitment to staff achieving their full potential.
- ▶ Reward Package to support Employer of Choice.
- ▶ Implementation of HR management system Workday.

## GOAL 2 – Exceptional Care

**Deliver exceptional care through commitment to excellence in evidence-based practice, quality and safety.**

**We aim to achieve this goal by:**

1. Quality frameworks – Continued accreditation with a focus on expanding quality frameworks to include more accreditations where appropriate.
2. Governance and Leadership – Expand clinical outcome measures for specialties with recognised benchmarks. Embedding a culture of risk awareness and management across the organisation.
3. Engagement – Continued meaningful engagement & responsiveness with those in our care.

**Key differences you will see by 2025:**

- ▶ Increased use of information & data to improve Quality & Safety.
- ▶ Expand Patient Outcome Measures.
- ▶ Innovative strategies to engage with those in our care.
- ▶ Stronger focus on Culture of Safety, incident reporting and complaint management.
- ▶ Integrated Risk Management system and process across the organisation.
- ▶ Implementation of our Nursing Strategy.



## GOAL 3 – Operational Excellence

*To deliver operational excellence via process improvements, efficiencies and innovation.*

### We aim to achieve this goal by:

1. A systemwide Process Improvement Programme.
2. Implementation of an ambitious IT strategy balanced between clinical support and business system.
3. Delivery on Margin Improvement, Return on Capital Employed and Cash Generating projects.

### Key differences you will see by 2025:

- ▶ Improved reporting capabilities to support decision making including Patient Level Costing.
- ▶ 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.
- ▶ More efficient service for patient, improved patient/resident feedback.
- ▶ Implementation of our IT Strategy including clinical and business systems.
- ▶ Improved billing processes to improve debtor days to support capital investment Implementation.

## GOAL 4 – Sustainable Growth

*To grow our services in a sustainable manner and meet the evolving needs of our patients and communities.*

### We aim to achieve this goal by:

1. Reviewing our services and our service model to ensure they align to the changing healthcare needs of the communities we serve.
2. Investing €300 million over the next four years to expand our services.
3. 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.
4. 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 2025:

- ▶ Improved additional services for our communities.
- ▶ The introduction of additional new innovative services.
- ▶ A new State of the Art Hospital in Limerick.
- ▶ A new Day Unit Facility and New Entrance in Dublin.
- ▶ A geographical expansion of Bon Secours Health System through further development of outreach clinics.
- ▶ New joint ventures.
- ▶ New theatres in Galway and Dublin.
- ▶ New Diagnostic Imaging Centre in Cork.
- ▶ New MAU/Day ward in Tralee.
- ▶ Further expansion of Nursing Homes.



## GOAL 5 – Living our Mission

*To ensure our mission and values underpin and permeate who we are and all we do*

**We aim to achieve this goal by:**

1. Continuously embedding our Mission and Values.
2. Extend our ethos of care: establish 'Good Help Fund'.
3. Embedding a culture of Sustainability.

**Key differences you will see by 2025:**

- ▶ Deepened sense of Mission in our leaders and staff.
- ▶ Pastoral Care – support the advancement of pastoral care in Ireland.
- ▶ Code of Conduct introduced and embedded.
- ▶ Mission Interests Policy – updated and relaunched.
- ▶ 'Good Help Fund' – governance established and 'Good Help Initiative Programs' rolled out and funded systemwide.
- ▶ A culture of volunteerism.
- ▶ A reduction in our Carbon Footprint through sustainability initiatives.



# 15 STRATEGIC INITIATIVES

Our strategic goals will be driven by 15 Strategic Initiatives

1	Workplace Culture.
2	Recruitment and Retention Strategy.
3	Talent Management and Succession Planning.
4	Quality frameworks – Continued accreditation with a focus on expanding quality frameworks to include more accreditations where appropriate.
5	Governance and Leadership – Expand clinical outcome measures for specialties with recognised benchmarks. Embedding a culture of risk awareness and management across the organisation.
6	Engagement – Continued meaningful engagement & responsiveness with those in our care.
7	A system wide Process Improvement Programme including clinical and business processes.
8	The development and implementation of an ambitious IT Strategy balanced between clinical support and business systems.
9	An improved Return on Capital Employed, Margin Improvement and Cash Generating Programme to support an ongoing and significant Capital Programme.

10	Design, Plan and Build a new Hospital in Limerick and redevelop the existing Barringtons Site in Limerick.
11	Organic Growth (Expanded Services across all sites and continue to build partnership with HSE/DOH).
12	Explore and review opportunities for sustainable Non-Organic Growth including JV and partnership that meet our mission, e.g. across diagnostics, ambulatory care, care of elderly.
13	Embed Ministry wide Mission and Values model.
14	Extend our ethos of care: establish 'Good Help Fund'.
15	Embed culture of sustainability.



## Implementation/call to action

### DELIVERY OF OUR STRATEGIC VISION

To support our 2025 Plan, we will invest over €300m between now and 2025 across our existing hospitals, future developments and explore diversification into new markets.

In order to deliver on our 2025 Plan, we will build on our overall strategic programme and governance structure. Our 2025 Plan Steering Committee is in place and will update the Board on progress.

We have identified 15 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 2025 Plan will be reviewed and renewed on an annual basis to make sure it remains relevant, meets emerging needs and meets the challenges of the organisation.

We recognise that we have set ourselves a challenge, and are confident that through effective governance, strong management, proven track record and planning we will deliver on our Strategic Initiatives and achieve our 2025 Plan.

### THE 2025 PLAN SETS OUT

- ▶ 1 Strategic Vision
- ▶ 5 Strategic Goals
- ▶ 15 Strategic Initiatives

It stays true to our founding Mission, Vision and Values. At the heart of our 2025 Plan is Resilience, Reliability and Readiness. Our aim is clear; Exceptional People delivering Exceptional Care.

I hope all our staff and consultants 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 2025 Plan.



**Lynn Guthrie, Chief Strategy Officer**



BON SECOURS HEALTH SYSTEM

