



values
objectives
vision plan
mission Strategy

CLONTARF HOSPITAL

Ireland's Largest Rehabilitation Hospital

**Strategic Plan
2025 - 2028**





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WELCOME

FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF CLONTARF HOSPITAL

Welcome to our Clontarf Hospital Strategy 2025-2028 which we will use to guide and prioritise the development of our services over the next four years.

At Clontarf Hospital we are proud of our long tradition in delivering healthcare services. Founded in 1876 the hospital has configured services to meet the changing population healthcare needs as both demographics and the delivery of healthcare services change. The hospital is now the largest rehabilitation hospital in Ireland with a bed capacity of 160 beds and provides adult rehabilitation services.

Healthcare is a truly dynamic environment and being able to safely configure services to meet current and emerging population healthcare needs, aligned to government healthcare policy, is a key focus for all healthcare organisations and is a strong theme throughout our new strategy.

Our Strategy 2025-2028 is founded on our Vision on being a centre for rehabilitation excellence ably supported by skilled and caring staff in an environment that is patient centred, compassionate and based on our values of trust, integrity, and mutual respect for all who enter the hospital as well as respect for our environment and sustainability.

Together, the Board of Governors, Management and Staff have set out an ambitious strategy, over four years, with five key objectives. Working together and in collaboration with our stakeholders we will continue to develop our services to where they are most needed in the communities we are privileged to serve.

We look forward to making our new shared vision a reality.



Mr Aiden Gleeson
Chairman Board of Governors,
Clontarf Hospital



Ms Michelle Fanning
Chief Executive Officer,
Clontarf Hospital

1

OUR VISION AND MISSION



Vision

Be a centre of excellence in rehabilitation patient care supported by skilled and caring staff.



Mission

Provide patients with timely access to personalised, innovative and effective rehabilitation care allowing them to achieve their optimum level of independence, health and well-being in their communities.

2

OUR VALUES



Person Centred

We care for our patients, their families and staff in ways which are meaningful and valuable to the individual patient, ensuring they are well-informed, involved and supported on their rehabilitation journey.



Integrity

We work in an honest, transparent and professional manner.



Trust

We strive to build trust with our patients, their families, our staff and our partner hospitals through open, honest and collaborative relationships.



Mutual Respect

We are committed to mutual respect between patients, staff and all who visit the hospital as well as respect for our environment and for sustainability.



Compassion

We understand and empathise with the unique experiences that have brought each individual patient and their family into our care, without judgement or assumptions.

3

STRATEGIC CONTEXT

3.1 What We Do

Clontarf Hospital, originally founded in 1876 as a paediatric orthopaedic hospital, is a voluntary public hospital now providing adult rehabilitation healthcare services under Section 38 of the Health Act 2004.

The hospital is proud of its long tradition of configuring services to meet the healthcare needs of the population it serves taking, what is now referred to as, a “population-based approach”. By doing this we are able to meet the current and emerging rehabilitation healthcare needs of the populations we serve. Importantly, this moves care closer to patients’ homes and communities while relieving pressure on the acute hospital system. This is also very much in line with the principles of national healthcare policy “Sláintecare”.

The hospital now provides an extensive range of rehabilitation services for adults across several fields including the following:

- **Integrated Care** for Older Persons
- **Trauma** Rehabilitation
- Older People’s **Rehabilitation**
- **Orthopaedic** Rehabilitation
- **Specialist** Rehabilitation Services

Clontarf Hospitals Services in 2024 at a glance



290
Whole time
equivalents

1500+
Patients
cared for

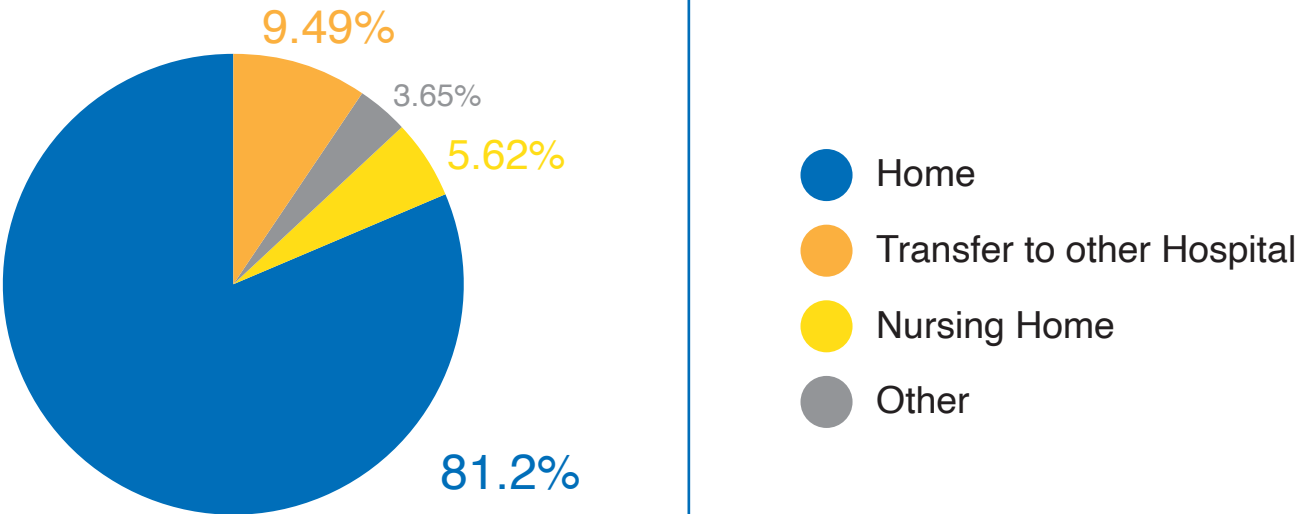


160
Beds



31.5
DAYS
Average
length of stay

Discharge Destinations



3.2 Policy Context

Clontarf Hospital operates in an evolving health service, responding to and changing to meet the needs of a rapidly growing aging population and changing demographics throughout Ireland. In developing our new strategy, we considered national clinical strategies, policies, and standards which impact on Clontarf Hospital and its future direction.

Key national clinical policies, strategies and standards currently reshaping the health service and that directly impact on the hospital’s work are illustrated in Figure 1:

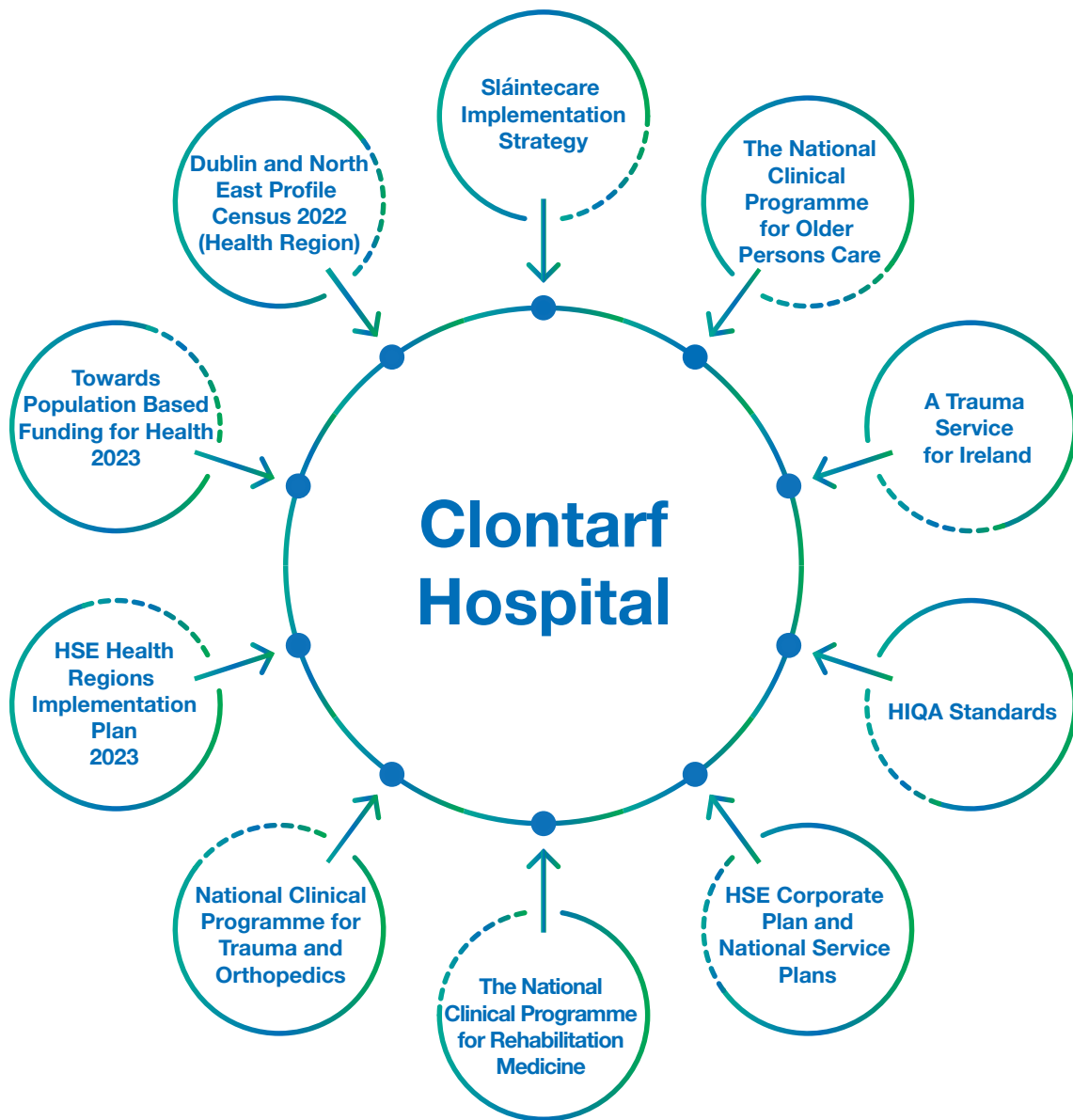


Figure 1 Key Policies & strategies guiding Clontarf Hospital

Sláintecare Implementation Strategy

Clontarf Hospital plays a key part in supporting the delivery of Sláintecare, Ireland’s reform programme for the improvement of the health and social care system. A key aspect of Sláintecare is to move patient care out of acute hospitals into the community and closer to a person’s home, where safely possible.

The Sláintecare vision is of one universal health service for all, providing the right care, in the right place, at the right time by the right team. Sláintecare aims to reorientate the health service towards a high quality integrated system, providing care on the basis of need, and not ability to pay, where the vast majority of care takes place in primary and community care settings. The eight principles that underpin the Sláintecare report are shown in Figure 2 below:



Figure 2 Sláintecare Principles

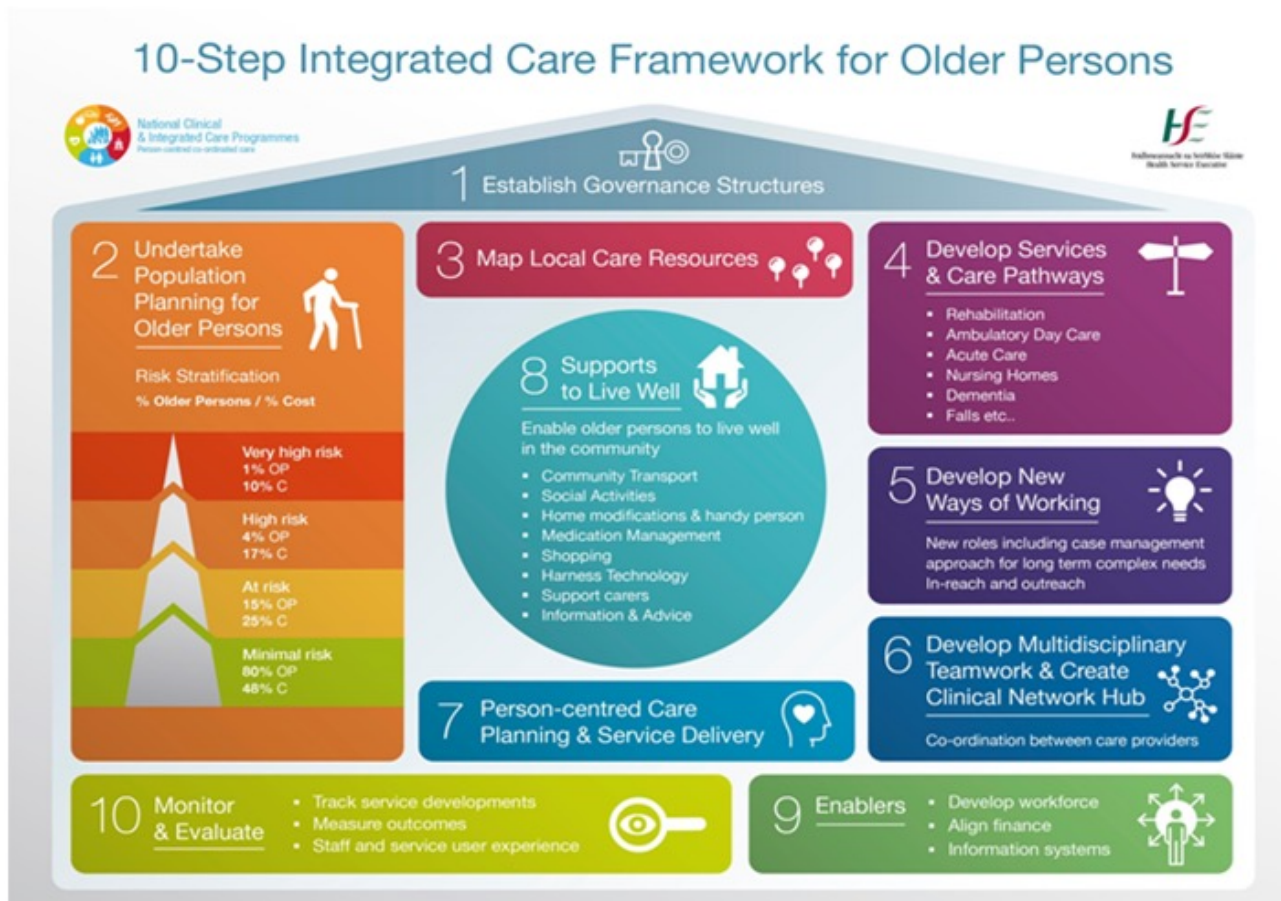


Figure 3 Integrated Care for Older Persons¹

The Integrated Care Programme for Older Persons

The HSE's Integrated Care for Older Persons builds on the National Clinical Care Programme for Older People (NCPOP) which clearly identifies the rehabilitation of older people as a core element of medical care led by a consultant geriatrician and involving multidisciplinary teams (MDTs). Evidence supports that rehabilitation through specialist MDT input improves a patient's functional outcome, prevents further deterioration, and increases the likelihood of successful discharge home for older people.

The Hospital's rehabilitation service for older people supports the Integrated care of older persons and the NCPOP in moving care away from the acute hospital system and closer to people's homes and communities. This integrated model for older persons care model of care management is illustrated in Figure 3. The Hospital, as a specialist facility in rehabilitation of older persons, plays an important role in delivering these key initiatives, ensuring that older people can return to their communities, where possible and clinically appropriate, after recovering from an illness or injury.

¹ <https://www.hse.ie/eng/services/publications/clinical-strategy-and-programmes/a-practical-guide-to-the-local-implementation-of-integrated-care-programmes-for-older-persons.pdf>

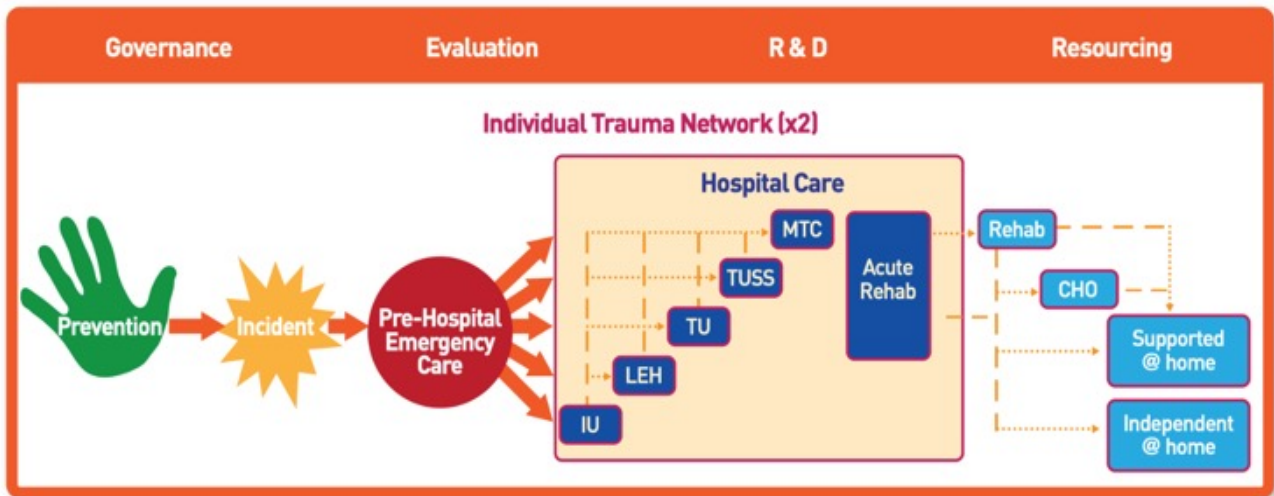


Figure 4 The role of Rehabilitation services within the proposed trauma system in Ireland

A Trauma Service for Ireland

Clontarf Hospital's rehabilitation services can play an important role in the National Trauma Service, with its close links to the Mater Misericordiae University Hospital, a designated Major Trauma Centre. In February 2018, the Department of Health published 'A Trauma System for Ireland' setting out recommendations for the development of a national trauma system. The importance of rehabilitation services was highlighted throughout the document, including the following recommendations:

- 1** The HSE should ensure that all trauma patients in Major Trauma Centres, Trauma Units and Trauma Units with Specialist Services can access rehabilitation and have their rehabilitation needs assessed within 48 hours of admission, generating a flexible personal prescription for rehabilitation that should accompany all patients as they transition through the pathway.
- 2** The HSE should ensure coordinated development of regional and community rehabilitation services and long-term support, to meet the needs of all trauma patients within a Trauma Network. This should include appropriately resourced and skilled community rehabilitation teams (CRTs), co-ordination with disability services and the appointment of case managers.

The National Clinic Programme for Rehabilitation

The World Health Organisation have stated that globally 1 in 3 people today are estimated to be living with a health condition that would benefit from rehabilitation. This need is predicted to increase in the coming years due to changes in the health and characteristics of the population. For example, people are living longer but with more chronic disease and disability.

Rehabilitation is our core service and area of care that Clontarf Hospital has expertise and experience in. The importance of rehabilitation cannot be overstated. Rehabilitation addresses the impact of a health condition on a person's everyday life by optimising their functioning and reducing their experience of disability. It expands the focus of health beyond preventative and curative care to ensure people with a health condition can remain as independent as possible and participate in education, work and meaningful life roles.

The objective of the Irish National Clinical Programme for Rehabilitation Medicine (NCPRM) is to describe a framework whereby the ability and societal participation of those affected by complex, life-altering conditions can be maximized by early and timely access to specialist rehabilitation. The desired outcomes are improved quality of life, sustainable community independence and improved employability for those treated and, in the early post-injury stage, reduced length of hospital stay and prevention of unnecessary re-admissions to acute care.

The NCPRM recommends the establishment of Managed Clinical Rehabilitation Networks (MCRNs) through which specialist neurological and limb absence rehabilitation services will be delivered. These MCRNs are developed along a tiered model of care as set out in figure 5 below.

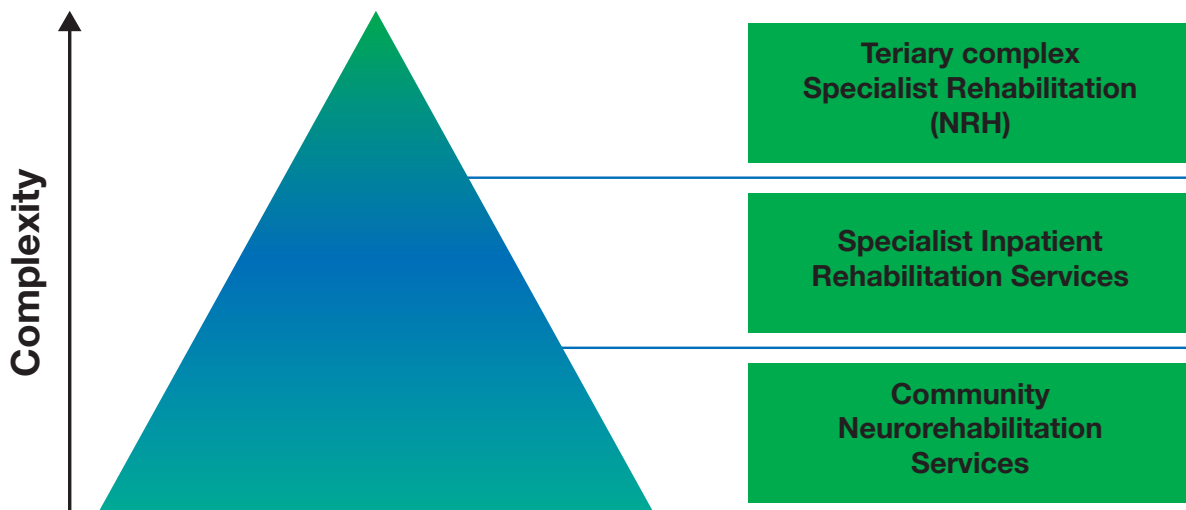


Figure 5 Complexity levels in Irish Rehabilitation Services

community life
quality health
rehabilitation

3.4 Changing Demographics

Across all areas of healthcare, including rehabilitation services, population change in the HSE Dublin and North East Health (DNE) Region will have a significant effect on the demand for the services Clontarf Hospital provides. This Region serves the largest population in Ireland, just under 1.2 million people and contains 20 Community Health Networks (CHNs) in the HSE Dublin and North East Region.

Figure 6 below highlights the percentage of the population within the HSE DNE Region where Clontarf Hospital is located and where the hospital provides its rehabilitation healthcare service.

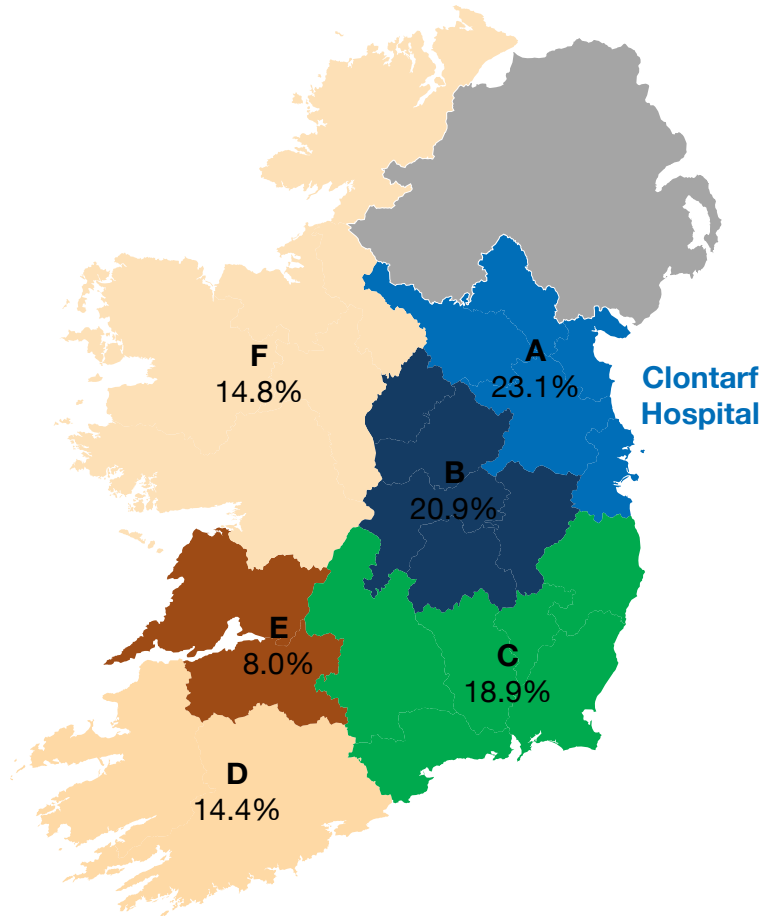


Figure 6 Population comparison of HSE DNE Region with other HSE Regions²

HSE Health Region	2022 Population	% of Total Population
HSE Dublin & North East (A)	1,187,082	23.1%
HSE Dublin & Midlands (B)	1,077,639	20.9%
HSE Dublin & South East (C)	971,093	18.9%
HSE South West (D)	740,614	14.4%
HSE Midwest (E)	413,059	8.0%
HSE North & North West (F)	759,652	14.2%

² HSE (2024) 'Regional Population Profile, Health Region: Dublin and North East' Available at: <https://www.hse.ie/eng/about/who/healthwellbeing/knowledge-management/health-intelligence-files/hr-dublin-and-north-east-profile-census-2022.pdf>

Figure 7 shows the distribution of the population by age group nationally, for DNE and by CHN. The CHNs with the largest proportion of their population aged 65 and above (displayed in green and yellow bars) are ranked at the top of the graph. The CHNs with the highest number of people aged 65+ years are Coastal (20.9%), Clontarf (17.1%) and Kilbarrack (16.2%) Areas. The three CHNs with the highest population aged 85+ years are Clontarf (2.7%), Coolock (2.4%) and Finglas (2.2%), all areas in which the hospital provides its services.

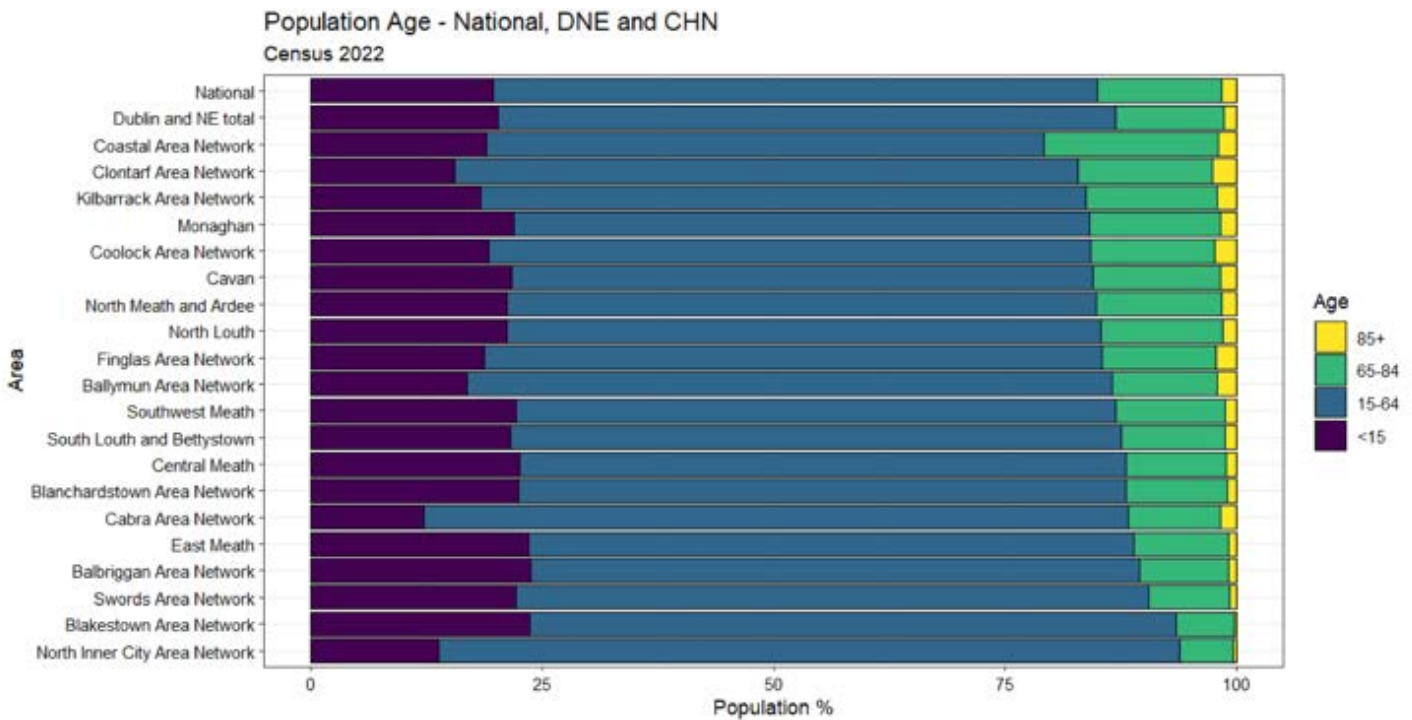


Figure 7 Distribution of the population by age group nationally, for DNE and by CHN³

The different age structures and patient profiles will result in different healthcare needs for the DNE Region population. Identifying these needs can ensure that Clontarf Hospital plan effectively to meet the needs of the current population and identify key areas for development.

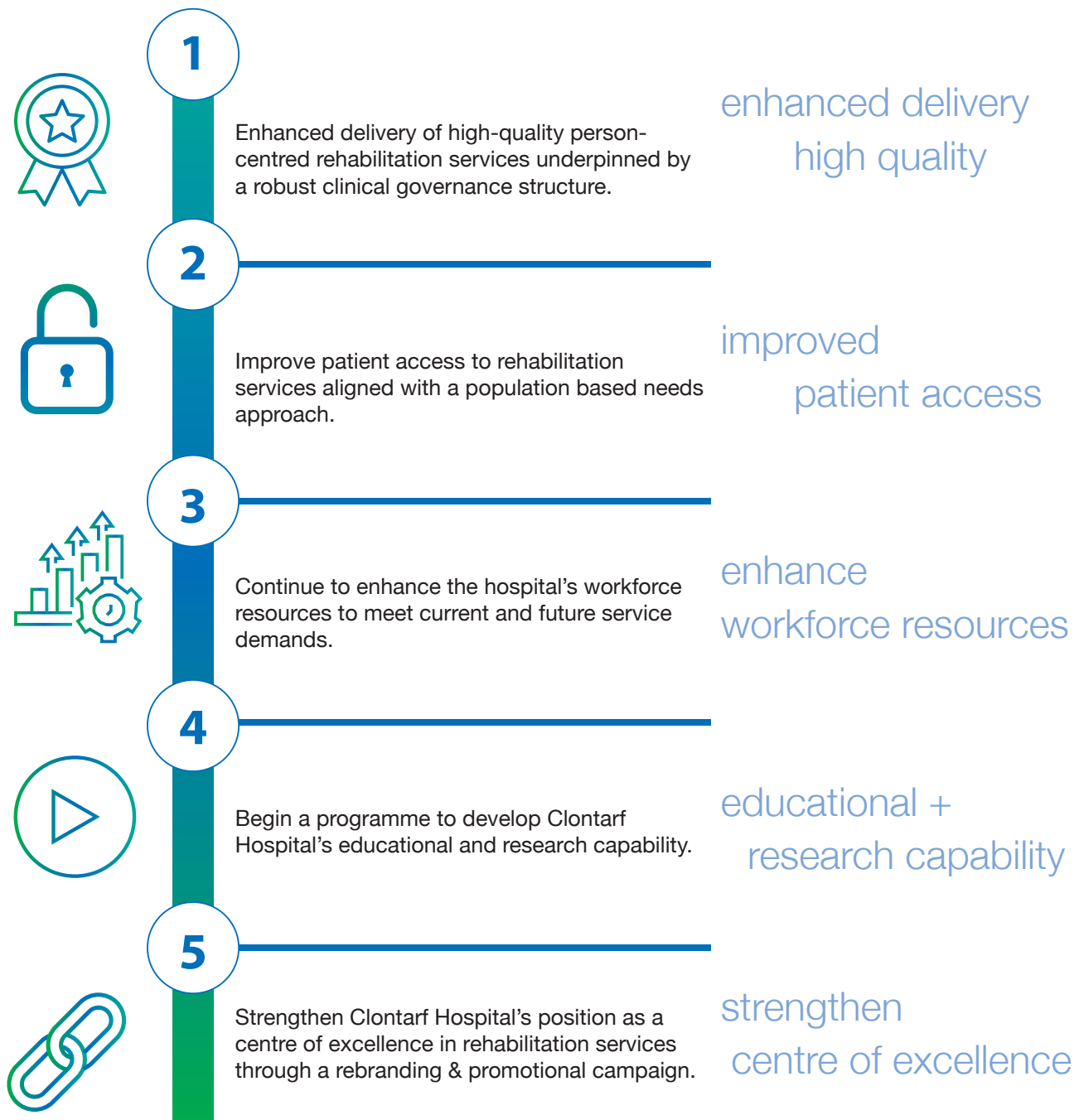
Clontarf Hospital’s services will enable older people and those overcoming other chronic diseases and injuries to be treated closer to their homes and Communities and thereby moving care away from acute hospital care and long term residential care.

³ HSE (2024) ‘Regional Population Profile, Health Region: Dublin and North East’ Available at: <https://www.hse.ie/eng/about/who/healthwellbeing/knowledge-management/health-intelligence-files/hr-dublin-and-north-east-profile-census-2022.pdf>

4

STRATEGIC OBJECTIVES

The strategy has five key objectives, and each objective sets out key actions through which the strategic objective will be delivered. Stakeholders referenced throughout include patients, service users, families, policymakers, health service providers and personnel.



1

Enhanced Delivery Of High-Quality Person-Centred Rehabilitation Services Underpinned By A Robust Clinical Governance Structure

Clontarf Hospital will empower patients to meet their individual rehabilitation goals by delivering consistent, planned and evidence-based rehabilitation in a supportive and caring environment.

We aim to align our services with key National Clinical Care Programmes by further developing the interdisciplinary specialities and strengthening the existing clinical governance model. These services will be supported by innovative work practices utilising technological and sustainable solutions.

Key Actions

- 1** Identify the key requirements for an enhanced clinical governance model and then set out and implement a renewed robust clinical governance structure that ensures the best clinical outcomes while enhancing the hospital's reputation and relationships with key stakeholders and referring hospitals.
- 2** Benchmark the hospital's performance and patient outcomes against comparable hospitals' key performance indicators and regulatory standards and develop an action plan around trends.
- 3** Review, develop and introduce clinical specialities and advanced practice roles across all existing departments that support hospital services, enhance patient care and are in line National Clinical Care Programmes.
- 4** Ensure that the hospital's services move towards a "Smart Hospital" environment where technology ably supports patient care, collection and analysis of healthcare informatics as well as smart technologies that enhance patient care.

What Success Looks Like

- The delivery of high quality patient centred care has been provided and confirmed by departmental clinical data analysis of patient outcomes as well as through patient satisfaction surveys and our complaints, compliments and comments procedures.
- A renewed strengthened clinical governance structure in place which meets the needs of the hospital, its patients, their families, staff and best practice.
- Positive feedback on clinical governance as evidenced by independent HIQA inspection reports and internal and external clinical stakeholders.
- Hospital performance meeting and exceeding appropriate system level KPIs and regulatory standards.
- Patients have access to appropriate and sufficient clinical services to achieve their individual rehabilitation goals.
- A robust hospital wide technological infrastructure supporting the hospital's clinical services so that we deliver and monitor measurable outcomes more efficiently and identify any areas that need improvement.



2

Improve Patient Access To Rehabilitation Services Aligned With A Population Based Needs Approach

Clontarf Hospital will seek to increase patient access to rehabilitation services to meet the anticipated and emerging needs of the population it serves. It will do this by increasing infrastructure, clinical services and funding streams through engagement with the appropriate stakeholders and in line with national health policies.

Focusing on Integrated Care, the National Clinical Programme for Older Persons, the National Clinical Programme for Trauma and Orthopaedics, the National Clinical Care Programme for Rehabilitation Medicine and Neuro Rehabilitation healthcare services.

Key Actions

- 1** Identify emerging population rehabilitation healthcare needs in our communities through engagement and collaboration with referring hospitals, the Health Service Executive, Regional Healthcare Area A, the Department of Health and by using business intelligence.
- 2** Develop clear pathways of care for all new clinical services as they are agreed and prior to being implemented communicate to all internal and external stakeholders.
- 3** From the identification of emerging rehabilitation healthcare needs map out and begin implementation of a future capacity development and infrastructural plan for the hospital using sustainable and green methods for any additional building.
- 4** Develop a sustainable funding model for Clontarf Hospital, to support the implementation of this ambitious strategy will allow for viable capacity increases to support future patient care demands.

What Success Looks Like

- 1** Good working relationships with external stakeholders so that there is agreed understanding and a clear map of the future rehabilitation healthcare service needs in the communities we serve.
- 2** Engaged with Regional Healthcare Area A and the Integrated Healthcare Area, Dublin North City and West, Clontarf Hospital is developing necessary capacity and infrastructure to meet service developments.
- 3** Clontarf Hospital has mapped out a clear suite of rehabilitation services and pathways of care aligned to population needs and national policies including:
 - Trauma and Orthopaedic Rehabilitation Services
 - Outpatients and Day Hospital Community Services
 - Integrated Care for Older Persons
 - Development of Neuro and Amputee rehabilitation
- 4** Be placed on the Health Service Executive's capital investment plan for 2025/2026 for additional bed capacity and infrastructural development to meet the agreed service developments. Include "Green Building" principles into all building development plans.
- 5** Improved patient access confirmed by business intelligence reflecting an increase in the number of patient admissions and discharges.
- 6** Patient surveys confirm satisfaction with the hospital environment and that increasing patient care needs, due to changes and increase in physical dependency, clinical need e.g. infection control, bathroom facilities etc. are being met.
- 7** Sufficient funding to meet the actual cost of service provision through an increase in the HSE annual allocation and through the establishment of a hospital charitable foundation.
- 8** Have plans and begin to implement additional staff facilities to meet requirements of an increasing workforce including, office space, storage and staff wellbeing requirements.



3

Continue To Enhance The Hospital's Workforce Resources To Meet Current And Future Service Demands

Clontarf Hospital will continue to build on and strengthen its workforce resources across all departments, where needed, to meet the needs of the patients and their families, the expectations of referring hospitals and the HSE Health Regions.

We will also develop administrative and support services so that we comply with our legislative, regulatory and mandatory obligations that are part of the environment in which the hospital operates. We will do this so that we can continue to provide a quality driven rehabilitation service now and into the future.

We are committed to cultivating a supportive, nurturing environment that prioritises the growth and development of our workforce. We will continue to build a skilled, fulfilled, and motivated team that is essential to providing exceptional care and reaching our strategic goals.

We take pride in our staff and are dedicated to becoming a place where each individual feels valued, empowered, and supported to achieve their full potential.

Key Actions

- 1** Using a workforce needs analysis align the hospital's workforce planning and development so that it meets the needs of current services and future service developments. Identifying the current and future skills, expertise and competencies required to deliver high-quality rehabilitative patient care, including clinical, administration and support staff workforce need.
- 2** Utilise the findings of the workforce resource needs analysis to set out a "People Strategy." Focus on the key areas of leadership, talent, inclusiveness and diversity within a nurturing workplace environment so as to build a resilient and sustainable workforce.
- 3** Investigate the 'Excellence through People' Scheme run by the National Standards Authority of Ireland and identify if this accreditation would be of benefit to the staff and leadership of Clontarf Hospital.
- 4** Continue to foster a culture of learning that encourages and supports continuous professional development, innovation, leadership and collaboration among our workforce, thereby harnessing a sense of belonging, trust, and engagement that will enable recruitment and retention of the workforce.
- 5** A comprehensive workforce plan, with key development opportunities for current staff, new roles and potential funding streams identified for these.

What Success Looks Like

- 1** There is an appropriate funded workforce in all departments with the skills, expertise and experience to provide high quality person centred rehabilitation care.
- 2** A documented and well-developed People Strategy workforce plan that is aligned to and meets the needs of service developments as they are identified and agreed.
- 3** A happy skilled workforce fully committed to providing a rehabilitation service that is personalised, innovative and effective as evidenced by Staff Satisfaction Surveys and exit interviews in line with the hospital's sustainability programme.
- 4** An employer of choice in the healthcare sector due to its positive workplace reputation especially around its diversity, inclusiveness and wellbeing programmes.
- 5** Staff engaged in ongoing professional development as confirmed by training records and appetite for quality improvement and innovation in service delivery that enhances patient care as recorded in the hospital's quality and risk reports.
- 6** Advancement on technology and data to enhance workforce planning and development. The Available data analytics to monitor and evaluate workforce performance, identify gaps and opportunities, should cultivate an environment for advancement throughout the organisation.



4

Begin A Programme To Develop Clontarf's Educational And Research Capability

Clontarf Hospital will begin to develop and implement a plan to expand and promote its educational and research capabilities. The hospital will identify key strengths and opportunities in the field of rehabilitation medical and healthcare education and research and pursue partnerships with medical schools to enhance post-acute rehabilitation medicine.

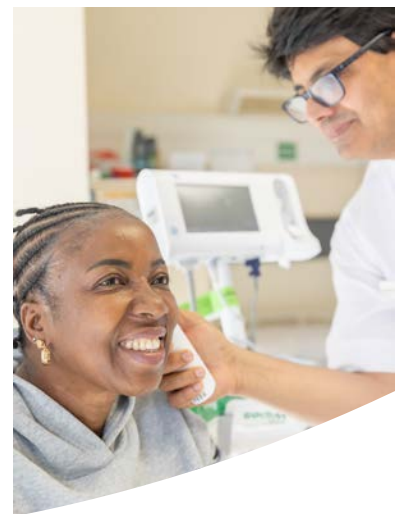
Key Actions

- 1** Establish an Education and Research Group to oversee the creation of a documented education and research strategy, identifying service and academic relationships advantageous and beneficial to the patients and the community at Clontarf Hospital.
- 2** Actively seek out and explore further partnerships for training and research with colleges and universities across the disciplines of rehabilitation and the corporate business side of the hospital's services.
- 3** Develop our rehabilitation medicine rotations from universities and referring hospitals, making Clontarf Hospital an attractive educational destination for Non-Consultant Hospital Doctors.
- 4** Set out formal training programmes in collaboration with associated colleges and universities for post-graduate students in clinical, non-clinical and support services to enhance the training opportunities for all students as well as enhancing the hospital's reputation as a training hospital of choice.
- 5** Empower staff to explore and identify possibilities for research within the hospital community through consideration of collaborations with appropriate colleges and universities in health and social care and support services.
- 6** Promote the education and research potential of Clontarf Hospital amongst key stakeholders including other hospitals, universities, the HSE Health Regions, the Department of Health, the Department of Further and Higher Education, Research, Innovation and Science.



What Success Looks Like

- Clontarf Hospital has an excellent reputation to be the training hospital of choice across all healthcare and support disciplines available in the hospital, evidenced by the high number of student and postgraduate training placements at the hospital.
- A robust and active Clontarf Hospital Educational and Research Group established with a documented plan for extending education and research at the hospital.
- Be the rehabilitation hospital of choice for medical, nursing and health and social care training placements with a positive reputation for undergraduate and post graduate placements.
- Have sufficient rotation posts for Non-Consultant Hospital Doctors including Senior House Officer and Registrar training rotating to Clontarf Hospital supported by the relevant training bodies.
- Partnerships further developed between university departments and Clontarf Hospital, with active collaboration and further engagement with ongoing research.
- Improved recruitment and retention level of high calibre staff due to increased attraction of working in an academic rehabilitation hospital.



5

Strengthen Clontarf Hospital's Position As A Centre Of Excellence In Rehabilitation Services Through A Rebranding & Promotional Campaign

Clontarf Hospital will seek to consolidate its identity as a high-quality rehabilitation service, and ensure that its key stakeholders and the public know and understand the role that the hospital plays in providing rehabilitation.

Key Actions

- 1** Clontarf Hospital management and staff will develop a communication strategy for clearly communicating the hospital's importance in the provision of rehabilitation healthcare.
- 2** Complete a study to establish a hospital rebranding programme to promote Clontarf Hospital as a rehabilitation hospital, firmly grounded among the communities it serves, and as a centre of rehabilitation excellence.
- 3** Once a rebranding programme has been agreed ensure that is rolled out successfully so that Clontarf Hospital is well recognised for providing excellent quality driven rehabilitation patient care.
- 4** Develop a communication strategy, focused on informing referring hospitals, patients and their families and the surrounding population of the new branding and promotion of the Hospital.

What Success Looks Like

- 1** A new name for Clontarf Hospital developed and communicated, reflecting the high-quality work that Clontarf Hospital does in the rehabilitation space.
- 2** A communication policy developed and rolled out, focused on informing patients, their families, referring hospitals, the public, the communities we serve of the services and pathways available in Clontarf.

5

IMPLEMENTATION PLAN

The Clontarf Hospital Strategic Plan for the period 2025 – 2028 is multifaceted and will require leadership and support across all the hospital. It builds on the solid foundations of the past decade and the current extensive expertise of staff and management. The key enablers to deliver the future vision are people, funding, resources, structures, systems, and culture. These areas require ongoing attention and investment to deliver our vision, mission, and strategic goals in an effective and efficient manner.

Key Enablers

People



We are committed to continuing the cultivation of a supportive and empowering work environment in which our staff can thrive. The successful implementation of the strategic plan will involve the Board and staff working collaboratively, both internally and externally.

It will also include involving all our staff in target delivery, expanding employee skills through training and recruitment, and developing departments across the hospital to meet our goals, bringing in additional expertise and continuous engagement with the HSE Health Region, Department of Health and surrounding hospitals.

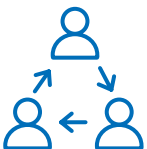
Resources



We rely on the ongoing support of the HSE and referring hospitals to ensure our services can be delivered and for the full implementation of our strategy. In addition to people development, we will invest in the continuous improvement of our resources.

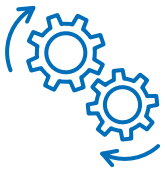
We will also focus on the development of communication plans and ongoing engagement with key stakeholders. In addition, a strategic allocation of staff and Board time is planned to ensure the delivery of our strategic goals.

Structures



Clontarf Hospital's structure ensures effective authority and oversight of the strategic plan, fostering open communication with staff. The Clontarf Hospital Board acts as the strategy plan owner and receives status and progress updates quarterly throughout the year at Board meetings. Management will review progress quarterly at the Executive Management Team meetings and status is communicated to all staff at regular meetings and at staff planning and evaluation days.

We are committed to further developing and empowering structures such as clinical governance, increased interdepartmental working groups with external agencies and professional groups, and new collaborations and research partnerships.



Systems

In a fast changing and increasingly complex healthcare environment, we prioritise continuous improvement through digital advancements, automation, and streamlining. This strategic plan will require continued investment in various areas, including IT integration with referring hospitals, electronic patient records and communication platforms.



Culture

The culture within Clontarf Hospital is guided by our values and aims to deliver on our organisations vision of ‘providing high quality rehabilitation care for our patients, a great place to work for our staff, and being at the forefront of innovation in rehabilitation care all within its obligations towards Environmental, Social and Governance principles’.

We also foster a collaborative and inclusive environment that promotes openness, integrity, innovation, continuous professional and personal improvement and learning. We are committed to supporting rehabilitation services through patient care, support for families, research and innovation and data-driven decision making.

Annual Service Plans

We prepare our Annual Service Plan following a process of engagement with the Executive Management Team and staff to set “SMART” targets and establish agreed milestones to track progress, aligned to our strategic goals. The plan includes key initiatives, resource allocation, and timelines to ensure that Clontarf Hospital’s objectives are met effectively and efficiently.



6

STRATEGIC PLAN DEVELOPMENT

To ensure that our strategic plan was reflective of the community in which we work, we engaged extensively with stakeholders through interviews, and workshops. We also assessed the internal and external environments using SWOT and PESTLE methodology to understand factors influencing Clontarf Hospital. The feedback from stakeholders and the review of past successes informed the development of our strategic plan as highlighted below in figure 8.

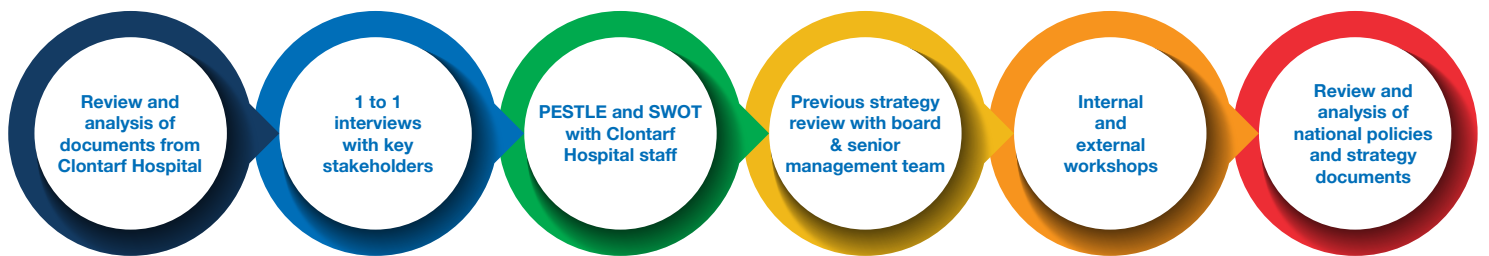


Figure 8 Methodology to develop strategic plan



Stakeholder Engagement

A key part of the strategy development was to conduct an engagement with as many Clontarf Hospital stakeholders as possible, building on ongoing relationships to address service development and how they can be delivered.

A stakeholder engagement process was developed and performed as set out in Figure 9 below.



Figure 9 Clontarf Hospital Stakeholder Engagement Process

Internal and External Stakeholders

As part of our engagement process, we engaged with the following key internal and external stakeholders.

Stakeholder Group	Stakeholder
External Senior Management	Mater Misericordiae University Hospital
	St. James Hospital
	National Rehabilitation Hospital
	Health Service Executive
Service User	Clontarf Hospital Service User
Clinicians	Beaumont Hospital
	Mater Misericordiae University Hospital
	National Orthopaedic Hospital Cappagh National Rehabilitation Hospital
Internal	CEO, Clontarf Hospital
	Chairperson & Deputy Chairperson of Board, Clontarf Hospital
	Department of Nursing
	Physiotherapy Department
	Occupational Therapy Department
	Health Care Assistants
	Radiographers
	Speech and Language Therapy Department
	Medical Social Work Department
	Dietetics
	Human Resources Department
	Pharmacy
	Administration
	Catering
	ICT Department
	Director of Nursing
	Finance
General Services	
Quality and Risk Management	
Health and Safety	





