



Children's Health Ireland

Statement of Strategy 2021–2025



Sláinte Leanaí Éireann



Children's Health Ireland

CHI | Connolly | Crumlin | Tallaght | Temple Street



Healthier children and young people throughout Ireland

Sláinte Leanaí Éireann



Children's Health Ireland



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Introduction

Children's Health Ireland (CHI) is providing leadership on the clinical and operational transformation of acute paediatric healthcare in Ireland. This transformation is fully in keeping with Sláintecare, Government's policy on the future of healthcare in Ireland and the 'National Model of Care for Paediatric Healthcare Services in Ireland' (HSE, 2016).

This model envisions an integrated network of paediatric services, keeping services as local as possible, with the new children's hospital playing a central role which includes consolidation of tertiary and specialist services.

The Children's Hospital Programme (CHP) is a major transformation and integration programme by CHI. It focuses on transformative change to enhanced services for children and adolescents. It integrates the current three existing hospitals and urgent care centre(s), while maintaining and reconfiguring existing services as well as developing new and contemporary services to meet demands and better access. It is promoting and ensuring patient safety and quality while continuing to build and integrate research, innovation and teaching with patient care, supported by technology. Sláintecare has a ten-year timeframe with 2019 being its first full year of implementation. This strategy is for 2021-2025, the first 5 years of a ten-year strategic shift and radical transformation of paediatric care for children and adolescents which is 25% of Ireland's population.

The new national children's hospital project is central to many elements of this transformation of acute paediatric care. CHI will continue to work closely with the National Paediatric Hospital Development Board (NPHDB) Project Team to ensure that the specification will underpin the Government's ambition and plan for paediatric care. Throughout the build, CHI will continue to focus on the identification of opportunities to continue the development of the digitalisation of healthcare in CHI and the development of the paediatric integrated network and service delivery around the country.

Any build programme delay will not prevent continued focus on the identification of opportunities to continue the development of the digitalisation of healthcare in CHI and the development of the paediatric integrated network and service delivery around the country.

The COVID-19 pandemic has impacted on CHI's service delivery primarily by increasing access challenges. Our staff have risen to that challenge outstandingly. COVID-19 also impacts on our strategy implementation in many ways due to uncertainty in service provision in 2020 and 2021 requiring us to have significantly increased flexibility and to anticipate a previously unimaginable range of scenarios. In our strategy we are building in service and operational innovations that were developed in response to COVID-19, as well as, anticipating challenges and solutions that would not have been considered possible had we not encountered COVID-19. Harnessing any potential good from what has been a challenging and difficult time for all.

Our job is to care and treat the sickest children and adolescents from all over Ireland who have complicated and serious illnesses and who are in need of specialist and complex care. These are our tertiary and quaternary services that will be delivered in the new children's hospital on a shared campus with St James's Hospital. We are also the 'local' children's hospital for secondary care services for children and adolescents with common injuries and illnesses. Through our two paediatric outpatient and urgent care centre/ Emergency care unit at CHI at Connolly on the north side and CHI at Tallaght on the south side, the greater Dublin region outside of the city can avail of local acute ambulatory paediatric care when needed, with the new hospital providing inner city local care.



About this Strategy

This Strategy Statement outlines where we aim to be in paediatric services in the long term. It is built on several well-established health policy and investment decisions over the past 2 decades. It lays out what we are going to do and deliver, over the next 5 years, on that journey. We will focus on the important things we must do well, to be as good as we want to be, for children and adolescents on this shared island. There are also threats, outside what we control, to which we will have to respond well. This is our plan for prioritising children and adolescent care so that they will enjoy health and wellbeing into adult life or achieve their potential within their life limiting conditions.



Paediatric care

The European Children’s Hospitals Organisation (ECHO), an association of comparable entities to the new children’s hospital across 13 EU States, makes a convincing case for the urgent need to improve child health.

Research shows that the first 1,000 days sets a child up for life. This period also determines the level of support the child will need from the State throughout their lives. The economic importance of healthy children in aging societies is another factor underlying the importance of healthcare for children and adolescents. Commitment to the UN Charter on the Rights of the Child is a factor in Ireland’s interest in improving paediatric services and outcomes.



ECHO’s suggestions for action resonate with the main focus of CHI’s strategy including:

- Improving the quality of healthcare through improving data sets and investing in data infrastructure and Augmented Intelligence.
- Ensuring equitable access through reducing paediatric workforce shortages and eliminating geographic disparities in health outcomes.
- Supporting research targeting children and adolescents through incentivising new therapies for paediatric-specific diseases and investing in paediatric focused research.

In summary, everyone benefits from good paediatric care. There is a need to further enhance paediatric care. There are clear ways to improve the current and future levels of health in children and adolescents. CHI is at the core of that transformation for Ireland – driving change for the benefit of our children and young people and their families – and for society as a whole.

Research shows that the first 1,000 days sets a child up for life.

Starting together

We are at the beginning of the journey. CHI was legally established on the 1st of January 2019. But we are not starting from scratch. We are standing on the shoulders of giants in Ireland's acute paediatric care.

Since January 2019 we have brought together the three existing, independently governed children's hospitals at Tallaght, Temple Street and Crumlin and since July 2019 our new services based at Connolly Hospital, Blanchardstown which now operate as a single organisation across these four locations. This brought together the talent, experience and culture of care and excellence that existed in those hospitals for decades and centuries. This merger was accomplished while maintaining services in these three hospitals.

The process of transition continues. Together we are developing standardised practices based on the best of each of the hospitals and new models of care. This is not easy work as many may have to leave their respected and familiar ways of working to adopt a new CHI best practice – contributing to an even better future.

We have also commissioned, transitioned to and now operate two paediatric outpatient and urgent care centres based at CHI at Connolly Hospital (July, 2019) and Tallaght University Hospital (November, 2021). This is the beginning of our local network of care, with the new children's hospital at the epicentre, that will reach out through the two satellites, regional centres and community partners all over Ireland, to deliver integrated paediatric care for Ireland's children and adolescents.

In 2020, we made a significant contribution to the battle against COVID-19 in making it safe for patients to obtain services from CHI. We have also protected our staff by implementing best public health advice and by training our staff to provide care in a COVID-19 world. In addition, we temporarily vacated our hospital in Tallaght, making room for adult COVID-19 beds, to quickly increase Ireland's adult bed capacity. We have since transferred back to Tallaght, providing our paediatric services from there once again since September 2020 and will continue to do so until we transfer into the new children's hospital upon its completion.

We continue the following activities;

- to act as a client for the government funded capital project to build the new children's hospital and a separately funded Children's Research and Innovation Centre.
- we have commenced work on a major ICT programme to digitalise paediatric healthcare – as such we will be exemplars within the public health system in Ireland – operating the first public digital hospital and electronic healthcare record.

We also manage the following which will be completed as part of the Children's Hospital Programme:

- Develop, support and extend our workforce and progress our people and change plans.
- Preparation for and implementation of the commissioning, transition and operation of the new children's hospital
- Operationalise an integrated acute paediatric healthcare network across Ireland and a Paediatric Academic Health Sciences Centre and Network with our academic partners.





The Environment around us

The delivery of this strategy will take place within a wider Political, Economical, Societal and Technological environment outside CHI, and any unforeseen changes in that environment could affect how CHI's strategy is implemented. CHI staff teams have proven to be flexible, resilient and responsive to unprecedented change, particularly in response to the unforeseen events of the Covid-19 pandemic and the 2021 cyber-attack. CHI have risen to these challenges to date and our resilient teams have provided solutions.

We will continue to adapt and react as needed to ensure that we move forward with limited impact on strategic intent.



Ambition and Purpose

We exist to care for Ireland's children and adolescents when they need our services. We are excited to lead a major leap forward in paediatric care, research, innovation and teaching. We do this at a number of levels and in a number of ways. We provide secondary care when doctors or parents in our local area of Dublin city and county, Kildare, Wicklow and Meath refer or bring children to us. The new children's hospital will further enable our tertiary and quaternary care on a national basis, and on an agreed speciality, on an all-island basis. Through links we will develop with local and regional paediatric centres and our community services, we will have an integrated national clinical network, working together with a shared care model and better integration based on new digital technology and shared ways of working.

We also care for the health and wellbeing of children and adolescents by influencing and supporting those who provide information, who decide on allocating money, or who develop policy on children's healthcare. We use our knowledge and experience to inform and persuade. We seek to ensure that paediatric services, of whatever level, are available for children and adolescents in Ireland on a sustainable basis, irrespective of ability to pay. Critically, we do that through excellent research and teaching, increasing understanding and growing the next generation of paediatric healthcare professionals.

In summary, we plan to continue our tradition of treating and caring for children and adolescents in Ireland while transforming the paediatric services and the training of excellent people, using the best processes and contemporary models, informed by great research and innovation.



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Children's Health Ireland

CHI's Purpose Statement

To always care for children and adolescents' health and well-being.

We are the people and the places that understand and are able to care for children and adolescents, who need that care. We also research and understand childhood and adolescent illnesses and the wellbeing that is possible.

In Living our VALUES, we will be:

Child-centred, Compassionate, Progressive and we will act with Respect, Excellence and Integrity



Our VISION is:

Healthier children and young people throughout Ireland

Our MISSION to 2025 is:

To promote and provide child-centred, research-led and learning informed healthcare, to the highest standards of safety and excellence, in partnership with each other, with children, young people and their families through a network of children's services in Ireland, so that children and their families experience an excellent health care service that meets their needs.



Images taken pre-Covid- January 2020



Strategic Goals and Priorities

To deliver on the Mission the following four high-level Goals underpin actions:

A

Access

Improve timely access to paediatric services, through transforming, expanding and re-configuring existing services and developing the network of services in Ireland and opening the new hospital when its ready, providing timely and convenient care.



B

Quality & Safety

CHI will be recognised nationally for the level of operating excellence and safety and by the outcomes it delivers for children and their families, made possible by the care delivered by valued staff, innovation, technology and digitally-enabled work, together with excellence in teaching and research.



C

Impact for children and adolescents

Children and adolescents, together with their families, accessing child health services in Ireland will rate the service highly. Over time, the impact of CHI's work will be visible and acknowledged as a significant contributor to improved health and wellbeing in children and adolescents in Ireland.



D

CHI Culture and Organisation

Enable CHI's goals by developing the organisation through staff recruitment, retention and development, enhancing organisational capacity and CHI's culture, and securing the resources and infrastructure required to meet our remits. This will be also be done through excellence in care delivery, workforce development, inclusive and collaborative leadership that enables people perform at their best, research and clinical practice, supported by technology.





Six Strategic Objectives for 2021-2025



Children's Health First

Putting Children and adolescents' health first, supporting excellent child centred and contemporary paediatric services.

We will continue to meet the needs of children and adolescents for excellent paediatric care in a way that is safe, of high quality and sustainable. This includes developing plans to reduce our waiting times in 2022 and each subsequent year to reach the long term Slaintecare targets of 12 weeks for In-Patients, Day Cases and GI Scopes by the end of 2025 and 10 weeks for Out-Patients by the end of 2026.



Integrated Healthcare

Progression towards an integrated healthcare system for children and adolescents as part of the national paediatric model of care.

We will begin to develop the paediatric network to support the availability of the same standard of care anywhere in Ireland. This includes developing the Paediatric Network Plan in 2022 and establishing the Paediatric Clinical Network Steering Group.



World Class Facilities

Progression towards world class facilities in the new national children's hospital.

We will be ready to receive and commission the new children's hospital when the largest and most ambitious investment programme in the public health sector is complete and we will continue to implement our plans to digitalise our healthcare processes, in particular, our clinical, operational and business processes. This work includes the successful opening of the Emergency Care Centre and Outpatients Department at CHI at Tallaght.



Valued Staff

Engage, develop and value our expanded staff, to deliver the best possible care and services, fostering a CHI culture in line with our values (child centred, compassionate, progressive).

We will continue our transition to one organisation, developing CHI's culture so that we are ready and able to implement the new model of paediatric care, as the infrastructure to support it becomes available. We will also support and enable our people, as the key deliverers of all we do, so that they feel listened to, engaged and valued and can do their roles, in a culture that supports our values. Further, we will continue to deliver excellent teaching and professional development for students and professionals so that the paediatric healthcare talent is available to provide the care children and adolescents need.



Resources Management

Secure and manage resources in a way that delivers best health outcomes, provides timely access to services, improves people's experience of using the service and demonstrates value for money.

We will continue to meet the needs of children and adolescents for excellent paediatric care in our local community, regionally and nationally, in a way that is timely, safe, of high quality and sustainable. This work includes embedding project level financial management processes across the programme.



Academic Healthcare

With our academic partners, CHI will develop a Paediatric Academic Health Science Centre/Network that will fundamentally reshape the hospital university model of education, research and innovation to underpin a safer and more integrated model of care that includes progressing philanthropic funding for the Children's Research and Innovation Centre.

We will begin the funding, design and development of our Children's Research and Innovation Centre to provide evidence, insight and innovation in clinical and care interventions, processes and systems, enabled by technology and supported by partnerships and investment, building on our current research strengths. We will also partner with our academic partners to design, develop and implement an academic health sciences organisation for paediatrics.

These priorities will be supported by CHI, it being the source of expert paediatric understanding and influence on behalf of children and adolescents, informing policy and discourse, promoting paediatrics for investment and to attract talent and innovation.



Resources

This strategic plan has been developed with detailed resourcing plans for staff, equipment and technology, together with the costs associated with the merging of the three hospitals. The Government's financial commitment to the transformative paediatric service model and preparations for the opening of the new children's hospital is a collaborative funding approach underpinning this strategy.



Deliverables

- ✓ We will deliver the following over the period 2021 to 2025.
- ✓ We will continue to meet the needs of children and adolescents for excellent paediatric care in our local community, regionally and nationally, in a way that is timely, safe, of high quality and sustainable.
- ✓ We will continue our transition to one organisation, developing CHI's culture and will be ready and able to implement the new model of paediatric care, as the infrastructure to support it becomes available.
- ✓ We will be ready to receive and commission the new children's hospital when the largest and most ambitious investment programme in the public health sector is complete.
- ✓ We will support and enable our people, as the key deliverers of all we do, so that they feel listened to, engaged and valued and can do their roles, in a culture that supports our values.
- ✓ We will begin the funding, design and development of our Children's Research and Innovation Centre to provide evidence, insight and innovation in clinical and care interventions, processes and systems, enabled by technology and supported by partnerships and investment, building on our current research strengths.
- ✓ We will continue to deliver excellent teaching and professional development for students and professionals so that the paediatric healthcare talent is available to provide the care children and adolescents need.
- ✓ We will begin to develop the paediatric network to support the availability of the same standard of care anywhere in Ireland.
- ✓ We will continue to implement our plans to digitalise our healthcare processes, in particular, our clinical, operational and business processes.
- ✓ We will partner with our academic partners to design, develop and implement an academic health sciences organisation for paediatrics.

Implementation Plan

Delivering on our 5-year Statement of Strategy

We have developed an Implementation Framework to guide our progress to implement this strategy between 2021 and 2025. This framework for implementation provides the 'bridge' between the vision and aspiration outlined in this Statement of Strategy, with the detailed actions required over the next five years to deliver this strategy. It outlines the actions required to deliver on our 4 Strategic Goals and 6 Strategic Objectives. These actions over the next 5 years are outlined in this Implementation Plan section and are categorised under each of the 6 Strategic Objectives. More actions are identifiable for the next 1-2 years, with more high level actions identified for the latter years of the plan.

On an annual basis, the Implementation Plan is reviewed at year-end and the actions are captured in our annual Operations Plan for the following year. The annual Operations Plan outlines the specific in-year deliverables and targets from the 5-year implementation plan. This framework facilitates moving to more detailed planning and measurable deliverables going from the high level 6 Strategic Objectives in the Statement of Strategy, to the actions identified in waves over the next 5 years that are included in this Implementation Plan, to the annual Operations Plan that has the specific deliverables and measurable targets for the in-year actions to facilitate performance measurement and alignment of projects to achieve the 6 Strategic Objectives of CHI over the next 5 years.

Implementation Plan delivered in Waves

To help manage the journey to delivering our strategy over the next 5 years, we have structured our Implementation Plan into key waves, with each wave representing a major stepping stone towards our 5-year journey. The waves also provide a summary view on the key stages of the journey ahead, serving as key barometer for measuring our progress on that journey. The high-level Implementation Waves are mapped out in the diagram below.

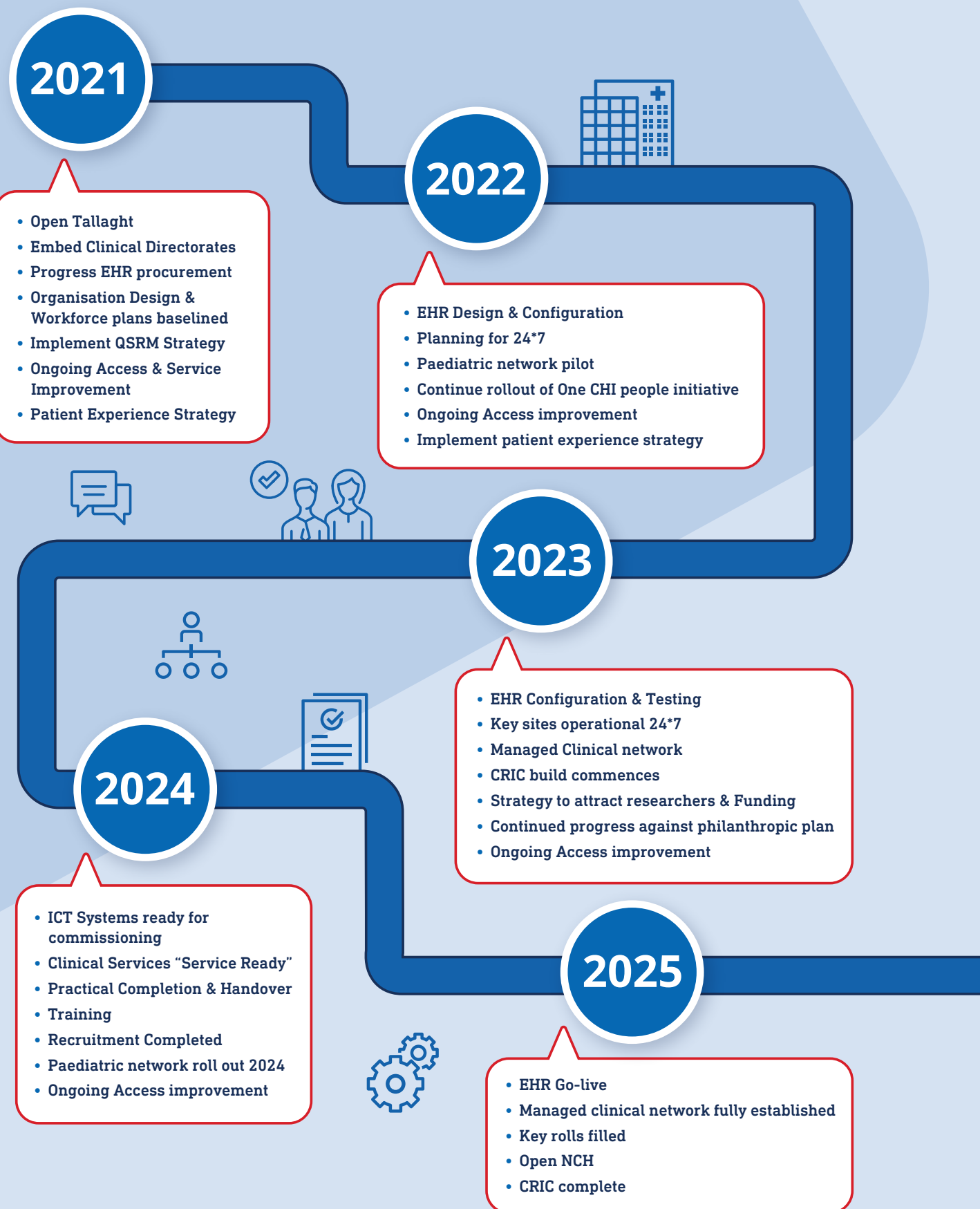


We have developed an Implementation Framework to guide our progress to implement this strategy between 2021 and 2025.





High Level Implementation Waves





Reporting and Monitoring Progress

CHI has appointed a Project Management Office (PMO) Director to support project leads to drive projects in this Children’s Hospital Programme and will support the CHI Executive in delivering upon this Implementation Plan.

We will monitor progress through the PMO, detailed action plans and key performance indicators. The PMO Director will support the CHI Executive in ensuring the actions are delivered according to the defined scope, timeframe and budget.

Progress against the 5-year Strategic Statement Implementation plan will be monitored directly by the appropriate Committee of the Board of CHI (listed below).

Priority:	Oversight provided by:
1 Putting Children and adolescents’ health first, supporting excellent child centred and contemporary paediatric services.	Direct to Board
2 Progression towards an integrated healthcare system for children and adolescents as part of the national paediatric model of care.	Governance & Nominations Committee
3 Progression towards world class facilities in the new national children’s hospital.	Capital Projects Committee
4 Engage, develop and value our expanded staff, to deliver the best possible care and services, fostering a CHI culture in line with our values.	Organisation & Remuneration
5 Secure and manage resources in a way that delivers best health outcomes, provides timely access to services, improves people’s experience of using the service and demonstrates value for money.	Direct to Board
6 With our academic partners, CHI will develop a Paediatric Academic Health Science Centre/ Network that will fundamentally reshape the hospital university model of education, research and innovation to underpin a safer and more integrated model of care that includes progressing philanthropic funding for the Children’s Research and Innovation Centre.	Governance & Nominations Committee

Each Committee will have oversight of progress on those actions linked to the specific Strategic Objective the group is responsible for. Progress will be reviewed by the relevant group on a 6 monthly basis, unless considered by the committee to require a different frequency. In addition, updates will be provided by the Executive annually to the Board. The Board will also receive periodic in-year updates from the CEO on overall progress.

Progress against the annual Operations Plan is currently reviewed monthly by the Executive Team and performance monitored monthly by the HSE Acute Operations according to the Service Level Agreement (SLA), with a quarterly update to the Board by the Chief Operating Officer (COO) .

Progress on the Children’s Hospital Programme is also reported through a monthly Integrated Report with the National Paediatric Hospital Development Board (NPHDB) to the HSE and DoH through the Children’s Hospital Project and Programme Steering Group and Board.



Conclusion



The Government have approved a clear health policy position for acute paediatric services in 2006 when consolidation of the three children’s hospitals in Dublin to a single national children’s hospital and central to an integrated network of services was first approved. There have been several health policy developments and formal investment decision approved by Government since then to implement this health policy position. This Statement of Strategy by CHI with its 6 strategic objectives operationalises health policy driven by the key objective to improve health outcomes for one quarter of the citizens of Ireland – our children, adolescents and their families.



Appendix

References and Sources



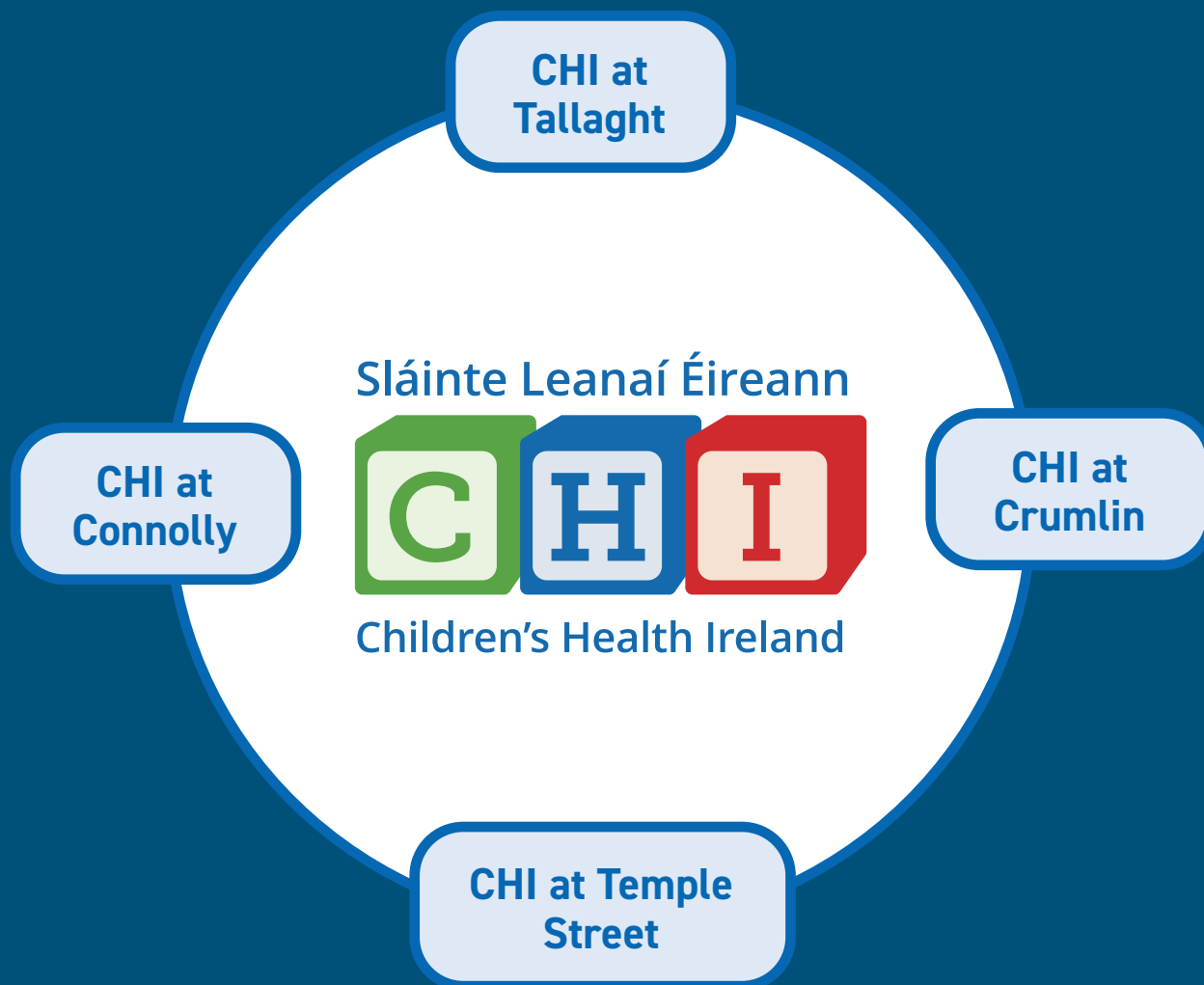
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