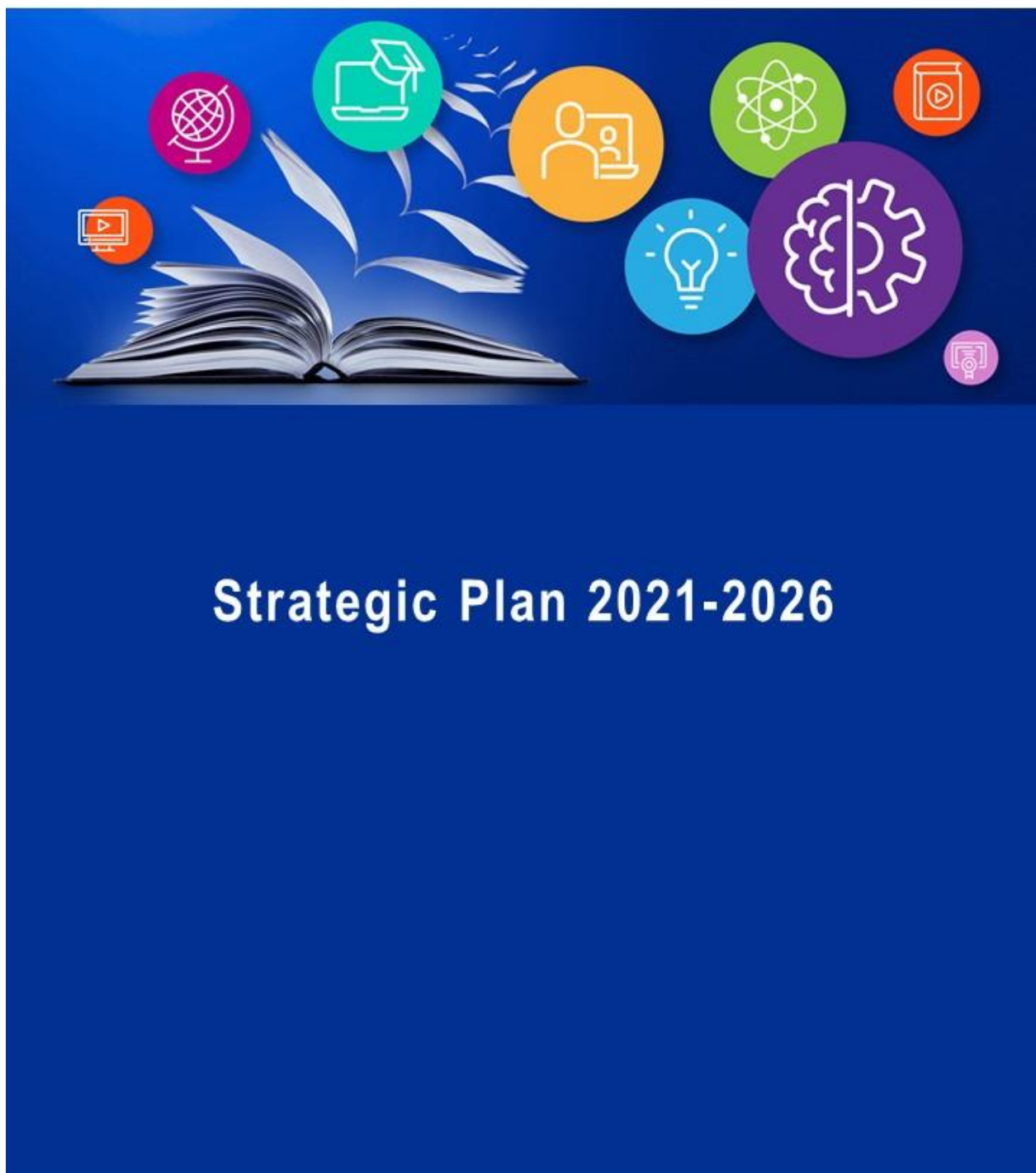




The Meath Foundation Fondúireacht Na Mí

Healthcare Research, Education, Quality Improvement
& Arts in Health at Tallaght University Hospital



Strategic Plan 2021-2026

THE MEATH FOUNDATION

STRATEGIC PLAN 2021 – 2026

Foreword

Welcome to the Meath Foundation Strategic Plan 2021 – 2026, which is a blueprint for the development of the Foundation over the coming five years.

The Strategy is a statement of intent of our continued commitment to support Tallaght University Hospital, its patients and their families, its staff and the wider community in their mission to deliver better services, better care and better patient outcomes, in a safe environment.

It also confirms our belief in the value of Healthcare research and education.

In 2019/20, the Foundation undertook an in-depth review of our Constitution to ensure compliance with the Charities Regulator's Code of Governance. Following the review, our Constitution was refreshed and in the autumn of 2020 the Charity Regulator accepted and registered the updated Constitution.

In September 2020, a new Board was appointed and an early task for the Board was to develop a Strategy for the Foundation.

A number of facilitated Board workshops were held in spring 2021 and contributions were also made by various stakeholders. In June 2021, the Board agreed the five-year Strategy.

The Strategy addresses five strategic themes:

1. Advancing Healthcare Research
2. Recognising and Promoting Excellence
3. Educating Future Healthcare Leaders
4. Promoting and Improving Quality of Care and Delivery
5. Promoting Better Health through the Arts

I would like to thank my fellow Directors for their participation and contributions in developing the Strategy.

Mairéad Shields

Chair

Date: 23rd September 2021

Background:

The Meath Foundation

The Meath Foundation, which is a successor of the Meath Hospital, was founded to support research and education in the Healthcare area and is dedicated to improving health outcomes for patients, and the experience of patients and staff in Tallaght University Hospital (TUH), Dublin.

It achieves this by providing sustainable financial support for world class research, education, quality improvement, innovation, and the arts in TUH, which is a teaching hospital of Trinity College, Dublin.

The Meath Foundation evolved from the Board of the Meath Hospital in Dublin.

The Meath Hospital, which was founded in 1753 to provide Healthcare for the poor of Dublin's Liberties, was Ireland's first voluntary hospital funded entirely by voluntary subscriptions and donations from prominent citizens of the day. The hospital attracted some of Ireland's most celebrated physicians and surgeons to become an internationally recognised Centre for the advancement of medical science.

In 1998, the Meath Hospital, along with the Adelaide Hospital and the National Children's Hospital, moved to the new hospital at Tallaght, now known as Tallaght University Hospital.

The Foundation has been working with TUH since the services of the Meath Hospital were transferred there in 1998. Since then it has provided €6.95 million in support of research, education, quality improvement, innovation and arts projects in the hospital and in support of its staff.

Objectives:

The objectives of the Foundation, as outlined in its Constitution, specify that it will support Healthcare and Related Research, Education, Training and Development at TUH, and decisions relating to the allocation of funding are guided by these objectives.

Chair of the Board of the Foundation, Mairead Shields said, *"we honour the heritage and traditions of the Meath Hospital, and acknowledge the contributions of the people who went before us which makes our work possible."*

'The Foundation passionately believes in the value of Healthcare research and education. It is the platform on which better services, better care and better patient outcomes in a safe environment all sit. We are committed to continuing the funding of research and education in Healthcare that will help to develop the necessary skills to transform our health service and deliver a safer and better quality service to our patients.'

Partners:

The Foundation's partners are Tallaght University Hospital, Trinity College Dublin, Adelaide Health Foundation, Tallaght University Hospital Foundation, South Dublin County Council, and the Technological University, Tallaght.

STRATEGIC THEMES:

Having reviewed its strategy in 2021, the Board of the Foundation decided to focus on the following five strategic themes:

1. Advancing Healthcare Research
2. Recognising and Promoting Excellence
3. Educating Future Healthcare Leaders
4. Promoting and Improving Quality of Care and Delivery
5. Promoting Better Health through the Arts

In addition, the Meath Foundation will offer ongoing support for the development of facilities at Tallaght University Hospital (TUH) over and above those included in TUH's capital development program where a compelling business case for investment is presented to the Foundation.

The Foundation will work in partnership with TUH in the identification of needs and the delivery of program.

- **Strategic Theme 1: Advancing Healthcare Research**

Our strategic objectives are to:

- a) Promote Healthcare research among all Healthcare staff working in Tallaght University Hospital, with a focus on research excellence.
- b) Encourage Healthcare professionals in the early stages of their career to engage in research and develop deep research capability.
- c) Allocate an annual research budget to fund these activities.

The Foundation has awarded research grants since 2002. In the period 2002 – 2020, the Foundation supported 122 research projects valued at €4.93m.

The Foundation established a Research Fellowship in 2017. In the period 2017 – 2020, there were four Fellowships awarded valued at €300,000.

- **Strategic Theme 2: Recognising and Promoting Excellence**

Our strategic objectives are to:

- a) Recognise excellence among all Healthcare staff by awarding medals and bursaries to staff who have made an outstanding contribution in their area of expertise and to improving the delivery of a safer and better service to patients.
- b) Promote excellence by encouraging career and leadership development.
- c) Allocate an annual budget to fund these activities.

The Foundation awards the following medals and bursaries in recognition of and promoting excellence:

Elizabeth O'Dwyer Medal and Bursary
Mary O'Connor Medal and Bursary
J. A. Brian Keogh Medal and Bursary
Meath Hospital medal
TCD 2nd Year Medical Students Research prize

- **Strategic Theme 3: Educating Future Healthcare Leaders**

Our strategic objectives are to:

- a) Support the development of Healthcare leadership by supporting professional education and development in leadership and implementation sciences.
- b) Support and enable the provision of digital learning resources.
- c) Allocate an annual Education budget to fund these activities.

The Meath Foundation has funded educational programs at Tallaght University Hospital since 2013 and in the period up to 2020 has provided €360,000 in funding. These funds have been used to develop a culture of excellence in leadership and innovation including the development of the Leadership Academy.

- **Strategic Theme 4: Promoting and Improving Quality of Care and Delivery**

Our strategic objectives are to:

- a) Support quality improvement and innovation initiatives focused on improving Healthcare provision and patient outcomes.
- b) Promote the systematic uptake of research findings and other evidence-based practices into routine practice, to improve the quality and effectiveness of Healthcare.
- c) Allocate an annual budget to fund these activities.

The Meath Hospital had a long tradition of quality improvement and innovation in Healthcare provision which has been carried through to TUH.

The Meath Foundation has supported quality improvement and innovation initiatives in Tallaght University Hospital since 2014. In the period up to 2020 The Foundation has provided €690,000 in funding and supported 49 projects.

- **Strategic Theme 5: Promoting Better Health through the Arts**

Our strategic objectives are to:

- a) Support Arts projects that enhance the hospital experience for patients, their families, and staff.
- b) Demonstrate to Healthcare professionals, especially at an early stage in their careers, the role that the Arts can play in improving patient recovery.
- c) Allocate an annual budget to fund these activities.

The Foundation believes that the experience of patients in hospital is enhanced by having access to the Arts. Since 2012 the Foundation has allocated €320,000 for projects under the Arts & Health program in areas such as Music Therapy, Art at the Bedside and workshops for staff.

Implementation of the Strategy

The Foundation also intends to focus on three areas of capacity development to enable the achievement of its strategic objectives. They are Investment Management, Communication and Engagement, and Administrative processes and Board support.

Investment Management

Prudent management of the Foundation's investments provides the funds to implement the strategy. Astute financial planning determines what level of annual expenditure is likely to be sustainable.

Our objectives are to:

- Review our investment performance bi-annually with our investment managers.
- Endeavour to retain the capital value of the portfolio.
- Ensure that the yield from our investment portfolio is in alignment with the delivery of the strategic themes.

Communication and Engagement

Communication with hospital management, hospital staff and our strategic partners is central to delivery of the strategy.

Our objectives are to:

- Review our current arrangements for communications and community building to inform the development of a communications plan for engagement with all stakeholders.
- Promote the work of the Foundation, ensuring our work is aligned with Tallaght University Hospital's priorities and attracting applicants for funding.

Administrative processes and Board support

Implementing the strategy depends on having sound operational procedures and processes that are regularly reviewed and updated to enable the assessment of the effectiveness of the use of resources.

Our objectives are to:

- Ensure that the Board and Committee structures are fit for purpose and supported by documented processes.
- Ensure that the procedures are in place to comply with the Charities Regulator Code of Governance.
- Ensure that current office management practices comply with all relevant legislation for the Charity sector.
- Implement a succession plan to ensure a good mix of skills, experience and background amongst Directors and that these are refreshed on an ongoing basis.

Approval of Strategy

This is a 5 year Strategy and was approved by the Foundation Board at their meeting on 24th June 2021.

The Strategy will be reviewed annually to track progress and a full review will take place Q1 2026 in preparation for refreshing the Strategy.

The Meath Foundation, Tallaght University Hospital,
Tallaght Dublin, D24 NR0A

Companies Registration Office registration number: 285929 Charities Regulatory Authority
registration number: 20038045