



Tallaght
University
Hospital

Ospidéal
Ollscoile
Thamhlachta

An Academic Partner of Trinity College Dublin

Strategic Plan 2025-2029

*To deliver innovative, patient-centred care
that continuously anticipates and adapts to
meet the evolving needs of our community*

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Foreword



*Anne-Marie Brady,
Chairperson*

I am proud to introduce the Tuh Strategic Plan 2025–2029, a blueprint for advancing healthcare services, strengthening partnerships, and positioning the Hospital as a leader in patient-centred, innovative care. This Strategic Plan comes at a critical time, as increasing demand, evolving patient needs, and national healthcare reform present both opportunities and challenges.

TUH has always been a hospital that adapts and evolves to meet the needs of its patients and its community. This Strategic Plan focuses on key areas that will drive meaningful change and reflects our deep commitment to making sure that every patient receives high-quality, timely and compassionate care.

We can only achieve our vision through strong teamwork and collaboration with our staff, patients, academic and industry partners, and the wider healthcare system. This Strategic Plan is focused not only on addressing the challenges we currently face but also on building a strong, sustainable healthcare system for the future.

I would like to thank our dedicated staff, leadership team, and stakeholders for their unwavering commitment to providing outstanding healthcare. Working together, we will drive positive change, ensuring TUH remains at the forefront of healthcare excellence for years to come.

Anne-Marie Brady

Chairperson

Tallaght University Hospital Board of Directors

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Context

Healthcare is constantly evolving due to changes in population health, demographics, innovation, and politics. Tallaght University Hospital's 2025–2029 Strategic Plan responds to these changes by addressing current and future challenges while seizing opportunities to improve patient health and deliver sustainable, high-quality care.

Informed by the latest Health Assets & Needs Assessment (HANA) report, this Strategic Plan targets financially and environmentally sustainable outcomes. A core challenge is the rapid population growth in our catchment—from 650,000 in 2018 to 800,000 in 2024, and an expected 1,000,000 by 2030—particularly in West Dublin, one of Ireland's fastest-growing regions.

With an ageing population and rising complexity of care, urgent investment is needed in bed capacity, workforce, and stepdown care to avoid operational pressure and ensure fair access.

Aligned with Sláintecare, this Strategic Plan supports shifting care from acute hospitals to the community through Integrated Health Areas (IHAs). This shift requires coordinated investment in infrastructure, staffing, and services, in partnership with the HSE. As a voluntary hospital, TUH maintains autonomy while collaborating across the system, ensuring decisions remain aligned with our values and legal obligations.

Economic challenges, including inflation, continue to impact financial sustainability. The reliance on annual budgeting complicates long-term planning, just as demand for services—particularly in chronic and older person care—continues to rise. TUH must continue to expand capacity, with ongoing workforce planning, and the development of services to meet these needs.

As a leading academic hospital, TUH is committed to growing with its community. We will strengthen collaboration with Trinity College Dublin and other academic partners and contribute to national health policy development. Building on lessons from the previous Strategic Plan and the COVID-19 pandemic, the new plan reflects a bold vision for a digitally enabled, innovative future of care.

This Strategic Plan positions TUH as a "Hospital Without Walls," expanding outreach, integrated care models, and digital tools like telemedicine and remote monitoring. By simplifying patient pathways and avoiding unnecessary hospitalisation, TUH aims to deliver care closer to home while maintaining excellence in acute and specialist care—improving outcomes, patient experience and long-term sustainability.



3 | Our Values

Our CARE values of *Collaborate*, *Achieve*, *Respect* and *Equity*, reflect our ambition and highlight the importance of our staff with these core values guiding us and shaping our positive culture and strategic decision making. We also acknowledge the importance of networks, partnerships and active engagement within the wider healthcare ecosystem.

- C Collaborate** – together and with our academic and care partners
- A Achieve** – our goals, positive outcomes and wellbeing
- R Respect** – for patients, each other and our environment
- E Equity** – for patients and staff



4 | Our Mission and Vision

Our Vision and Mission work together to define our unique purpose and goals. Our Vision clearly states what we want to achieve, and our Mission explains why we exist and how we will reach our goals.

Our Mission is not just about delivering care - it is about shaping the future of healthcare, ensuring we continue to lead in innovation, resilience, and supporting the wellbeing of our community. The significance and ambition behind each key word in our mission statement can be explored below.

Innovation: TUH embraces cutting-edge research and digital advancements to deliver excellent patient care and set new standards in healthcare.

Patient-Centred Care: Personalised, compassionate care ensures every patient's needs are met with dignity, respect and the best possible outcomes.

Anticipates: TUH stays ahead of healthcare challenges by using predictive analytics, research, and proactive planning.

Adaptive: A constantly evolving approach ensures TUH integrates new technologies and develops and delivers seamless care pathways.

Evolving: Our community is growing and ageing, TUH continuously learns and responds to demographic shifts, new diseases and medical advancements to remain future-ready.

Community: Beyond its walls, TUH partners with patients, families, and community partners to ensure increased access, equity and shared healthcare responsibility.

Our Vision is more than a commitment to healthcare—it is an ambitious promise to deliver excellence at every level. Below, we break down the key words of our vision statement, highlighting the scale of ambition embedded in each element.

Consistently Deliver: We are committed to excellence, adapting and innovating to provide the highest quality care in a changing environment.

Excellent Outcomes: We aim to lead in care, research, and patient experience by constantly pushing the boundaries of healthcare.

Patient-Focused: We centre care around each person's needs through accessibility, personalisation, and shared decisions.

Wider Community: We partner beyond the Hospital to ensure inclusive, high-quality care that builds a healthier, more equitable community.

Mission

To deliver innovative, patient-centred care that continuously anticipates and adapts to meet the evolving needs of our community

Vision

To consistently deliver excellent outcomes for our patients and wider community



5 | Focus Areas

What TUH will be like in ten years time with the achievement of our Vision.

Patient Access

Patients move through the Hospital with ease. Wait times are short, their care journey is seamless. Every step is informed by personal need and real-time information.

Care is consistent, delivered and coordinated as close to home as possible. Access to innovative treatments and digital tools ensures our services are responsive and personalised. All patients feel respected, confident and safe.

The difference this will make:

- Significant reduction in waiting lists and average length of stay
- High patient experience scores
- Consistently meet national Patient Experience Times (PET) targets in ED
- Trolleys in ED are solely used to provide urgent medical attention

Integrated Care

Hospitals, GPs, and community services work as one cohesive system.

Care pathways are standardised and consistent. Readmissions are reduced.

For both patients and staff, the system feels joined-up rather than fragmented.

People receive the right care, at the right time, in the right setting—with strong follow-up when required.

The difference this will make:

- Increased number of standardised care pathways delivering better patient outcomes and experiences
- Fewer repeat visits and hospital readmissions
- Seamless engagement with GPs and community-based services

Environmentally Sustainable Infrastructure & Capacity

Physically, TUH is a modern, flexible, and green—with enough beds, space, and facilities to meet demand.

Infrastructure supports innovation, comfort and safety.

Services are scalable and environmentally responsible, meeting the needs of a growing, ageing and diverse population without compromising on quality or care.

The difference this will make:

- Right-sized capacity for the growing community we serve
- Optimised use of clinical and support spaces
- Sustainability targets met or exceeded
- Increased access to step-down beds ensures inpatient beds are used for acute needs only

Research & Innovation

TUH is a recognised centre for cutting-edge research, clinical trials, and new service models by utilising innovation to accelerate improvements in healthcare delivery.

Disparities in health outcomes are reduced.

TUH is a magnet for talent, partnerships, and investment. Patients benefit directly from scientific advances, while staff lead the way in shaping the future of healthcare.

The difference this will make:

- > Proactive and productive working relationships with our academic partners
- > Growth in clinical trial participation and research publications
- > Measurable impact of innovation projects on patient outcomes

Organisational Effectiveness

Behind the scenes, the Hospital is smarter and faster, powered by data-driven decisions and streamlined operations.

Resources are used wisely, outcomes are monitored transparently, and services adapt quickly. TUH enjoys strong public confidence and sustainable finances.

A strong focus on how we can use digital technology to drive increased efficiencies and effectiveness.

The difference this will make:

- > Material improvements in service efficiency and delivery
- > Clear metrics tracking impact and outcome improvements
- > Positive financial performance and accountability
- > Digital transformation is delivering service improvements across all areas

Our People

Our staff feel deeply supported—working in a culture that values their wellbeing, performance, and contributions. High engagement and retention reflect a workplace where people want to stay and grow. There is a shared purpose around innovation, inclusion, and excellence. Continuous improvement is part of the daily rhythm. TUH is a place where people come not just to work, but to lead, learn, and make a difference.

The difference this will make:

- > Meeting or exceeding recruitment and retention targets
- > Increased staff engagement and satisfaction scores
- > Significant progress in performance management and staff wellbeing initiatives
- > Achievement of Diversity, Equity & Inclusion goals

6 | Outcomes & Outputs

Long-term Outcomes (2031 – 2034)

Our Strategic Plan identifies key long-term outcomes essential to achieving our vision and a sustainable, high-quality healthcare system.

These goals, spanning up to ten years, need consistent effort across clinical care, infrastructure, workforce, and community engagement. Their success will transform patient experiences, strengthen healthcare services, and position TUH as a leader in innovative, patient-centred care with lasting benefits for our community and society.



Medium-term Outcomes (2028 – 2030)

Our Strategic Plan sets medium-term outcomes as key steps toward our long-term vision. Within three to five years, we aim to ensure we are exemplars in patient care, service integration, clinical innovation, infrastructure, and workforce development.

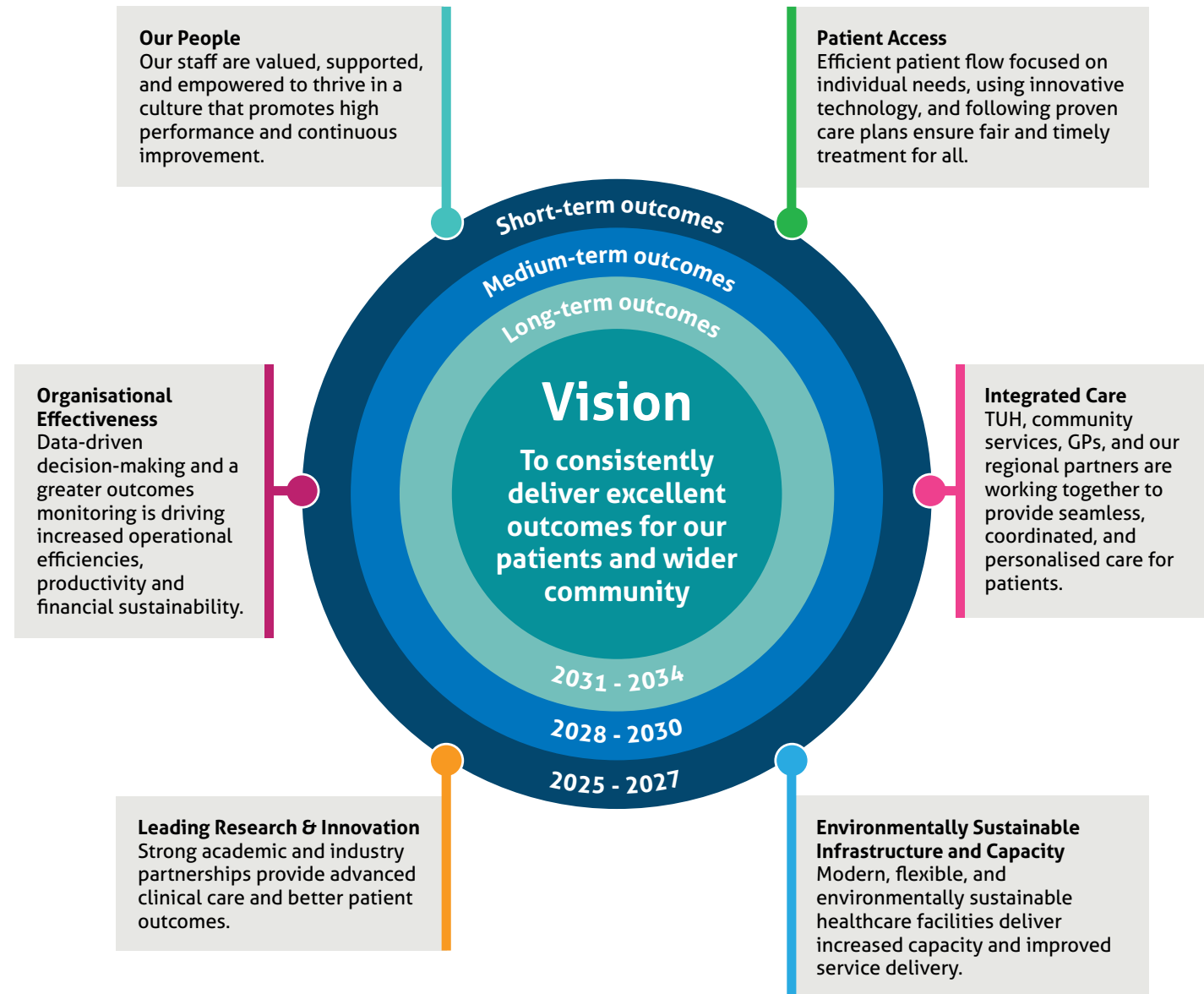
Excellent experiences, productive collaborations, innovative evidence-based treatments, modern facilities and supported staff are delivering sustainable and responsive healthcare. These efforts will drive immediate advances while positioning TUH for lasting, transformative change.



Short-term Outputs (2025 – 2027)

Our Strategic Plan outlines short-term outputs as key milestones for 2025-2027, driving immediate improvements and measuring success. These goals provide a strong foundation for long-term change, ensuring TUH remains responsive and focused on delivering compassionate, accessible and innovative care.

As a result, during the first three years of our Strategic Plan, we will focus our efforts on the achievement of the following short-term outputs:



7 | Measures of Success

The measures of success outlined below establish a structured framework for monitoring progress across TUH's key focus areas. These metrics will drive continuous improvement and uphold accountability across the organisation, ensuring the consistent delivery of high-quality, patient-centred care.

To implement this Strategic Plan effectively, we will establish a structured framework to monitor progress, align with key milestones and track KPIs. A reporting mechanism will assess outcomes, measure impact, and identify areas for improvement. Regular performance reviews will support data-driven decision-making and continuous improvement.

Ongoing engagement with our staff, patients, and stakeholders will refine our approach, ensuring responsiveness to changing healthcare needs.

Through this process, we remain committed to high-quality, patient-centred care, innovation and operational excellence.

In addition, there will be an emphasis on advocacy, focusing on advancing strategic priorities with key stakeholders and our wider community.

Patient Access	Integrated Care	Infrastructure & Capacity	Research & Innovation	Organisational Effectiveness	Our People
> Reduced waiting lists > Reduced length of stay > Improved patient experience scores > Achievement of National PET targets > Reduced Trolley numbers in ED	> Numbers of standardised care pathways increase > Reduction in numbers of hospital visits and readmissions > Increased level of community and GP engagement	> Improved use of space > Delivery on sustainability targets > Increase in inpatient and step-down facility beds	> Clinical trials and research output > Level of new service adoption > Impact of research & innovation projects > Collaboration with academic and industry partners	> Increased Service efficiencies > Improvements in service effectiveness > Outcome measurement > Financial Performance > Digital adoption	> Recruitment & retention targets > Staff engagement and satisfaction scores > Performance management targets > Staff Health & wellbeing Targets > DEI Targets

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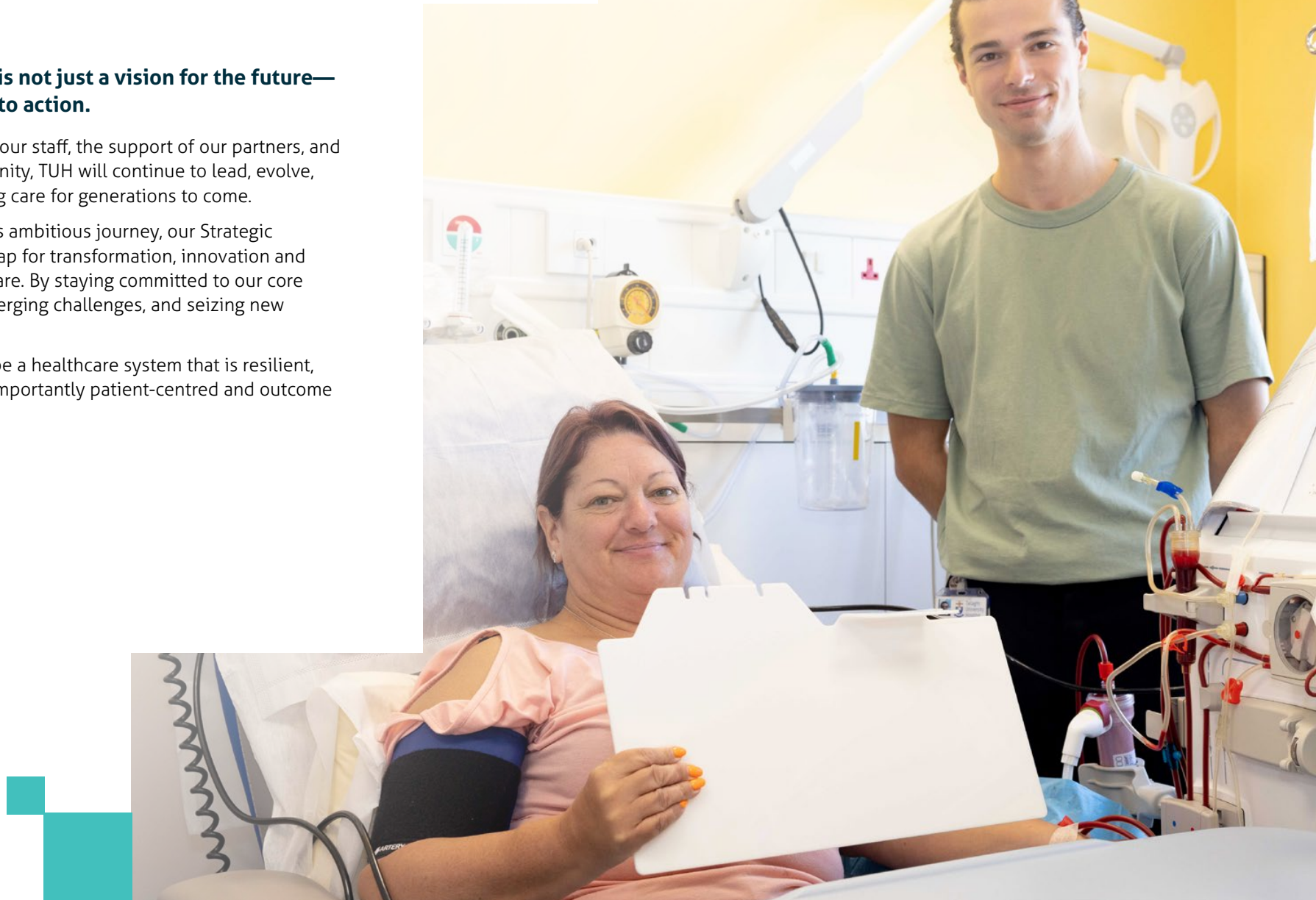
Summary

**This Strategic Plan is not just a vision for the future—
it is a commitment to action.**

With the dedication of our staff, the support of our partners, and the trust of our community, TUH will continue to lead, evolve, and deliver outstanding care for generations to come.

As TUH embarks on this ambitious journey, our Strategic Plan serves as a roadmap for transformation, innovation and excellence in patient care. By staying committed to our core values, adapting to emerging challenges, and seizing new opportunities.

Our ambition is to shape a healthcare system that is resilient, responsive, and most importantly patient-centred and outcome focused.



9 | Appendices



Appendix 1 - Action Plan

Short-term Output: Patient Access

Actions:

- › Develop and deploy a real-time digital dashboard to track patient healthcare journeys from admission to discharge. Providing live data to support timely decision-making and improved patient flow.
- › Make sure the Hospital uses consistent, evidence-based treatment plans for common conditions presenting, so patients receive consistent and efficient care every time.
- › Standardise and streamline the pre-admission processes. This will enable the digitisation of these processes, giving staff easy access to manage key information.
- › Establish a dedicated project team, supported by a transformation office. They will review patient flow monthly, track progress with data and quickly address bottlenecks.
- › Improve patient pathways in the ED. Improving how patients are managed, ensuring timely access to clinical assessment and treatment.

Short-term Output: Integrated Care

Actions:

- › Co-design and roll out standardised care pathways for key patient groups that span hospital, community and GP services.
- › Increase the use of technology tools that will facilitate additional opportunities for sharing patient information across the Hospital, community teams and GPs.
- › Improve teamwork between the Hospital, primary care, and community teams to improve care coordination and support for patients with complex needs.
- › Develop and implement additional remote monitoring solutions in the community and develop a virtual ward, aligned to the HSE model of care for Virtual Wards.
- › Develop a patient feedback system to capture experiences across the Hospital, community and GP care, to inform continuous improvement.
- › Improve the pre and post-discharge process for patients with complex needs, integrating home care support and digital monitoring to reduce the risk of readmission.

Short-term Output: Environmentally Sustainable Infrastructure & Capacity

Actions:

- › Modernise and upgrade the Hospital infrastructure to improve access, ensuring it can meet growing healthcare needs and deliver better services.
- › Use a strategic campus development plan to support growth, making the most of available space and resources all the time planning for future expansion and sustainability.
- › Remodel and refurbish outdated spaces to align with modern service delivery models and patient care principles, creating environments that support high-quality care, optimal patient outcomes and delivers on sustainability targets.
- › Introduce a sustainability programme for all new and renovated areas, focusing on energy efficiency, reducing waste, and adopting eco-friendly building practices to support the environment and save costs.
- › Rely on data-driven decisions for planning and operations, ensuring all investments are based on evidence and meet the needs of both patients and the community.
- › Work with our community partners to provide the right care settings for patients in step-down facilities and nursing homes. Ensuring patients receive the right care, at the right time in the right place.

Short-term Output: Leading Research & Innovation

Actions:

- Development of a self sustaining business model for Research & Innovation with a focus on public and patient participation.
- Scale Research & Innovation capacity.
- Deliver two to three large scale innovation projects each year, aligned with our Strategic Plan.
- Physical infrastructure – construct a new state of the art Innovate Health building – including a Clinical Research Facility.
- Partner with industry leaders in areas such as digital health, medical devices, diagnostics and pharmaceutical innovation to co-develop and test new technologies and solutions that drive innovation and improve patient care at TUH and beyond.
- Strengthen established academic partnerships by increasing joint clinical academic roles enabling clinicians to engage in research and teaching at TCD and other institutions while continuing to deliver care at TUH.

Short-term Output: Organisational Effectiveness

Actions:

- Introduce real-time dashboards to track performance and productivity, supporting better decisions and continuous improvement.
- Establish a data governance framework to ensure consistent data collection, reporting practices, management of cyber-related risks, and AI data governance enabling better support for evidence-based decision making.
- Set up regular performance review meetings where leaders and department heads review data insights, decide on actions to improve efficiency and outcomes. Agreed actions can also be tracked to ensure follow through.
- Improve decision making by integrating real-time analytics and performance monitoring into everyday operations and clinical workflows making services more efficient and effective.
- Include outcomes monitoring into strategic planning to drive ongoing service improvements based on patient needs and performance insights.
- Promote careful financial management across TUH by ensuring accurate forecasts, strict budget controls, cost awareness, and alignment with strategic goals.

Short-term Output: Our People

Actions:

- Expand efforts to improve staff support with regular feedback, recognition initiatives, and forums to involve staff in appropriate decision-making supporting their performance and development.
- Continued development of the Leadership Academy to prepare managers with the skills to foster a supportive and high-performance culture.
- Build skills in managing change effectively, while ensuring staff contributions to outstanding performance and improvement efforts are acknowledged and valued at all levels—individual, team, and organisation-wide.
- Embed wellbeing as part of the workplace culture through the provision of evaluated support and education which empowers staff to manage their own health & wellbeing.
- Introduce an improved recruitment process, provide regular DEI training, offer leadership development programs to develop a diverse workforce and promote an inclusive culture throughout the Hospital.

Appendix 2 - Outcomes

Short-term Outputs

Patient Access

Enhance patient care through optimising patient flow for faster access, reduced delays, and better health outcomes.

Integrated Care

Enhanced integration of acute and community services, that ensures streamlined patient transitions and reduced hospital dependency through regional development and service collaboration.

Environmentally Sustainable Infrastructure and Capacity

Ensuring sufficient infrastructure to meet growing service demands through sustainable development and practices.

Leading Research & Innovation

Work with academic partners and patients to co-design better healthcare services, using expert knowledge to improve care and patient outcomes.

Organisational Effectiveness

Utilise technologies including AI to optimise staffing, forecast demand, service development and efficiencies.

Our People

Support a strong and motivated workforce with training, leadership development, and inclusive practices to improve wellbeing and quality healthcare.

Medium-term Outputs

Improve Patient Experience and Outcomes

Patients receive faster, more personalised care with smoother service transitions, reducing delays and enhancing satisfaction, trust and health outcomes.

Join-Up Services Providing Continuity of Care

Stronger integration between hospital, primary, and community care ensures seamless coordination, reducing hospital visits, empowering patients to manage their health closer to home.

Evidence-Based Care Leading to Better Treatments

Accelerated adoption of research-driven treatments through academic and clinical partnerships improves patient safety, treatment effectiveness, and recovery times.

Flexible and Sustainable Facilities Supporting Quality Care

Modern, adaptable, and sustainable healthcare facilities enhance patient comfort, safety, and efficiency while ensuring long-term resilience to future healthcare demands.

A Supported, Skilled, and Motivated Workforce

A well-trained, engaged, and resilient workforce, supported by professional development and wellbeing initiatives, ensures high-quality consistent patient care.

Long-term Outputs

Seamless, High-Quality Care:

Patients experience timely access to care, a seamless care experience, and improved outcomes.

Innovative Leader:

TUH is regarded as a provider of advanced treatments, improved patient outcomes, and a national leader in healthcare innovation.

Integrated Infrastructure and Engagement:

Purpose-built facilities ensure strong community-hospital collaboration and efficient service flow.

Empowered and Supported Workforce:

Staff have the resources, career growth opportunities, and supportive environments needed to focus on excellent patient care.



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Vision

To consistently
deliver excellent
outcomes for our
patients and wider
community



People Caring for People
to Live Better Lives

Our Strategic Plan provides a cohesive framework that connects short-term outputs, medium-term outcomes, and long-term goals to achieve our vision.

Improvements in patient access, workforce support, infrastructure, research, and operations form the base for better patient experiences, integrated services, and clinical progress. These efforts propel our long-term ambition to lead in patient-centred, innovative and high-quality care.

Each step reinforces the next, ensuring ongoing progress and sustainable healthcare for our community.





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Tallaght University Hospital, Tallaght, Dublin, D24 NR0A.