

# Strategic Plan 2019 – 2023



**Research &  
Education  
Foundation**  
Sligo University Hospital



## In the Pursuit of Excellence





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## ***Our Vision***

*The Research & Education Foundation is  
dedicated to the improvement of health  
and healthcare delivery*



# 1.0 Foreword



The Research and Education Foundation's achievements at Sligo University Hospital since 1991 have been very considerable. To further enhance this output, the Board believes that the time is

ripe to move to the next stage of development. This will be delivered through a new Strategic Plan for the period 2019 to 2023.

We have reached this decision and outcome following extensive consideration and debate at Board level and through feedback and advice from a wide range of stakeholders and external partners.

The Foundation, a registered charity, is essentially a voluntary organisation providing top-class professional support in education, training and research to people engaged in a wide spectrum of healthcare provision in the Sligo University Hospital (SUH) catchment area and at community level.

Our relationship with SUH and the Saolta University Health Care Group is symbiotic in nature. Formal relationships with other health and academic organisations, both public and private sector, will be built on a collaborative framework.

The Board also operates on a voluntary basis with the membership reflecting a broad church of professions. Funding support is from a range of sources, including donor contributions,

grants, sponsorships and support for services.

In developing the strategic pillars and priorities for our plan, the Board were influenced by the wisdom of Seneca, who observed almost two thousand years ago that "If a sailor knows not to which port he sails, then no wind is favourable". In this plan, our vision is the port while priorities such as collaboration, sustainable funding and programmes are our favourable winds. To continue this analogy, we have taken into consideration the turbulence likely from financial circumstances and the continuing economic climate in healthcare provision.

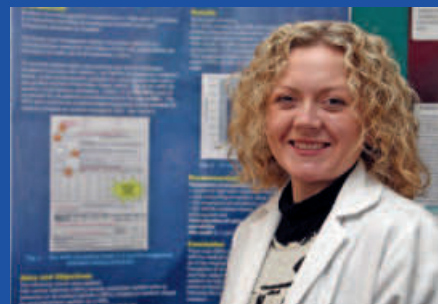
In summary, this plan:

- declares our Vision, Mission and Values
- identifies our key priorities and goals
- describes with milestones how the targets will be achieved

The plan is a declaration of intent on the part of the Foundation. We accept that it is ambitious, but we are confident that with the support of our partners and stakeholders, we will deliver this plan to significantly enhance health education and research support in our catchment.



**Pat Timpson**, Chairman  
On behalf of the Board



## 2.0 Introduction and Context

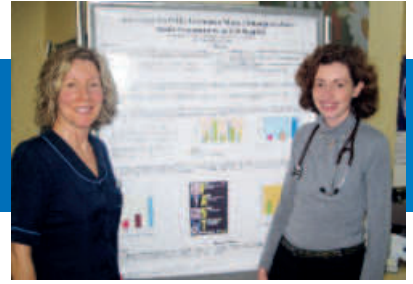
### 2.1 The Research & Education Foundation

The Research and Education Foundation (REF) at Sligo University Hospital (SUH), a registered charity, was set up in 1991 to support training, education and research in health care in SUH and its catchment area. The Board of the Foundation consists of a number of SUH staff members and members of the community. Their efforts are entirely voluntary and are committed to supporting:

- Inter-disciplinary education, training and research that will benefit society on a local, regional, national and international scale.
- Multi-disciplinary excellence across the medical sciences; the mathematical, physical and life sciences; the social sciences and the humanities.

The Foundation works closely with SUH; where SUH is primarily involved in the provision of health care services and service delivery activities, the Foundation provides a vehicle for research governance and supporting education and training. Marked by enthusiastic determination, the Foundation at SUH, has been on a unique journey since its very establishment. The benefits of the symbiotic relationship of SUH and the Foundation to date are:

- Innovating, developing and sustaining improved service quality and delivery
- Attracting and retaining highly qualified staff
- The provision of a vehicle for attracting funding
- Supporting and sustaining CPD
- Supporting and fostering high quality research and education
- Enhancing the reputation of the hospital within the community
- Providing alternatives and flexibility in relation to service provision



## 2.2 Key Achievements

1. Development of a library/information centre and education facility, including a lecture theatre, meeting room and refurbishment of same on Level 6 of Sligo University Hospital. This was done in a public/private partnership with SUH and a ten year loan was required by the Foundation to facilitate this development.
2. In conformity with good ethical practice, the Foundation became a channel for financial contributions from pharmaceutical companies.
3. Commissioned by SUH, we carried out surveys of research activities and Education at SUH (1999 and 2003). These surveys assisted in identifying and informing both infrastructural and financial strategic requirements. Some of the data collected significantly influenced national policies.
4. Developed a planning brief and feasibility report, with hospital management and OKM architects, for a Clinical Services Support Centre (CSSC ) at SUH which, although approved by the Department of Health, was not built.
5. Supported the GP training scheme during the initial programme development phase.
6. Provided training programmes, most notably seminars and the Core Curriculum Programme which included: Presentation Skills, Statistical Analysis, Research Project Design, Getting Published, Research Ethics and Poster Design etc. This activity shaped a yearly cycle leading to an Annual Research Day, now in its 19th year and providing research seed grants.
7. We provide governance and administrative support, financed by SUH, for the SUH Research Ethics committee.
8. A research fund banking facility, maintained and administered, on behalf of researchers.



# Introduction and Context

## 2.3 Public information meetings included:

1. An annual Men's Health symposium with lectures and health checks.
2. Lectures on topical issues such as Mental Health, Eating Disorders, Drugs in Sport, Sleeping Disorders and other topics of interest of the time were provided.

We aim to maximise the benefits of education and research by improving knowledge and contributing to better public policy, improved health outcomes, social cohesion, regional and national development and community identity. To do this we must first analyse and develop our activities and ensure our purpose resonates with modern day life.

## 2.4 The Strategy as a Dynamic Document

The Foundation considers it timely to reflect on how we go about supporting research and training at SUH. We set out to devise a strategic framework for the next 5 years. The implementation of this strategy will underpin intellectual leadership and service to the professions, industry, the private sector, government and to the wider society, particularly in the SUH region.

It's development marks a significant step in the Foundation's evolution as a supporter of education and research-focused activities at SUH.

As a strategic document, it commits us to supporting educational and research excellence in all its forms at SUH. This working document will develop specific action plans to identify new facilities to achieve the vision set out in the framework. It will also inform SUH's future investments in support of education and research.



## 3.0 Strategic Plan Development Process

The Board of the Research and Education Foundation consciously adopted an inclusive process in the creation of this plan. Members of the Board identify with a wide range of professional backgrounds and all contributed to the formation of this plan.

The plan grew progressively through decisive debates on the Foundation's Vision, Mission and Values and a comprehensive SWOT analytical process to achieving agreement on our five strategic pillars and priorities.

Individual Board Members were afforded appreciable scope to identify and develop the key strategic goals and targets under each pillar. These in turn were robustly debated and agreed at full board level.

When the plan reached the penultimate draft stage, it was circulated to both internal and external stakeholders. These diverse groupings offered separate and important perspectives that have also informed the strategic development of this plan.

The core components of the strategic plan include:

- Our Vision, Mission and Values
- Five Strategic Pillars and Priorities
- Key goals which must be achieved to deliver our Mission. These goals are set in association with the five selected pillars.
- Strategic targets and actions are formulated to deliver each of our goals.
- Mechanisms for the implementation, monitoring and review of the Strategic Plan are built into the process.

In formulating the plan, the Foundation was mindful of the interrelationship of our guiding strategy with those of associated organisations and institutions such as Sligo University Hospital, Saolta University Healthcare Group, Health Service Executive (HSE), Department of Health, Higher Education Authority (HEA), Health Research Board (HRB) and University Hospital Group.



## 4.0 Vision, Mission & Values

*“With regard to excellence, it is not enough to know,  
but we must try to have and use it.”*

Aristotle

The meaning or significance of excellence, like that of quality, is not set in stone but something to be achieved and maintained. Excellence, in the modern world, is a moving target; it is a theory or hypothesis, it is what we define it to be. Therefore, it is no accident that we called this strategic document “In Pursuit of Excellence”. It is a public declaration of the Foundation’s plan and intention. Our core vision, mission and values are outlined below. These virtues will underpin the activity of the Foundation for the duration of this Strategic Plan.

### Our Vision

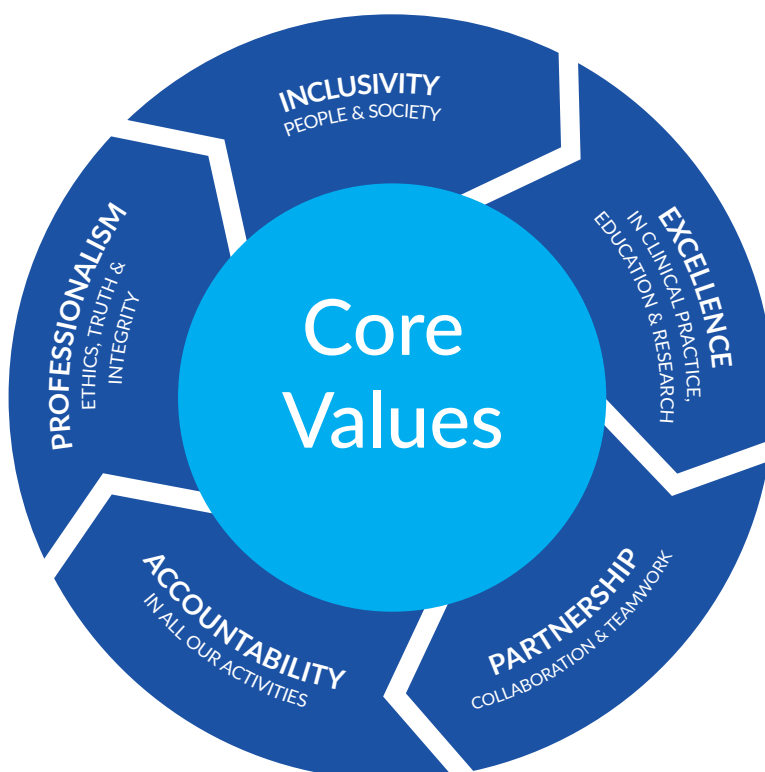
The Research & Education Foundation is dedicated to the improvement of health and healthcare delivery by supporting the development of a culture of research and education at Sligo University Hospital and in the community served by SUH.

### Our Mission

The Research & Education Foundation will work in a sustainable, collaborative and innovative manner to support healthcare research and educational activity in the Sligo Region. We will facilitate staff development by encouraging research, supporting research funding and providing educational opportunities, as well as the promotion of wellness in our community.

## Our Values

In carrying out its mission, the Foundation is guided by a number of core values – Excellence, Partnership, Accountability, Professionalism and Inclusivity.



## 5.0 Strategic Pillars and Priorities





## 5.1 COLLABORATION & ALLIANCES

### 5.1.1 Key Strategic Goal:

To develop and maintain strategic consolidation and collaborative relationships with selected regional, national and international partners in the academic, healthcare, health science and community sectors.

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### 5.1.2 Strategic Targets

1. To develop a rubric and framework for the screening and development of strategic collaborative partnerships by Q1 2019.
2. Strengthen the existing links between the Foundation and Sligo University Hospital, Saolta University Health Care Group, Institute of Technology, Sligo and National University of Ireland, Galway.
3. Establish at least one new collaborative partnership per annum with a Higher Education Institution or Faculty or Research Institute.
4. Establish at least one new collaborative partnership per annum with a Healthcare Provider or an Industry-Based Health Science operation.
5. Establish over the life-time of the Strategic Plan at least two new collaborative partnerships with selected community stakeholders.

# Strategic Pillars and Priorities

## 5.2 PROGRAMMES : RESEARCH, EDUCATION & INNOVATION

### 5.2.1 Key Strategic Goal:

To promote an inclusive, modern, multidisciplinary learning and research environment. To promote health and wellbeing in healthcare personnel and in the public community. To facilitate and empower high quality collaborative research and innovation.

### 5.2.2 Strategic Targets - Research & Innovation

1. Facilitate research through grant allocation.
2. Develop a research grant accountability framework by Q3 2019.
3. Develop an advisory service for research facilitation that includes advancing clinical practice, developing new devices and testing hypotheses (Q3 2020).
4. Stage two training events per annum focused on research methodology (Q3 2019).
5. Organise and provide one research and one publication showcase event per annum.
6. Develop a trans-institutional conduit and framework between researchers in SUH and collaborative partners. Facilitate at least one multi-disciplinary event per annum for potential researchers commencing Q3 2019.
7. Accelerate innovation and healthcare improvements through the alignment of our research and education commitments.

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### **5.2.3 Strategic Targets - Education**

#### **Public Community**

1. Promote health and wellbeing in the general community by providing at least two public health awareness projects per annum contributing to a culture of continuous improvement in supporting safer patient care.
2. Facilitate the provision of information on health and health professions to second level schools/undergraduate groups with a minimum of one session per annum.

#### **Health Care Professionals**

3. Foster health and wellbeing for personnel providing healthcare with one event per year.
4. Facilitate an annual education space utilisation survey. Improve the effective capacity and utilisation of existing space and create greater cross-disciplinary usage (Q1 2019).
5. Engage in partnership with the Hospital Executive Management Team and other stakeholders regarding options for planning/design and funding of a Research and Education Facility within the hospital's campus with a view to initiating development within the lifetime of the plan (Q2 2019).
6. Enhance in-house, cross disciplinary learning through twice yearly educational fora.
7. Expand and facilitate maintenance of the digital platform for education and learning.



# Strategic Pillars and Priorities

## 5.3 SUSTAINABLE FUNDING

### 5.3.1 Key Strategic Goal:

To achieve secure and sustainable sources of funding in order for the Foundation to achieve its objectives in an independent and ethical manner.

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### 5.3.2 Strategic Targets

1. The Board of the Foundation will focus on budgeting and the development of an income generating plan for the Foundation with a target of self-financing status by 2022 and reserve generation by 2023.
2. The annual financial requirements of the Foundation will be clearly identified in Q3/Q4 each year. To support this, all annual activity proposals must be accompanied by cost projections, including Foundation employees' salary costs.
3. A focus of the Foundation will be on income generation throughout the lifetime of the plan including donor contributions, philanthropy, sponsorship deals and support for any work undertaken.
4. A detailed budget, with financial assumptions, projected income and expenditure, based on an agreed programme of activity to be presented to the Board before 31<sup>st</sup> October each year starting 2019 and final budget sign off by the Board by 15<sup>th</sup> December each year.

## 5.4 PROFILE ENHANCEMENT

### 5.4.1 Key Strategic Goal:

To enhance the profile of the Research & Education Foundation nationally and within the Saolta University Health Care group, thereby enhancing the profile of Sligo University Hospital.

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### 5.4.2 Strategic Targets

1. Sligo University Hospital staff members and the wider community will be made aware of the availability of the Research & Education Foundation to support them in research, education and innovation interests.
2. Development of a suite of modern communication tools (e-learning, social media, website, etc), commencing Q2 2019 to ensure potential supporters and collaborators are fully aware of the vision and mission of the Foundation.
3. To increase the profile of the Foundation within the general community with a minimum target of three media publications per annum.

# Strategic Pillars and Priorities

## 5.5 GOVERNANCE & ACCOUNTABILITY

### 5.5.1 Key Strategic Goal:

To undertake and to implement the Governance Code, a voluntary code of practice for good governance of the Community, Voluntary and Charitable organisations in Ireland; to set and achieve our goals, provide evidence of performance, increase transparency, mitigate risks and reduce costs.

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### 5.5.2 Key Strategic Targets

1. Inform all Board members of the Code, gain consensus to start the Journey of Compliance and make a formal commitment to undertake a process to comply with the Code by Q1 2019.
2. Review, agree and implement principles, sub-principles and practices of the Governance Code by end of Q3 2019 including explanations for any divergence from the recommended practices.
3. Publicly declare compliance and display our “Public Code Compliance Declaration” by Q1 2020.
4. Put in place a review process every three years of the Public Compliance Declaration (Q1 2023).





## 6.0 Implementation, Monitoring & Review

Our “Strategic Plan 2019–2023” will shape the continuing growth of the Research and Education Foundation over the coming five years.

This strategic plan is founded on our five pillars and priorities with attached actions and performance targets. Each target will have clear ownership and time lines. We will have put in place an operational plan by early 2019 to guide the process of implementing, monitoring and reviewing this new strategic plan.

As this is an organic document, the Board will be furnished with a performance evaluation and will oversee an annual review of the strategic plan.

### 6.1 Implementation of Targets & Timelines

What is set out in this plan will shape the continuing progress of the Foundation over the coming five years and beyond. We are committed to the implementation of targets along the designated timelines set out in the appended chart.

The Board has overall responsibility for the implementation of the plan including assigning of ownership for each key strategic pillar. The annual monitoring and performance review will commence in Q3 2019.

## Implementation of Targets & Timelines

PILLAR	TARGET	2019	2020	2021	2022	2023	Ownership
<b>5.1</b>	<b>COLLABORATION &amp; ALLIANCES</b>						
5.1.2.1	Rubric and screening framework	●—■					
5.1.2.2	Strengthen links with existing partners	●—					
5.1.2.3	Establish one partnership/annum with Higher Education or Research Institute	●—					
5.1.2.4	Establish one partnership/annum with Healthcare/Health Science Provider	●—					
5.1.2.5	Establish two partnerships with selected community stakeholder		●—				
<b>5.2</b>	<b>PROGRAMMES: Research, Education &amp; Innovation</b>						
5.2.2.1	Facilitate research grant allocation	●—					
5.2.2.2	Research grant accountability framework		●—				
5.2.2.3	Advisory service for research facilitation		●—				
5.2.2.4	Training in research methodology	●—					
5.2.2.5	Showcase events for research and publication		●—				
5.2.2.6	Develop a trans-institutional conduit & framework	●—					
5.2.2.7	Accelerate innovation and healthcare improvements		●—				
5.2.3.1	Promote health & wellbeing in the community with two annual public health projects	●—					
5.2.3.2	Information on health & health professions to second level schools	●—					
5.2.3.3	Foster health & wellbeing with one event per annum for healthcare personnel		●—				
5.2.3.4	Education space utilization survey	●—■	●—■	●—■	●—■	●—■	
5.2.3.5	Engage with EMT & stakeholders in developing new research & education facility	●—					
5.2.3.6	Cross disciplinary education forum	●—					
5.2.3.7	Expand and facilitate maintenance of digital platform for education & learning		●—				
<b>5.3</b>	<b>SUSTAINABLE FUNDING</b>						
5.3.2.1	Budgeting & income generating plan	●—					
5.3.2.1	Self-financing status				●—		
5.3.2.1	Generating reserves					●—	
5.3.2.2	Annual financial requirements	●—■	●—■	●—■	●—■	●—■	
5.3.2.3	Income generation plan for the Foundation	●—					
5.3.2.4	Detailed budget with financial assumptions	●—■	●—■	●—■	●—■	●—■	
<b>5.4</b>	<b>PROFILE ENHANCEMENT</b>						
5.4.2.1	Increase awareness of the Foundation with SUH staff & wider community	●—					
5.4.2.2	Develop a suite of modern communication tools	●—					
5.4.2.3	Increase profile of the Foundation in the community	●—					
<b>5.5</b>	<b>GOVERNANCE &amp; ACCOUNTABILITY</b>						
5.5.2.1	Formal commitment to start journey of Code of Compliance	●—					
5.5.2.2	Review, agree and implement principles of the Governance Code	●—■					
5.5.2.3	Publicly declare compliance		●—				
5.5.2.4	Review compliance process					●—	

Start End On going

# Appendices & Glossary

## **Research and Education Foundation Board of Directors**

Mr Pat Timpson (Chairman)

Prof. Catherine McHugh (Secretary)

Dr Bryan Whelan (Treasurer)

Mr Martin Caldwell

Dr Seamus Healy

Mr John McElhinney

Mr Naishadh Patil

Ms Marion Ryder

Dr John Williams

Dr Peter Wright

Mr Pat Dolan (Retired May 2018)

Executive Officer: Ms Aileen Concannon

## **Research Advisory Committee Members**

Dr Anna Cleminson

Dr Seamus Healy

Ms Karen Hickey

Ms Maeve MacDermott

Dr John Williams (Chairman)

Dr Peter Wright

## Publications

Review Report following consultation on the current and future requirements for facilities to support training, education and research functions at Sligo General Hospital January 2001 prepared for SGH by the Research and Education Foundation

1995 – 1999 Research Survey of health professionals in the Sligo General Hospital region of the North Western Health Board

Research Activity Survey of Health Professionals in the NWHB 1999 – 2003

The training of hospital doctors in Sligo General Hospital – a basis for further study April 2000

Planning Brief for Clinical Services Support Centre (CSSC) Sligo General Hospital

Health and Social Care Professions Education and Professional Development Strategy 2018-2021

Saolta University Healthcare Group November 2017

## Glossary

<b>CPD</b>	Continuing Professional Development
<b>CSSC</b>	Clinical Services Support Centre
<b>EMT</b>	Executive Management Team
<b>GP</b>	General Practitioner
<b>HEA</b>	Higher Education Authority
<b>HRB</b>	Health Research Board
<b>NWHB</b>	North Western Health Board
<b>REF</b>	Research and Education Foundation
<b>SUH</b>	Sligo University Hospital
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats









**Research &  
Education  
Foundation**  
Sligo University Hospital

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