



DUBLIN DENTAL
UNIVERSITY HOSPITAL
OSPIDÉAL DÉADACH
OLLSCOILE ÁTHA CLIATH

Dublin Dental University Hospital 2019-2022 Strategic Plan



A centre of excellence

The Dublin Dental University Hospital is a centre of excellence in patient care, education and research, which drives the learning experience of our students and the delivery of the highest quality care to patients in an integrated and balanced way.

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Introduction from the Chairman

The Board is delighted to present this Strategic Plan for the Dublin Dental University Hospital (DDUH), covering the four year period 2019-2022. This new Strategic Plan will underpin the direction of the DDUH, building on the successes of previous plans and ensuring we continue to achieve excellence in our tripartite mission of Education, Research, and Patient Care.

The DDUH is the leading academic dental centre in Ireland, providing high quality dental education and training for the entire dental team throughout the professional's career.

We serve patients from every county in Ireland and deliver primary, secondary and tertiary dental care, some of which is not available elsewhere in the country.

Research is a fundamental pillar of the DDUH. We have internationally recognised expertise in the area of oral health research. The period of this Strategic Plan will build on that reputation, focusing on areas of research strength, investment in new technologies and seeking to recruit and support high calibre research active staff.

Over the four year period 2019-2022, we will continue to develop our national and international profile by strengthening our partnerships with research in clinical organisations as well as other key national and international stakeholders.

This strategy positions us well to enhance our existing strengths, while addressing current and future challenges.

Funding will continue to be a challenge during the life of this Strategic Plan but we will be working hard to secure additional funding to ensure continued excellence in the delivery of our academic and clinical programmes as well as exploring other opportunities for new potential funding streams.

During the period of this Strategic Plan we will develop into a stronger organisation, responding to changing education and clinical landscapes, higher standards, new policies, whilst maintaining our autonomy and independence to meet the needs of our patients, students, staff and stakeholders. To achieve these objectives we will require significant

investment in our staff, our infrastructure and information technology to ensure continued strengthening of our organisational infrastructure.

In preparation for this Strategic Plan, we have consulted with our key stakeholders widely including a Board Strategy workshop, staff, patients and students and we believe that we have captured the essence of what we need to focus on for the coming years.

Future direction will be influenced by the priorities set out in the recently published Smile agus Sláinte- National Oral Health Policy, the new Dental Act and the implementation of the recommendations made in the Slaintecare Report on the Future of Healthcare.

The effective implementation of this Strategic Plan will require strong commitment from across the institution and its stakeholders, working together to deliver on our vision.

Frank Nolan
Chairman of the Board

337

Undergraduate Students

Only place in Ireland to educate an entire dental team

External Research Grant Funding received between 2014 - 2018

€2,063,359

10%

of papers from Oral Biosciences in Top 1% worldwide



252

Research Articles in International Peer Review Journals 2014 - 2018



24,814

diagnostic images



Over 115,000 patient visits a year for primary, secondary and tertiary care



Trinity College Dublin School of Dental Science 51 - 75 in Academic Ranking of World Universities (ARWU) Rankings

5,000

 contact hours for dental students

13,140

citations 2014 - 2018

Electronic Dental Record since 2010



65

Postgraduate Students



310

staff

30%

 of students are Non EU students

our Profile



to provide a single centre of excellence for the continuing development of oral healthcare professionals in Ireland

Our Profile



About Us

In 1977, the dental schools of University College Dublin and the Royal College of Surgeons in Ireland were amalgamated with that of Trinity College to provide a single centre of excellence for the professional development of dentists in Ireland.

The School of Dental Science, Trinity College and the Dublin Dental Hospital together comprise the Dublin Dental University Hospital (DDUH).

The Hospital is responsible for clinical care, clinical teaching and facilities, and the School of Dental Science is responsible for the design and delivery of all dental teaching programmes and the research portfolio.

Education

One of the primary functions of the DDUH is to educate and train dental health professionals who will be fit for purpose in competently addressing the oral health needs of the Irish population. The DDUH's vision is to be the leading academic dental centre in Ireland, internationally recognised for the quality of its education, research and clinical care programmes. Being a centre of excellence in patient care, education and research, will enhance the learning experience of all of our students and the delivery of the highest quality care to our patients, in an integrated and balanced way.

As part of the dental team's requirement to undertake Continuing Professional Development, the DDUH provides continuing dental education courses for the dental team including Postgraduate Diplomas and a Masters in Clinical Dentistry for dentists in primary care.

Research

Research is a core activity of the DDUH and we are committed to improving oral health by generating the evidence base for clinical practice and to enhance our knowledge related to oral sciences.



Our Profile *Continued*

Clinical Services and Patient Care

The DDUH provides a complete range of primary, secondary and tertiary clinical care services, including comprehensive care for patients who present with oral cancer.

Primary care is provided by supervised undergraduate dental science and dental hygiene students, post qualification clinical dental technologists and by non-consultant hospital dentists, working in the DDUH.

Primary dental care encompasses the main dental care needed to maintain good oral health. This is largely undertaken in supervised undergraduate clinics where student dental professionals achieve the range of competences/experience required for clinical practice.

The DDUH's secondary care clinics provide diagnosis, advice and treatment in many specialties including:

- Dental trauma
- Implantology
- Medico legal clinics
- Oral surgery
- Paediatric dentistry
- Prosthodontics
- Special care dentistry – for patients with complex intellectual or physical disabilities
- Endodontics
- Oral & Maxillofacial surgery
- Oral medicine
- Orthodontics
- Periodontology
- Restorative dentistry
- Treatment for patients with latex allergy

Research is a core activity of the DDUH



The DDUH provides national tertiary care services (diagnosis, advice and treatment) including:

- Clinics for the HOPE Directorate – this encompasses haematology, medical and radiation oncology, the National Centre for Adult Bone Marrow Transplantation and the National Centre for Hereditary Coagulation Disorders
- Facial deformity surgery (orthognathics)
- Forensic dentistry
- Interdisciplinary dental trauma
- Joint complex oral medicine
- Joint maxillofacial surgery and prosthodontics (head and neck cancer rehabilitation)
- Joint orthodontic restorative
- Joint restorative and periodontology implantology
- Joint restorative dentistry and oral surgery with sedation
- Liver and renal transplant patients
- Oncology and restorative dentistry
- Oral and maxillofacial surgery – transplant and medically compromised patients
- Oral dysplasia
- Paediatric oral and maxillofacial surgery
- Paediatric dentistry
- Sleep apnoea

Our Profile *Continued*

Facilities

The DDUH has unique, state-of-the-art facilities to deliver the highest quality clinical teaching to our students and clinical care to our patients. The DDUH has excelled in its forward thinking on capital and related planning. In the period of this Strategic Plan we must continue to embrace new technologies and developments that maintain the DDUH at the forefront of innovation, appropriate to future proof our graduates for their professional careers and continue to deliver excellence in patient care.



continue to embrace new technologies and developments that maintain the DDUH at the forefront of innovation

Funding

The basis of the funding of the DDUH was agreed by the Departments of Education and Health in 1963; with annual funding allocations received from the Department of Education and Skills and the HSE for the delivery of our education and clinical activities. Additional funding is derived from other sources such as Trinity College / HEA in the form of a student fee sharing agreement, patient income and the Department of Justice for the prison dental service.

Alongside this, the DDUH receives a broad range of research funding from sources such as Science Foundation Ireland, Enterprise Ireland, the Health Research Board and industry. The DDUH is audited by the State's Comptroller and Auditor General. Any change to the current funding arrangement has the potential to seriously, negatively impact our level of activity.



mission
our vision
values



Our Mission, Vision and Values

Mission

The national centre for dental education, research and patient care. We continuously strive to enhance the learning experiences of our students, alongside the delivery of high quality patient-centred care, in a dynamic academic environment.

Vision

The DDUH's vision is continued excellence as the academic dental centre in Ireland, internationally recognised for the quality of its education, research and clinical care programmes.

The Context

The period of the last Strategic Plan (2015-2018) saw a number of years of unprecedented austerity experienced by the health and education sectors which continued until the end of the life of the Plan, albeit to a slightly lesser degree. Exchequer monies provided for education as well as funding for health services still remain below 2009 levels.

These budgetary constraints have placed a significant burden on our staff in a climate with increasing demands of patients, students and regulators who expect the highest standards in education, patient care and compliance.

Given the fiscal constraints encountered, the period of the last Strategic Plan was very much one of consolidation. However, the DDUH was able to meet many of the aims and objectives and, in some instances, to exceed expectations. Such achievements were only possible by staff taking on additional roles, tasks and commitments.

Whilst we anticipate challenging financial circumstances to continue in the coming years, we will strive to transition from a state of consolidation to one of progression and ambition. However, the achievement of many aspects of the new Strategic Plan are dependent on the availability of appropriate resources.

Inclusiveness

Respect

Safety

DDUH Values

Doing the right thing

Caring

Collaboration

Integrity

Evidence-based

Student and patient centred

our Strategic Priorities



Our Strategic Priorities for the next Four Years

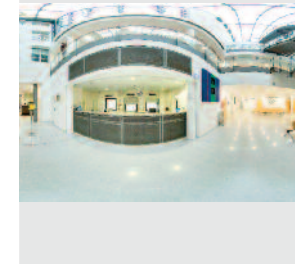
This Plan sets out the DDUH's mission, vision, values, and strategic objectives for the coming four years, a time we expect to be both challenging and rewarding. We see this Plan as focusing on a number of key areas, including:

- Being at the **forefront of educational innovation** by investment in E-Learning and continuing to evolve the curriculum to include greater integration of all the undergraduate programmes, including a new web-based portfolio for all students, incorporating access to an E-Portfolio for students as a foundation for their lifelong learning needs.
- Continued focus on our **research strengths, investment in new research technologies** and increased support for staff to enable them to engage in meaningful research that contributes to the evidence base for best clinical practice and improvements in patient outcomes and oral health.

- Continue to invest in cutting edge technology and **lead the transition to a digital workflow**. This includes a range of scanning technologies, integration of diagnostic imaging and increased use of CAD to ensure the best possible experience for all our patients.

- Source potential funding and new posts (Consultant in Medically Compromised Patients (Head and Neck Cancer) and Lecturer in Maxillofacial Prosthodontics) for our National Cancer Service and work with the HSE, National Cancer Control Programme and other key stakeholders to **develop a defined patient pathway for patients with Head and Neck Cancer** to ensure that the journey from diagnosis to surgery to rehabilitation is seamless.

- Engage with our stakeholders to maximise funding opportunities for new staff across all areas of the organisation to ensure we are adequately resourced to meet the demands of increased service activity, compliance and reporting and reduce the risk of staff overload.



Through our strategic objectives, under the themes of Education, Research, Clinical Services, Our People and Governance, we have set out how we intend to deliver on our priorities.

This Strategic Plan is intended as a living document, with flexibility, review, and evaluation over the life of the strategy: to respond as required to changes in the education and clinical landscapes, new opportunities, emerging challenges and changes in the national policy environment.

Work is already underway to deliver on many of these objectives and progress will be reported against the objective outcomes at regular intervals.

Smile agus Sláinte - National Oral Health Policy



Smile agus Sláinte, the new National Oral Health Policy was launched in the DDUH on 3rd April 2019 by Minister for Health, Simon Harris TD, Minister for Employment Affairs and Social Protection, Regina Doherty TD, together with the Chief Dental Officer, Dr Dymphna Kavanagh.

The need for a new National Oral Health Policy is driven by altered pattern of disease, the emergence of inequalities in oral health status and access to oral healthcare, as well changes in service delivery as a result of new technology, knowledge and philosophies in dental care.

The Policy features three strategic strands:

- Health and oral health promotion and protection programmes.
- Oral healthcare service provision.
- Evaluation of oral health in the population (clinical surveillance programme).

Smile agus Sláinte emphasises the ideals of primary care, integrated oral and general health and prevention. The Policy has two key goals:

- to provide the supports to enable every individual to achieve the personal best oral health.
- to reduce oral health inequalities across the population, by enabling vulnerable groups to access oral healthcare and improve their oral health.

The Policy implementation plan has yet to be agreed but Dental Schools are recognised as lead partner agencies for the initial phase of the Policy. The development of primary oral healthcare centres in Dental Schools and training centres is also listed as an action in the new Policy. The DDUH is committed to playing a leading role in the implementation of the Policy but will require additional funding and increased resources at an appropriate level to provide any of the new education, research and clinical services being proposed by the Policy.



Smile agus Sláinte - National Oral Health Policy



#SmileAgusSláinte

The Policy identifies nine priorities to be implemented during the lifetime of this DDUH Strategic Plan. The implementation of these nine priorities will influence the strategic objectives of the DDUH over the next four years, creating both opportunities and challenges including:

Education

- A review of undergraduate dental education. This review will place primary care at its centre and embrace engaged learning. This emphasis on primary care will continue to ensure that students will be able to provide care for the whole community.
- Putting lifelong postgraduate mentoring in place for the oral healthcare profession.
- A review of the scope of practice of auxiliary workers, such as technicians and clinical dental technicians. This may result in expanded roles for these oral healthcare professionals. There is also a plan to increase public access to dental hygienists which may mean expanding the curricula and providing training opportunities for those in the workplace.
- Assessing the baseline skills of the oral health profession, starting with dentists, and putting a skills match programme in place. This will result in an immediate need for training of GDPs to provide care for children and vulnerable adults.

Clinical

- Introducing prevention and primary care packages for children up to 16 years of age and preventative packages of oral healthcare for eligible adults.
- Supporting the development of advanced oral healthcare centres and providing the appropriate education programmes for staff for these centres.
- Developing clinical care pathways for the provision of complex care for eligible adults and an oral healthcare needs assessment programme for vulnerable people in residential settings.
- Updating the Dentists Act 1985.
- Supporting the phase down of amalgam fillings as required by EU and Irish regulations.

The Oral Health Policy priorities would result in the DDUH receiving a significant increase in the number of patient referrals. It will also involve the development of new educational programmes. We do not have the staff resources or capacity within our current Hospital building to expand clinical or academic services so will consider options for additional operational space to ensure we have sufficient capacity to accommodate these increased demands.

Key Challenges for the Future

As we consider our strategic options for the coming years, the following represent core challenges for the DDUH as an organisation and for our strategy:

Funding and Headcount

Whilst funding levels have stabilised in the last few years, they are still below 2009 levels. We will continue to engage with our funders and increase our self-generated income to ensure we are adequately resourced to successfully deliver the highest quality clinical teaching to our students and clinical care to our patients.

Succession Planning and Recruitment

Succession planning continues to pose significant challenges with recent and impending retirements of senior clinical / academic staff. High calibre clinical / academic staff are a scarce resource worldwide but we will continue to seek to attract high calibre staff across all areas of the organisation.

We have reached capacity in our current building which will present significant challenges in the expansion of our education and clinical programmes

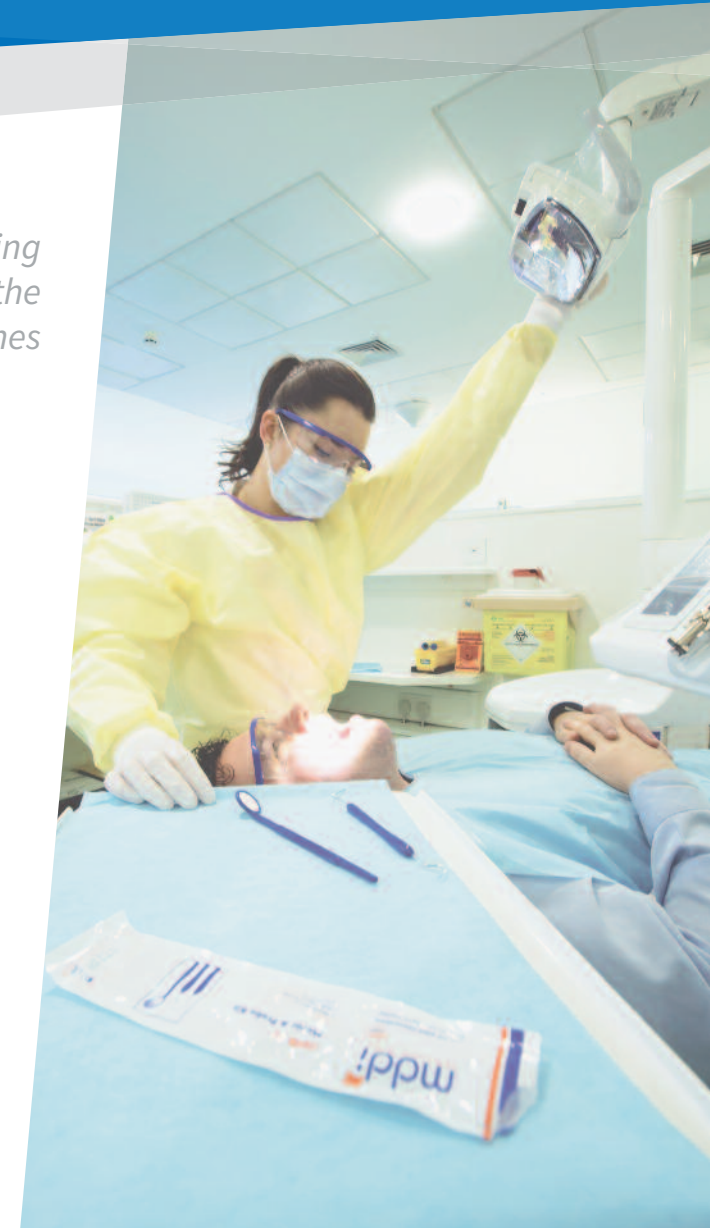
Infrastructure

We need to invest in our infrastructure and equipment to ensure that we have world class facilities to continue to attract the highest quality students and deliver the highest quality services to our patients. We have reached capacity in our current building which will present significant challenges in the expansion of our education and clinical programmes.

Governance and Compliance

We face the challenge of increased compliance, reporting and regulatory requirements, including the 2016 Code of Practice for Governance of State Bodies, HSE Code of Governance, Dental Council Regulations, HIQA Standards, 2018 General Data Protection Regulations, National Incident Management System (NIMS) and Athena SWAN Accreditation. We will work to ensure our governance and accountability represent the highest standards.

In addition to the challenges highlighted above, the DDUH will continue to monitor developments in the regulatory environment when more clarity emerges around any potential impact Brexit may have on us.



our Strategic Objectives



Education



Clinical Services



Research



Our People



Governance



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin



Education

We are recognised globally as a leading force in setting standards in dental education with the provision of the highest quality education and lifelong learning throughout the professional careers of the entire dental team (undergraduate, postgraduate and continuing professional development).

The institution is unique in that it is the only academic dental centre in Ireland that offers educational programmes at certificate, diploma, degree level as well as both research and professional doctorates, for the different members of the dental team.

Strategic Objectives

- Be at the forefront of educational innovation by investment in E-learning and continuing to evolve the curriculum to include greater integration of all the undergraduate programmes, including a new web-based portfolio for all students, incorporating access to an E-portfolio for students as a foundation for their lifelong learning needs.
- Building on the Masters in Clinical Dentistry programme which commenced in September 2017, develop further modular flexible training at postgraduate level for dental professionals in practice.

- Prepare students for practice by strengthening the successful Gradlink programme which arranges mentorship for undergraduate students with general dental practitioners. There is also scope to further develop workshops/modules on specific topics that help prepare students for practice (e.g. regulations, employment law, financial management etc.).
- Further develop contemporary and comprehensive teaching in radiology and in the digital workflow for dentistry.
- Continue to explore new and emerging markets for students by increasing our international profile through increased collaboration with Trinity College Global Relations as well as such organisations as ADEE (Association of Dental Educators Europe) and IFDEA (International Federation of Dental Educators and Associations).
- Develop a communications and social media strategy to raise our national and international profile.
- Increase student numbers in our Postgraduate programmes such as the new DChDent in Public Dental Health.

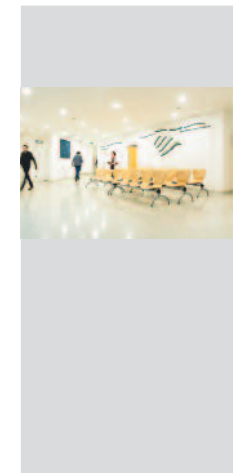
- Continue collaborations with Trinity College Dublin in the delivery of shared elements of teaching and interprofessional learning to ensure optimal use of scarce resources.
- Increased collaboration and further strengthen our strong relationship with Cork University Dental School and Hospital. In the area of online education, we have developed with University College Cork a successful national training programme for Dental Nursing (NDNTP) that is largely delivered on-line using electronic resources.
- Support and play a leading role in the implementation of the Smile agus Sláinte-National Oral Health Policy.
- Build strategic links with the new National Children's Hospital in partnership with Trinity College to become the national academic centre for Paediatric dentistry.
- Build our Alumni networks and develop a strategy to generate philanthropic funding from our Alumni and other sources.
- Position ourselves to align with future government strategy on third level education.

a leading force in setting standards in dental education

Clinical Services

Strategic Objectives

- Continue to invest in cutting edge technology and lead the transition to a digital workflow. This includes a range of scanning technologies, integration of diagnostic imaging and increased use of CAD to ensure the best possible experience for all our patients.
- Secure dedicated funding and new posts (Consultant in Medically Compromised Patients (Head and Neck Cancer) and Lecturer in Maxillofacial Prosthodontics) for our National Cancer Service and work with the HSE, National Cancer Control Programme and other key stakeholders to develop a defined patient pathway for patients with Head and Neck Cancer to ensure that the journey from diagnosis to surgery to rehabilitation is seamless.
- Continued investment in our electronic dental record (EDR). This underpins all of our clinical practice, as well as students' academic progress and the DDUH will further engage with the providers to ensure that the programme continues to develop and meet the changing needs of the DDUH.
- Increased engagement with and feedback from our patients through our Patient Forum and patient satisfaction surveys.
- Encourage a culture of openness and transparency and implement the learnings from any adverse events as well as recommendations from Clinical Audits.
- Continued development of the DDUH Quality and Safety assurance framework and programme to be patient focussed and achieve compliance with HIQA National Standards.
- Continued investment in our clinical infrastructure and the Central Sterile Services Department (CSSD) including a new instrument tracking system.
- Support the implementation of the Slaintecare Report on the Future of Healthcare published in May 2017 which recommends the expansion and additional funding be allocated to dentistry for a more comprehensive package of care to be put in place for the whole population.
- Respond to increases in the population and the changing needs of the community which include the development of outreach services for the care of the elderly and children with autism.
- Develop stronger Oral and Maxillofacial Surgery links with St James's Hospital, the Mater Misericordiae Hospital and paediatric links with the new National Children's Hospital.
- Capitalise on unique resources and use these to provide other income streams, which include, our Skills Laboratory and Local Decontamination Unit.



Research

Research is a core activity of the DDUH and we undertake rigorous, innovative research, which has national and international impact. We are committed to improving oral health through impactful research in subject fields of relevance to dentistry and oral biology.

During the life of the Strategic Plan we will continue to focus our research efforts on five areas of strength:

Microbiology & Microbiomes

Cancer

Inequalities in Oral Health

Regenerative dentistry & Biomaterials

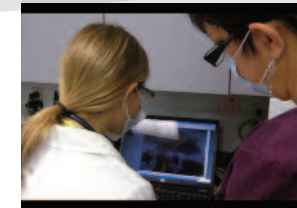
Education

We recognise the current challenges in the research environment and have identified the following key strategic objectives to drive our Research Strategy over the next four years and beyond.

Strategic Objectives

- Increased support to staff including protected research time to enable them to engage in meaningful research that contributes to the evidence base for best clinical practice and improvements in patient outcomes and oral health.

- Establish a new Research Centre of Excellence and increase the laboratory space and number of reading rooms dedicated to research.
- Investment in Whole Genome Sequencing (WGS) to further develop our research and diagnostic capability. The development of WGS analysers and associated technology in recent years has revolutionised biological research. WGS has become an essential technology for research and diagnostics in healthcare.
- Seek to attract the highest quality research staff and ensure research achievements and potential to be a key determinants of future academic appointments.
- We have had considerable success in attracting funding from industrial partners, specifically in the area of infection prevention and control and automated decontamination systems. We will work to identify new partners in health-care related industries.
- Secure funding opportunities nationally and internationally, in order to support existing and emerging research strengths.



- Increase the number of staff eligible for grant awards.
- Provide increased seed funding for “start-up” staff research projects for our staff and ensure research opportunities are available to all of our staff.
- Continued development and strengthening of the distinguished external speakers research seminar programme to attract potential collaborators and continue to appoint visiting professors to cement long-term collaborative research projects.
- Promote and foster collaboration with Trinity College Research Institutes and enter institutional agreements with other third level and partner organisations.

Towards the end of this Strategic Plan and beyond, it is hoped that increased research activity will become financially self-sustaining and help to support future developments.

For the future success of our Research strategy we must also ensure it is aligned to the Trinity College Strategy for Research Excellence 2017 – 2020.

Our People

Central to the success of our Plan is our commitment to invest in our people and become a workplace of choice by building leadership capacity; empowering our staff by improving education, clinical and administrative functions.

Our staff represent the single most important and valued resource across all areas of DDUH activity including education, clinical services, research, support services, administration and facilities management. The DDUH has had an excellent record of appreciation of staff. However, we must strive to continue to maximise the development of our staff. We must proactively enable and sustain our employees' ability to grow, flourish and to be engaged in their work. The DDUH must strive to provide positive organisational supports for all of our employees in a quality environment where all employees share common understandings and commitments relative to what needs to be achieved together for our stakeholders.

We must enable a culture that values each individual, their beliefs and perspectives, and fosters a welcoming, healthy and respectful environment for all staff, patients, students and visitors.

Strategic Objectives

- Focus on succession planning to attract the very best of talent to the DDUH to address recent and impending retirements of senior staff, across all areas of the DDUH.
- Secure funding for new staff across all areas of the organisation to ensure we are adequately resourced to meet the demands of increased service activity, compliance and reporting and reduce the risk of staff overload.
- Ensure equity of opportunity so that the potential of each and every staff member can be realised including the development of a promotion pathway which is currently not available to clinical / academic staff.
- Develop our human resources strategy and policies to support and develop staff, to build the highest levels of performance amongst staff, and to promote the development of the organisation.



- Retain a strong and ongoing commitment to the continuing professional development for all our staff, and endeavour to make this available in an equitable way within the resources available. As part of ongoing development, staff take part in annual Personal Development Planning/Job Planning in which their needs and those of their department are explored and prioritised.
- Actively promote a positive working environment based on an ethos of mutual respect, inclusiveness, dignity and honesty.
- Develop robust organisational supports and processes to provide a framework to enable more efficient ways of working.
- Develop new ways to recognise and reward exceptional contribution and performance amongst staff.
- Enhance leadership and management capability within the DDUH, and provide opportunities and support for the professional development of staff so that they may successfully undertake management and leadership roles within the organisation.



Governance

The DDUH is governed by an independent Board appointed by the Minister for Health. The Board is the primary instrument of good governance for the Hospital as well as being responsible for the strategic direction of the DDUH, overseeing financial viability and ensuring the academic, clinical and operational functions of the Hospital work together as one to achieve the best possible clinical outcomes for patients and to deliver on our educational and research missions.

Management of the organisation is vested in the Executive Team which comprises of the Chief Executive Officer, Dean of Dental Affairs and the Clinical Director of the DDUH.

To assist the Board in ensuring robust governance and overall stewardship of the DDUH, the Board has a number of sub-committees in key areas:

Audit and Risk Committee

The Audit and Risk Committee is appointed by the Board to assist the Board in discharging its oversight responsibilities. The Audit and Risk Committee provide independent and timely advice to the Board

on the financial reporting process and the judgements associated therewith to ensure the balance, transparency and integrity of the financial information submitted to the Health Services Executive and Department of Education and Skills on an ongoing basis and to the Comptroller & Auditor General (C&AG) for annual audit.

The Audit and Risk Committee also review the scope and effectiveness of the:

- Hospital's internal financial control and risk management systems; (including systems established to identify, assess, manage and monitor key risks, both financial and operational taking into account the key objectives contained in the Strategic plan).
- Hospital's process for monitoring compliance with legislation and regulations.
- Internal audit function.

Strategic Oversight Committee

The Strategic Oversight Committee is appointed by the Board with its principle role to:

- To oversee the performance of the Chief Executive Officer and the Executive Team.

- To review and approve succession plans developed by the Executive Team for key staff across the organisation.
- To review and oversee the DDUH's role in the implementation of Smile agus Sláinte – National Oral Health Policy.

Quality and Safety Committee

The Quality and Safety Committee is appointed by the Board to oversee quality and safety across the DDUH on behalf of the Board and its role includes the following functions:

- Oversee the development by the Executive Team of a quality and safety programme for the DDUH.
- Seek assurance that necessary standards, systems and actions relating to quality and safety are being taken throughout the Hospital and that the required reporting and monitoring are carried out.

Appropriate governance and direction that meet the needs of our patients, students and staff members are the essential foundations that will enable us to deliver on our ambitions for patient care, education and research, as outlined in earlier sections of this Strategic Plan.

Governance *Continued*

Strategic Objectives

- To retain the autonomy of the organisation as an independent integrated specialist centre and to progress the DDUH's strategic intent to enhance its position as Ireland's Academic Dental Centre in the future education and health landscapes, with all stakeholders.
- Continued provision of high quality comprehensive education, research and integrated clinical care, supported through our existing funding streams and governance arrangements.
- Continued development of our Quality and Safety Framework to align with best practice and HIQA National Standards.
- Continued strong leadership to direct the institution.
- Develop a communications and social media strategy to raise our national and international profile.
- Continued compliance with the 2016 Code of Practice for the Governance of State Bodies.
- Compliance with General Data Protection Regulations which became law in Ireland in May 2018.
- Achieve Athena SWAN or equivalent accreditation. Athena SWAN is a charter that recognises and celebrates good practice towards the advancement of gender equality: representation, progression and success for all.
- Develop and support a sustainability strategy to reduce our carbon footprint.



Implementing the Strategy



2019-2022

Implementing the Strategy

This Strategy outlines the vision and priorities for the DDUH for 2019 – 2022.

Responsibility for implementation of this Strategy and for the development of operational plans will lie with the DDUH Executive Team.

Involvement and collaboration with the relevant stakeholders will be key features of the implementation process in the coming months and years.

Reports and updates will be presented to the Board and relevant stakeholders at regular intervals.



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