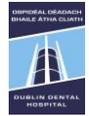




Dublin Dental University Hospital
Strategic Plan 2015-2018



Royal Institute of Architects of Ireland Award presented by the Minister for Education and Skills for the Best Health Building 2011



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The Dublin Dental University Hospital is the leading academic dental centre in the country. In partnership with Trinity College Dublin, Ireland's leading university, and other key stakeholders, we provide quality dental education and training for the entire dental team throughout the professional's career. We serve a unique group of patients from every county in Ireland which underpins our clinical education, and we deliver primary, secondary and tertiary dental care that is not available elsewhere in the country.

Research is fundamental to an academic dental centre. Elite oral health research generates the evidence base for our activities. We have internationally recognised expertise in this area and rank in the top twenty of all Trinity College Dublin researchers. The period of this Strategic Plan will build on that reputation.

Across education, clinical care and research we need to develop new ways of pursuing our goals, aligning with the intent of our stakeholders through a dynamic and evolving strategy. Engaging more with the digital era is the next challenge for the organisation, appropriately researched and resourced to deliver tangible benefits for patients and our education programmes.

The Strategic Plan sets out the scope and direction of the Dublin Dental University Hospital from 2015 - 2018. It aims for incremental change, seeking to build on previous progress and to remain at the forefront of developments in health sciences globally, in the context of government policy, and the need to focus on fiscal sustainability. Future direction will be influenced by the outcome of the publication of a new Oral Health Policy and the review of the Dental Act.

In the longer term, we seek to position ourselves globally to attract the brightest and best of students to programmes which facilitates them in the acquisition of knowledge and skills

The Minister for Health in his letters of appointment indicated that the 2015-2018 Board should pay particular attention to:

- Ensuring adherence to the eligibility provisions of the Health Act 1970, as amended, in the provision of dental services;

- Taking account of the standards and procedures in place for the provision of dental services under the Dental Treatment Services Scheme and of any equivalent Scheme that may be put in place in the future;
- Co-operating with the authorities in other State educational bodies in the education and training of all dental students at undergraduate and postgraduate level and ensuring that state resources for dental education are used for best outcomes;
- Fostering collaboration between the two State Dental schools, because of their common remit in undergraduate training;
- Supporting the Department of Health, as required, in the development of a new Oral Health Policy;
- Educating and training a dental workforce in line with a new oral health policy so as to ensure that the future oral health needs of the population are met.

These points are comprehended throughout the Strategic Plan.

The effective implementation of this Strategic Plan will require strong commitment from across the institution and its stakeholders, working in partnership to further develop education and training, research, and clinic services, enabling the organisation to retain its autonomy as an independent integrated specialist centre and to enhance its position as Ireland's Academic Dental Centre.

Frank Nolan
Chairman of the Board

Executive Summary

In the lifetime of this Strategic Plan, the Dublin Dental University Hospital, working within the opportunities and constraints presented, aims to achieve the following:

Teaching/Education

The provision of the highest quality education throughout the professional careers of the entire dental team (undergraduate, postgraduate and continuing professional development), which ensures that graduates, are equipped to maximize health outcomes and to be flexible and responsive to the changing needs of the population they serve.

Clinical Service

Lead in the transition to a digital workflow and enhance efficiency by harnessing appropriate technologies and promote our clinical strengths in conjoint roles with other hospitals.

Research

Positively support staff through job planning to enable them to engage in meaningful research that contributes to the evidence base for best clinical practice and improvement of patient outcome.

Secure funding opportunities nationally and internationally, in order to support existing and emerging research strengths that add to knowledge and secure good health outcomes.

Promote alliances with co-workers in other third level and partner organisations.

Workplace/Environment

Provide a culture that values each individual, their beliefs and perspectives, and fosters a welcoming, healthy and respectful environment for all students, employees, patients and visitors.

Ensure that academic and non-academic staff members are recognised for their role in the workplace and contribution to the teaching, research, service and governance missions of the school and hospital, as appropriate.

Staff Development, Retention and Recruitment

Continue to work on succession planning to address recent and impending retirements of senior academic staff, to maintain the provision of existing services and to address new developments should opportunities arise. The DDUH will adopt a recruitment and human resource strategy to attract high calibre academic staff acknowledging the need to recruit at the level of lecturer, in some instances, as a training pathway for new academic staff.

Governance/Dental Health Strategy

Maintain an autonomous, high-performance institution, focused on continuous quality improvement and best practice. The institution should maintain clear goals that provide clarity for all stakeholders and flexibility to adapt to a changing academic and health landscape; this will include advocating for oral health, the role of the dental profession and the position of DDUH as Ireland's national academic dental centre.

Mission

The Dublin Dental University Hospital (DDUH) is the National Centre for education, research and patient care. We continuously strive to enhance the learning experiences of our students, alongside the delivery of high quality care to patients, in a dynamic academic environment.

Vision

The Dublin Dental University Hospital's vision is as the academic dental centre in Ireland, internationally recognised for the quality of its education, research and clinical care programmes.

Values

Student and patient centred

Impact orientated

Evidence-based

Integrity

Caring

Equity

Strategic Intent

The Dublin Dental University Hospital strategic intent is to further enhance its reputation as Ireland's Academic Dental Centre. We will continue to focus on achieving excellence in the tripartite mission of education, research, and patient care within a single facility. This is predicated on the continuance of the existing governance and funding structure that means we deliver value for money in education, research and integrated clinical care in Ireland.

The Context

The period of the last Strategic Plan (2011-2014) straddled a time of significant reduction in exchequer monies provided for third level education as well as a decline, year-on-year, of funding for health services. Thus the DDUH was faced with an inexorable reduction in its funding streams at a time when there were demands to deliver more, in both education and patient care.

Difficult economic circumstances continue to prevail and the achievement of many aspects of the new Strategic Plan is dependent on the availability of appropriate resources. However, the mission outlined in the 2011-2014 Strategic Plan, underpinned by realistic strategies to deliver on the vision, enabled the DDUH to meet its aims and objectives and, in some instances, to exceed expectations. Such achievements were only possible during this interval by staff taking on additional roles and the

organisation working more efficiently and effectively in areas such as tendering, ordering/stock control, new work rotas, new courses and increased patient and student throughput.

In 2014, the Department of Health announced its intent to develop a new Oral Health Strategy over a three-year period. As well, a fundamental National Review of Dental Education is due to be completed in 2014, which, together with the National Oral Health Strategy, will impact on what we do over the next four years.

The new hospital groups are likely to become a reality in this time frame and the position of the DDUH, preferably as a stand-alone unit, will need to be defended along with its funding stream(s) in the future health and higher education landscape.

It is certain that during the lifetime of this Strategic Plan, there will be a new Dental Act. The DDUH must be in a position to align with but also respond to, the new dental landscape that such an Act will introduce.

The fundamental asset of the DDUH is its intellectual capital. Dental and allied academics throughout the world are a scarce resource. In order to maintain our international reputation, we need to invest in the staff we have and make the environment attractive and appropriate to the needs and expectations of new staff, as part of our succession planning, for the benefit of students, patients and dentistry in Ireland.

Institutional Profile

The Dublin Dental University Hospital has over 400 students across the entire range of dental programmes, including:

- Postgraduate programmes:
 - Doctorate research programmes (Ph.D.)
 - Professional Doctorate in Dental Surgery (D.Ch.Dent.)
 - Master in Dental Science (M.Dent.Sc.)
- Undergraduate programmes:
 - Dental Science (B.Dent.Sc.)
 - Dental Technology (B.Dent.Tech.)
 - Diploma in Dental Hygiene
 - Diploma in Dental Nursing (Full-time day programme and National Dental Nurse Training Programme)
 - Diploma in Orthodontic Therapy

- Continuing Professional Development:
 - Conscious Sedation in Dentistry (Postgraduate Diploma)
 - Special Care Dentistry (Postgraduate Diploma)
 - Clinical Dental Technology (Postgraduate Diploma)
 - Dental Radiography (Postgraduate Certificate)
 - Other annual courses for general dental practitioners, dental hygienists, dental nurses and clinical dental technologists

A comprehensive overview of the educational, research and clinical services offered by the DDUH are contained in the Landscape documents on Education and Health (Appendices 1 & 2).

Facilities

In addition to the usual educational, laboratory and ICT facilities of other third level disciplines, the DDUH provides state-of-the-art clinical dental treatment facilities for students and staff. These are constantly evolving to incorporate new developments, for example the use of sophisticated imaging using cone beam computed tomography (CBCT), as well as the development of online learning and haptic technologies in dental education. Students also interface with staff and students in the Trinity College biomedical sciences in the early years of the undergraduate diploma and degree courses and in St. James's and AMNCH/Tallaght hospitals, which are Trinity College Dublin's main teaching hospitals, where students of the DDUH are taught Clinical Medical Sciences.

Research

Research is a core activity of the Dublin Dental University Hospital and the DDUH is committed to improving oral health by generating the evidence base for clinical practice through research in subject fields of relevance to dentistry and oral biology. Our research activity has translational and fundamental research programmes. Translational research themes focus on applied and translational microbiology, oral cancer, quality of life outcomes, special care dentistry, implantology and periodontology. Fundamental research focuses on the cell biology (understanding of cellular functions and transformations), biology of oral tissues, microbiology and dental material sciences.

Service delivery

In general, primary care is provided by undergraduate students, secondary care by postgraduate students, while tertiary care is primarily delivered by specialists/consultants. Our educational endeavour also benefits patients with the provision of clinical dental care that is not otherwise available in the country, for example, advanced restorative care for head and neck cancer patients. The DDUH is the recognised national centre for the secondary/tertiary care of patients.

Funding

The basis of the funding of the School and Hospital was agreed by the Departments of Education and Health in 1963; the Department of Education covers the majority of the education costs with other costs shared between the HSE and the Department of Education & Skills as well as the HEA from fees. Additional funding is derived from other sources such as the Department of Justice for prison oral health care. Alongside this, the DDUH receives a broad range of research funding similar to other disciplines in the Faculty of Health Sciences, Trinity College Dublin, for example, Science Foundation Ireland, Enterprise Ireland, the Health Research Board and industry sources. The DDUH is audited by the State's Comptroller and Auditor General. Any change to the funding structure has the potential to seriously, negatively impact on our level of activity.

Governance

The DDUH is governed by an independent Board, which oversees the clinical services and clinical training in collaboration with Trinity College Dublin. The Board is the primary instrument of good governance for the Hospital and the profile of the members is intended to ensure that the balance of stakeholder interests is considered. It was envisaged that when the three dental schools (RCSI, UCD and Trinity College Dublin) were amalgamated into Trinity College Dublin, that the College would assume responsibility for the DDUH. However, a review committee advised that the arrangement of a separate Dublin Dental Hospital Board, with full integration with Trinity College Dublin in respect of academic affairs, was shown to be the most efficient and effective in light of the clinical responsibilities.

Management of the organisation is vested in the Executive Team which comprises of the Chief Executive Officer, the Dean of the Dental School and the Clinical Director of the Dublin Dental University Hospital.

SERVING THE COMMUNITY

The changing landscape, in demographics - of students and patients, the funding diversification- for education and research as well as the political context, will all shape our future. We need, as an organisation, to be responsive to change in a way that meets the needs of all stakeholders.

Resources

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, DDUH must strive to continue to maximise on employee engagement by proactively enabling and sustaining our employees' ability to grow, flourish and to be engaged in their work. The DDUH must strive to provide positive organisational supports for employees in a quality environment where all employees share common understandings and commitments relative to what needs to be achieved together for our stakeholders.

Core strategic issues

- Actively promote a positive working environment based on an ethos of mutual respect, dignity and honesty.
- 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.
- Develop robust organisational supports and processes to provide a framework to enable more efficient ways of working.
- Endeavour to attract the very best of talent to DDUH.
- Continue to promote and develop the DDUH as an attractive environment to commence and develop a career through a clear and empowering career structure.
- Consider the development of new ways to recognise and reward exceptional contribution and performance amongst staff, including the continuing professional development of staff.
- Ensure equity of opportunity so that the potential of each and every staff member can be realised.
- 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.

Infrastructure

The DDUH has excelled in its forward thinking on capital and related planning. In the period of the next Strategic Plan we must embrace new technologies and developments that maintain the School and Hospital at the forefront of innovation, appropriate to future proof our diplomates and graduates for

their professional careers, to enable us to generate the evidence base with an appropriate mix of fundamental and translational research that underpins excellence in the delivery of patient care.

Financial Resources

It is imperative that we continue to strive for additional funding to enable us to achieve our strategic objectives, further develop our staff and provide a suitable infrastructure for our patient and student focussed activities.

EDUCATION

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. The DDUH is recognised globally as a leading force in setting standards in dental education.

Emerging themes

- Curriculum innovation
- Early graduate continuing education
- Continuing Professional Development
- Programme development, supported with appropriate technology

Core strategic issues

- Continue to evolve the curriculum to ensure that our graduates/diplomates continue to be highly sought, as amongst the best in the world, in their respective fields. In doing this we will acknowledge the need for university-based courses to engender a drive for enquiry and research as well as to inculcate a desire for lifelong learning, a prerequisite for ensuring our students have the ability to adapt in a constantly evolving environment.
- Develop our intellectual capital, our staff, to underpin all elements of the strategy: educational, research and clinical services. This includes both current staff and for the future in the crucial areas of succession planning and staff development.
- Explore new and emerging markets for students where there is a demand for undergraduate courses and for both taught and research postgraduate programmes.
- Develop modules that prepare students for practice, in line with recommendations of the HSE's PA Consulting Report 2010 and the Report of the 2012 Visitation by the Dental Council,

and to be responsive to changing clinical environments and patient demographics, for example, outreach teaching for undergraduate students depending on available resources, and the care of the aging patient

- Improve our processes for obtaining student feedback and implementing appropriate recommendations.
- Continue collaborations with Trinity College Dublin in the delivery of shared elements of teaching to ensure optimal use of scarce resources.
- Support the development of Vocational (Foundation) Training as a forerunner to independent primary dental practice in order to enhance access to quality care for patients and to facilitate the transition from novice to competent professional, provided this is in line with the outcome of the Dental Education Review and the new Oral Health Policy.
- In recognition of the changing needs for Continuing Professional Development of the dental community, we will develop an online, flexible, modular- based Masters Programme for dentists, in conjunction with the development of e-learning in Trinity College Dublin, alongside the development of our own IS facilities.
- Contribute to, and support the implementation of the new Oral Health Policy and new Dental Act.
- The new Dental Act is likely to require all members of the dental team to be registered. As a consequence, there will be extensive re-training needs for some team members. The DDUH needs to consider the potential to offer courses to address this short-medium term demand, responsive to the intent outlined in the Report of the National Review of Dental Education.
- Acknowledging that a new Dental Act is likely to make Continuing Professional Development mandatory for all members of the dental team, we will build on our track record and offer a suite of programmes to maximise the potential of innovative teaching technologies by using state of the art computer platforms to deliver high quality, on-line courses.
- Exploring the use of the modern state- of- the- art skills laboratory and theatre facilities to provide courses at evenings and weekends.

CLINICAL SERVICES

In delivering its clinical and educational remit, the DDUH interfaces with other providers of primary, secondary and tertiary levels of health care within the region and nationally. The DDUH has service links with national specialist centres in the major Dublin Teaching Hospitals.

Emerging themes

- Use technology effectively to support clinical and other activity
- Make investments when the technology is developed and robustly tested

- Progress our stakeholder interest in being integral to the national Mouth, Head and Neck Cancers Centre
- Develop stronger Oral and Maxillofacial Surgery links between DDUH and the Mater Misericordiae Hospital
- Establish firm links between the DDUH and the new National Paediatric Hospital
- Capitalise on unique resources and use these to provide other income streams where possible, for example, our Skills Laboratory and Local Decontamination Unit.

Core strategic issues

- Digital dentistry is now a reality in dental practice and as well, in many dental schools. Our infrastructure needs to be relevant and appropriate for tomorrow's clinical team. We will offer digital recording, computer- aided design (CAD) and computer aided manufacture (CAM) to ensure that the DDUH has state of the art clinical and educational resources to support this aim.
- Salud, the platform for the electronic dental record, continues to evolve in the DDUH. This system underpins all 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, including engaging with international multi-centre research consortia (e.g. UCIN). Mobile (web based) Salud should be considered when it becomes available.
- Consider the evolution of a self-funding, out-of-hours emergency dental care centre.
- Develop an integrated research and clinical evidence-based oral and dental care, treatment and rehabilitation pathway for patients with mouth head and neck cancer, working in conjunction with the National Head and Neck Cancer Centres.
- To seek to develop, with our key partners in the area, a national Mouth, Head and Neck Cancer Centre in the DDUH that would enhance the provision of care to patients with or recovering from, oral cancers, contingent on funding. This would include the development of educational fellowship posts, development of in-house laboratory expertise and the development of a research database for oral cancers patients.
- To further develop both education/training and the delivery of conscious sedation services within the DDUH.
- To develop a holistic (whole patient, general health), model for health promotion that will be utilised on an organisational-wide basis.
- To develop a holistic interdisciplinary educational, clinical and research agenda for the management of the aging patient.
- To continue to upgrade our clinical, teaching and laboratory infrastructure in order to maintain state of the art facilities and embrace new ventures, for example, haptic technology.

Research is a core activity of the Dublin Dental University Hospital and the DDUH is committed to improving oral health through research in subject fields of relevance to dentistry and oral biology. Maintaining our current research strengths will provide a challenge in the next strategic period due to reductions in exchequer funding, particularly for fundamental, discovery-based research. By strategically supporting our traditional areas of research strength and by exploiting new funding opportunities in translational and applied health research, it is planned to at the least maintain our current level of research output.

The Oral Biosciences and Materials Science laboratories provide state-of-the-art facilities for laboratory research in the fields of microbiology, pulp biology and dental materials technology, housing world-class researchers in their fields. Through interactions with research groups such as TILDA and GUI, new areas of direct, patient-orientated research are also emerging in the DDUH. In this environment, our researchers are immersed in a multidisciplinary scientific culture where knowledge exchange between the diverse research groups is promoted. This diversity and core of excellence places the DDUH research output at the forefront of the dental schools in Ireland. Based on independently verifiable metrics (e.g. Web of Science, InCites and Scopus databases) including publication impact (citations, journal impact) and invitations to speak at international conferences, several of these research areas are recognised internationally for quality and excellence.

Emerging themes and core strategic issues

- Promote core research skills and resources that will maximise our ability to secure external research funding, attract the highest quality research staff, collaborate locally and internationally (H2020), and increase the applied and translational impact of our research
- Provide the necessary support to enhance our success in competitive funding applications
- Prioritise research strengths; promote both fundamental and translational research for funding opportunities, acknowledging that the former provides the knowledge base for the latter
- Use job planning effectively to protect research time for research-active staff and ensure that research activity/track record is a significant selection criterion for all academic recruitment
- Facilitate undergraduate involvement in research

Strategic alignment of Trinity College Dublin thematic areas and research projects in the DDUH:

For the future, success in allocation of both funding and related research fellowships will in part be determined by critical mass of research activity, dependent to an extent on alignment with research groupings in Trinity College Dublin and elsewhere.

Trinity College Dublin Thematic Areas	DDUH Research
Ageing	<ul style="list-style-type: none"> • Oral Health & Ageing (TILDA;IDS-TILDA)
Cancer	<ul style="list-style-type: none"> • Oral Cancers • Liaison with Centre for Cancer Drug Discovery • HPV-associated Cancers
Inclusive Society	<ul style="list-style-type: none"> • Special Care Dentistry • Oral Health in GUI, TILDA, IDS- TILDA
Immunology, Inflammation & Infection	<ul style="list-style-type: none"> • Microbiology & Infection Prevention and Control • Periodontology • Dental Implantology
Next Generation Medical Devices	<ul style="list-style-type: none"> • Dental Implants • Dental Materials • Regenerative Dentistry • Remote Sensors • Automated and Enhanced Decontamination
Genes and Society	<ul style="list-style-type: none"> • Molecular Microbiology • Microbial Epidemiology and Antimicrobial Resistance • Pulp Biology • Cancer Biology

The Board's objective is to ensure that our strategic plan is first and foremost aligned with its statutory mandate and any stated sectoral policy of the Irish government. We will:

- Ensure that the Board and all staff are accountable for their actions and that effective corporate and clinical governance are in place.
- Work innovatively and collaboratively with all stakeholders to deliver on our vision, mission and values.
- Ensure 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.

Emerging themes

- Oversight of evolution of the strategic plan
- Accountability for regulatory compliance
- Developing a supportive culture for students, patients and staff

Core strategic issues (2015-2018)

- The setting of clear goals, with built-in flexibility, for the planning horizon so that all stakeholders understand the direction of the DDUH and its progress towards its objectives.
- To retain the autonomy of the organisation as an independent integrated specialist centre and to progress the DDUH strategic intent to enhance its position as Ireland's Academic Dental Centre in the future education and health landscapes, with all stakeholders.
- 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 will take part in annual Personal Development Planning/job Planning in which their needs and those of their department are explored and prioritised.
- Promote the advocacy role for staff in the DDUH, nationally and internationally.
- Developing a high performance culture and a more flexible organisation, improve quality and continue to challenge the culture throughout the organisation to make it more responsive and focused on a shared organisational purpose.
- Align the Quality System Framework with best practice.

See Appendix 3 for a summary of the Organisational Structures diagram.

Conclusions

The strategic intent of the DDUH is to further enhance our reputation as Ireland's leading Academic Dental Centre and to build on our tripartite Mission of achieving excellence in research, education and patient care within a single facility.

Fundamental to the way we deliver on this is:

- Our internationally recognised, integrated and flexible approach to learning, for students from undergraduate, postgraduate and continuing professional development programmes level
- Leadership within the profession and direction to external stakeholders in areas of national oral health policy
- Drivers for change in leading knowledge generation with an innovative and cutting edge research programme that delivers the evidence base for educational reform and clinical practice
- Provision of primary, secondary and tertiary level care that enriches educational programmes and builds social capital
- The flexibility to continue the provision of high quality and value for money, comprehensive education, research and integrated clinical care, supported through our existing funding streams and governance arrangements
- Future-proofing the mission of the DDUH to be responsive to, and in the context of, frequently changing priorities in education and health
- Strong governance to direct the institution

Implementing the Strategy

The Strategy outlines the vision and priorities for the Dublin Dental University Hospital for 2015 – 2018. It does not contain details of implementation.

Responsibility for implementation of this Strategy and for the development of operational plans will lie with the Chief Executive Officer supported by the Executive Team. Involvement and collaboration with the relevant stakeholders will be key features of the implementation process in the coming months and years. Operational plans will be developed incorporating best practice principles.

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



