



Dublin Dental  
University Hospital

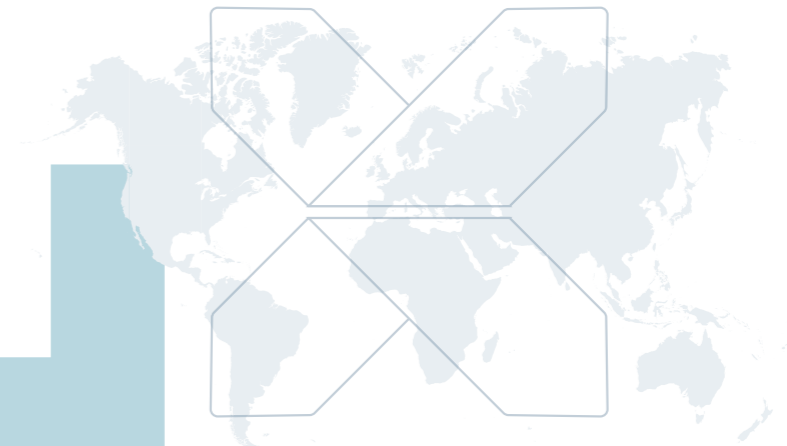
Ospidéal Déadach  
Ollscoile Átha Cliath



2023-2026

# 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 sustainable oral health care to patients in an integrated, holistic and balanced way.



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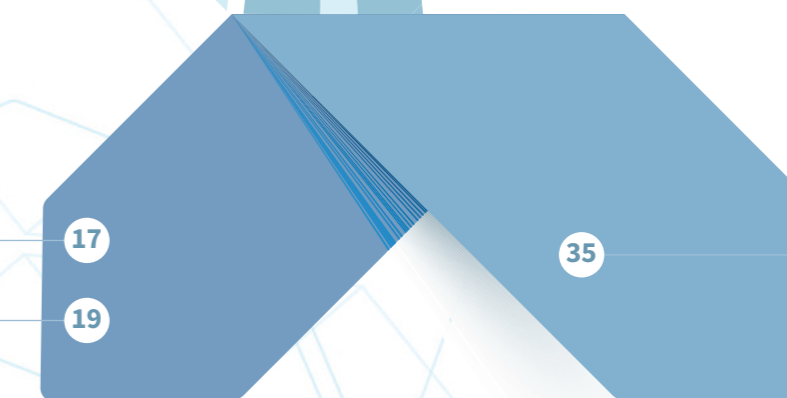
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# Message from the Chairperson



On behalf of the Board, I am delighted to present this Strategic Plan for the Dublin Dental University Hospital (DDUH), which outlines the key priorities for the next four years. When we published the 2018 – 2022 Strategic Plan, we could not have predicted the Covid-19 pandemic which struck the world. Covid-19 impacted our ability to achieve some of the strategic objectives in the 2018 – 2022 Strategic Plan and presented the DDUH with many challenges but it also acted as a catalyst for positive change.

This new 2023 – 2026 Strategic Plan gives us a roadmap to build on the successes of previous plans and we are fully committed to the implementation of this plan and ensuring we continue to achieve excellence and enhance our reputation in delivering the highest quality Education, Research, and Patient Care.

The DDUH is a national leader in the delivery of high quality clinical services, dental education and training for the entire dental team.

During the period of this Strategic Plan there is no doubt that we will encounter many challenges, some of which have been further impacted by Covid-19. We will continue to work together to overcome these challenges as we respond to changing education and clinical landscapes, higher standards, the need for a sustainability focus in health care delivery, and new national policies.

During the life of this Strategic Plan, we will require significant investment in our staff, our infrastructure and information technology to achieve the strategic priorities we have set. We value our staff and recognise the need to support their wellness and wellbeing.

Securing recurring funding to support current and future activity levels will continue to be a challenge during the life of this Strategic Plan but we will be working together with our state funders and other key stakeholders to secure the necessary additional funding to ensure continued excellence in the delivery of our academic and clinical programmes.

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

The Board fully supports the effective implementation of this Strategic Plan which will ensure DDUH will deliver on our vision for the next four years.

**Frank Nolan**  
Chairperson of the Board

# DDUH at a Glance



Trinity College Dublin  
School of Dental Science  
**51 – 70** in Academic  
Ranking of World  
Universities

(ARWU/ Shanghai and QS) Rankings



Electronic  
Dental Record  
since

**2010**



**345**  
Staff

**359**  
Undergraduate  
Students

**22%**  
of students are  
Non-EU students

Q Pulse  
Quality Management  
System since 2022



**16,787**  
citations 2018 - 2022



**5,000**  
contact hours for  
dental students



**18,814**  
diagnostic images in 2022



**€2,579,000**  
External Research  
Grant Funding  
received between  
2018 – 2022



Only place in  
Ireland to  
educate an  
entire dental  
team

**10%**

of papers from Oral  
Biosciences in Top  
1% worldwide



**289**

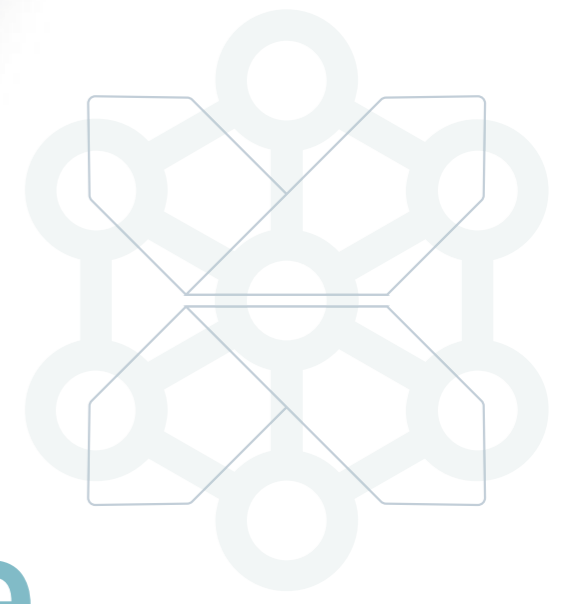
Research Articles in  
International Peer  
Review Journals  
2018 - 2022



Over  
**113,000**

patient visits a  
year for primary,  
secondary and  
tertiary care





# Our Profile

## 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 Dublin to provide a single centre of excellence for the professional development of dentists in Ireland.

The School of Dental Science, Trinity College Dublin 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 main functions of the DDUH is to educate and train dental health professionals who have the capacity and competence to address the oral health needs of the Irish population and adapt as these needs change.

The DDUH's vision is to be the leading academic dental centre in Ireland, internationally recognised for the quality of its education, transformative student experience, impactful research and delivery of sustainable 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, holistic and balanced way.

As part of the dental team's requirement to undertake Continuing Professional Development (CPD), the DDUH provides continuing dental education courses for all dental healthcare professionals (DHPs) including postgraduate Certificates, Diplomas, and Masters programmes, taught specialty Doctorates and Postgraduate Research Training.

### Research

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

### 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.

We train and educate our undergraduate students to be competent to undertake dental care appropriate to a primary care setting, as this is where the majority of dental needs are best managed. Students' clinical training is largely undertaken in supervised undergraduate clinics where student dental healthcare professionals (DHPs) achieve the range of competence/experience required for clinical practice.



Research is a core activity of the DDUH

### 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

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

- Tertiary dental care in dental 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 clinics
- Joint maxillofacial surgery and prosthodontics (head and neck cancer rehabilitation)
- Joint orthodontic restorative clinics
- Restorative and periodontology implantology
- Joint restorative dentistry and oral surgery with sedation
- Dental care for in-patients requiring liver and renal transplants
- Oncology and restorative dentistry
- Oral and maxillofacial surgery – transplant and medically compromised patients
- Oral dysplasia clinics
- Paediatric dentistry
- Dental sleep medicine



## Our Profile ----->

### 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 planning and related capital expenditure. In the period of this Strategic Plan we will continue to embrace new technologies to enable next generation teaching and learning and so maintain the DDUH at the forefront of innovation. We will commit to improve our facilities to ensure planetary, personal and financial health as well as securing new external space to allow for expansion.

### Funding

The basis of the funding of the DDUH was agreed by the Departments of Education and Health in 1963; with annual funding allocations currently received from the Department of Higher Education, Research, Innovation and Science 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 and HSE for the dental service at National Forensic Mental Hospital.

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 annually by the State's Comptroller and Auditor General and has an outsourced internal audit function.

State funding however has not kept pace with the cost of delivering dental education. Any reduction to the current funding arrangement has the potential to seriously, negatively impact our level of activity.



Our Profile ----->

# Our Mission, Vision and Values

## Mission

To be the national centre for dental education, research and patient care. We strive to support a transformative student experience, alongside the delivery of high quality sustainable patient centred care which is informed and underpinned by impactful research in a dynamic academic environment.

## Vision

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

The DDUH vision is aligned with Trinity College Dublin's Strategic Plan (2020-25) 'Community and Connection' and CORE mission of: civic action, organisation, research and education.

## The Context

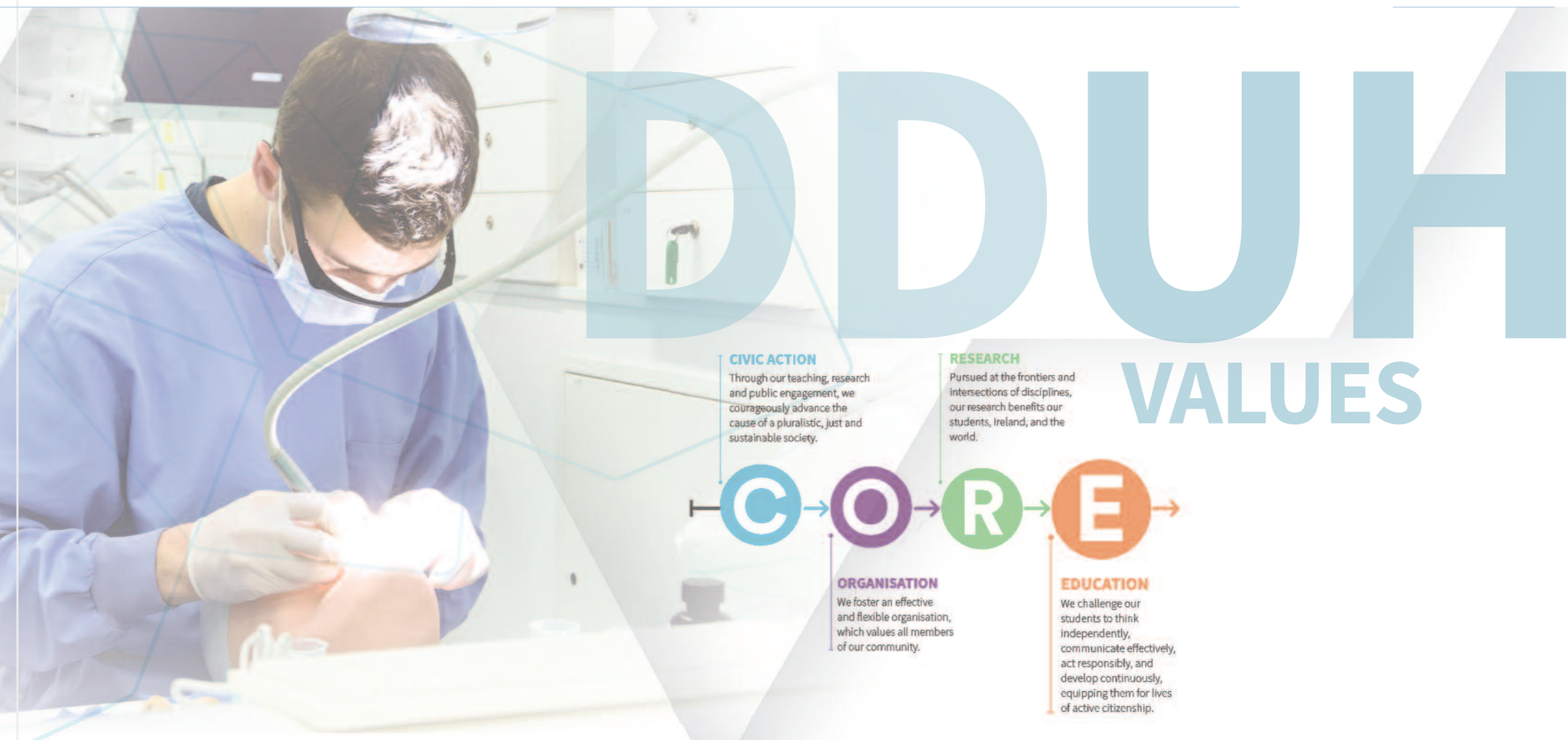
The period of the last Strategic Plan (2019-2022) saw a number of extremely challenging years for the health and education sectors due principally to the Covid-19 pandemic but also factors such as the cyber-attack on the Health Service and in 2022

the significant impact of inflation causing severe cost pressures in nearly all areas of non pay current and capital expenditure. These budgetary constraints have placed a significant burden on our staff in a climate of continued increasing demands of patients, students and regulators who expect the highest standards in education, patient care and compliance.

Many valuable lessons were learnt during COVID-19 such as innovative ways of delivering educational interventions, innovation in infection prevention control (IPC) and hybrid working which the DDUH are keen to build on and retain in the 2023-26 strategic plan. The plan will also need to address some of the negative impacts of COVID-19 such as increased waiting lists for specialist dental care and the increased demands on the DDUH due to greater fragmentation and disruption of primary dental care services locally and nationally.

Given the fiscal and non-fiscal constraints encountered in the last 3 years, we were extremely proud that during the period of the last Strategic Plan we were still able to graduate all of our student cohorts on time and continue to provide the highest level of clinical care to our patients in a safe environment. Such achievements were only possible by our staff going above and beyond including taking on additional roles, tasks and commitments.

We anticipate challenging financial circumstances to continue in the coming years, but we will continue to engage with our state funders to secure adequate levels of recurring funding to ensure the period of this strategic plan is one of ambition and growth.



- Inclusiveness
- Respect
- Safety
- Doing the right thing
- Caring
- Collaboration
- Integrity
- Evidence-based

- Student and patient centred
- Supportive
- Co-operative
- Decisive
- Practical
- Open minded



# Smile agus Sláinte - National Oral Health Policy

Smile agus Sláinte, the new National Oral Health Policy was launched in the DDUH.

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. The development of primary oral healthcare centres in Dental Schools and training centres is also listed as an action in the 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.

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 technologists and clinical dental technologists. 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 will result in the DDUH receiving a significant increase in the number of patient referrals. It will also involve the development of new educational programmes. In particular the policy has implications for teaching in primary oral health care and paediatric dentistry for preschool children and vulnerable children. 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.

# #SmileAgusSláinte



# Review of the 2019-2022 Strategic Plan

An integral part of the formulation of the 2023-2026 Strategic Plan was a review of the progress that was made implementing the strategic objectives in the 2019 -2022 Strategic Plan. Due to the significant impact of the Covid-19 pandemic, the achievement of some of the strategic objectives in the last plan were impacted and have been carried over to this new plan. However, we were still able to achieve many of the things we set out to achieve in our core pillars of **Education, Research, Clinical Services** and **People**.

We have advanced our standing and reputation as an educational and research establishment by inclusion for the first time in University World Rankings. The School of Dental Science at Trinity College Dublin is now ranked in the top 51-70 in the world for the subject 'Dentistry' (QS Rankings 2022). This reflects the quality of our students, our educational programmes, our research and the commitment of all our staff at the DDUH to delivering excellent patient care.



Education

Research

Clinical Services

People

## Education

- The Trinity College School of Dental Science is now ranked 51 – 75 ARWU / Shanghai Rankings and 51 – 70 (QS) Rankings
- Significant Curriculum Innovation including the new student E – Portfolio
- Completion of a Curriculum Mapping project which maps the Learning outcomes of the Dental Science curriculum
- Development of new Postgraduate Programmes including a DCh Dent Dental Public Health and a Certificate in Orofacial Pain via e-learning
- Increase in postgraduate taught student numbers



## Research

- Continued success in Grant Awards from public and private funding
- Maintenance of DDUH staff research seed funding to support 'start-up' projects and 'top up' of Trinity 1252 PhD awards
- Increase in citations and journal articles by DDUH staff in international peer reviewd journals
- Investment in Research Technology including the purchase of a Whole Genome Sequencer
- Establishment of DDUH Research Strategy subcommittee to map out research priorities and research support needs and framework for next five years (2023-2028)



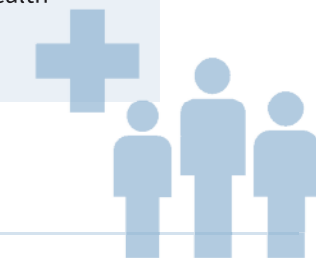
## Clinical Services

- Continued investment in Cutting Edge Technology including
  - Scanning Technologies
  - Milling Machines
  - 3D Printing
- Upgrade of our Electronic Dental Record (Salud)
- Continued investment in CSSD including Infrastructure, Washers, Autoclaves and Instrument Tracking System
- Enhancement of DDUH Patient Quality and Safety Framework including the implementation of the Q Pulse Quality Management System
- Dedicated funding for the Head & Neck Oncology Service.



## People

- New posts including an Academic Consultant in Medically Compromised Patients (Head and Neck Cancer)
- Recruitment of Professor of Orthodontics with international research profile and track record
- Senior Clinical Academic and Academic Staff now eligible for promotion through the Trinity College Dublin Senior Promotions framework with 6 staff members promoted in 2022 and 2023 to date including 5 new Professors and one new Associate professor
- Continued investment in Further Education to continue to support and upskill our staff
- Rolling out of a new Hybrid Working Policy
- A number of Wellness and Wellbeing Initiatives including Mental Health training





# Strategic Priorities

## Strategic Priorities ----->

The Strategy Plan will focus on a number of key areas including:

### Education ----->

- Work with state funders to support the additional recruitment of key clinical & academic staff for succession planning and to enable the training of the dental professional workforce to implement and deliver the National Oral Health Policy (NOHP 2019).
- Enhance the student experience and supports across the student journey from admissions to graduation.
- Undertake curricular and assessment reform in our undergraduate DHP courses to decongest curricula and ensure our graduating students are trained with the necessary skills and competencies to respond to the oral health needs of the whole population.
- Develop and implement an e-learning and digital dentistry strategy to ensure next generation teaching and learning.

### Research ----->

- Develop a research strategy for the next five years (2023-2028) that builds on our existing strengths but additionally harnesses connections with TCD, the Schools in the Faculty of Health Sciences and our colleagues in local acute hospitals and community settings.
- Continue to invest in 'start up' projects and support of individuals wishing to undertake research training, ensuring access to funding is transparent and open to all staff.
- Submit a successful application for an Athena Swan Bronze Award by 2025

### Clinical Services ----->

- Secure dedicated funding and new posts to increase clinical staff levels.
- Use of emerging technologies to enhance innovation in clinical practice as well as increased involvement in the continued development of digital dentistry.
- Increase clinical space through internal renovation and the provision of external facilities.

### DDUH environment ----->

- Develop a human resources strategy which facilitates development and support of our staff, promotes a positive working environment and provides a framework to enable flexible ways of working.
- Become an organisation which enables diversity, inclusion and gender equality in all areas ensuring representation, progression and success for all. Give people and the organisation the infrastructure to work effectively by investing in IT, support services and creative & effective use of space.
- Develop and support a sustainability strategy which embeds a focus on planetary health, personal and financial health in everything we do.
- Develop a communication and social media strategy to further raise our national and international profile.





Education  
Clinical Services  
Research

# Strategic Objectives

Environment

- Our People
- Infrastructure
- Governance

## Strategic Objectives ----->

### Education ----->

Our strategic priorities and objectives have been shaped and informed by the Trinity College Dublin Strategic plan (2023-26), the report of the School Quality Review Process (2017), Dental Council of Ireland Accreditation reports (2018-2022), The Graduating European Dentist (ADEE 2017), HEA review of gender equality in higher education (2022), National Oral Health Policy 2019, Sustainable Development Goals (2015) and the WHO Global Strategy on tackling oral disease (2022). Additionally, the DDUH's learning from COVID-19, engagement with our staff, students, patients and key stakeholders have informed the selection of our strategic priorities and objectives.

The TCD Strategic plan (2023-26) describes a 'CORE' Mission of civic action, organisation, research and education. TCD CORE goals of importance and relevance to informing the DDUH mission are:

- Enable a diverse & inclusive student community
- Support a transformative student experience
- Practice next generation teaching and learning
- Stand up for research quality & impact
- Shape organisation & research achieving a sustainable healthy planet
- Enrich and expand global networks
- Develop & inhabit space responsibly
- ONE Trinity Community
- Secure the financial basis of activities

#### Our strategic objectives are:

- To enhance the student experience by a focus on the student journey from admissions through to graduation and to work with students to identify and address how their support needs are best met. We will strengthen our teaching in resilience, teamworking and development of professional identity within the curriculum. Additionally, we will continue our focus on preparation for practice through the Gradlink programme which arranges mentorship for undergraduate students with general dental practitioners. This programme was curtailed during COVID and we plan to expand and develop the programme to strengthen DHPs preparation for clinical practice and clinical governance.
- To continue exploration of new, inclusive and emerging markets for students by continuing our collaboration with Trinity College Global Relations, HEAR (Higher Education Access Route) and Disability Access Route to Education (DARE) within Trinity as well as ADEE (Association of Dental Educators Europe) and IFDEA (International Federation of Dental Educators and Associations).
- To harness collaborations within TCD in the Faculty of Health Sciences & School of Education and community partners to develop next generation teaching and engaged learning by strengthening pedagogical expertise and practice within the DDUH. We will develop and implement an e-learning and digital dentistry strategy across our educational programmes. Additionally, we will continue to develop the reflective practice component of the E-portfolio to strengthen opportunities for engaged learning.
- To undertake curricula reform in our undergraduate dental courses to decongest curricula and to ensure our graduating DHPs are trained with the necessary skills to respond to the oral healthcare needs of the whole population. We will continue to evolve the curriculum to include greater integration of all the DHP undergraduate programmes within the School. Additionally, we will strengthen existing collaborations within the Faculty of Health Sciences (FHS) in the delivery of shared elements of teaching and interprofessional learning in order to build the skills of interprofessional & team working.



## Strategic Objectives -----&gt;

## Education continued -----&gt;

## Our strategic objectives are:

- To undertake learning and assessment reform by building on our curriculum mapping of the Dental Science programme and creating a blueprint of assessments mapped to the learning outcomes of the Dental Science programme.
- To work with state funders to support the recruitment of a Professor of Primary Oral Healthcare and key clinical & academic staff with expertise and leadership to develop a centre for primary oral healthcare at DDUH. This will enable a radical transformation of undergraduate dental education with the introduction of outreach teaching and opportunities for community engagement in primary oral healthcare for all DHPs.
- To work with state funders to support the recruitment of a senior clinical academic in Paediatric Dentistry to strengthen teaching capacity at the DDUH and to develop educational programmes for all DHPs in the care of pre-school children and children with disabilities.
- To embed sustainability in health care in all our educational programmes and to commit to champion education in sustainability and healthcare.
- To respond to HEA call for an expression of interest (EOI) to expand undergraduate student numbers. Given the space and staffing constraints within the DDUH we have submitted an EOI for an increase in undergraduate Dental Science EU places contingent. This is upon capital and recurrent funding from the HEA to reconfigure, extend and refurbish our space and the recruitment of clinical academic and support staff to deliver the curriculum.

- To increase postgraduate taught numbers by investing in the development of a DCH Dent postgraduate programme in Endodontics. The development of a taught doctorate in Endodontics will complete our suite of postgraduate specialty training programmes. It is anticipated that the cost of the development of the programme will be readily offset by demand from those wishing to undertake the course.

## Strategic initiatives

- 1 We will focus on the student experience and strengthen support needs across the student journey from admissions through to graduation and we will design and implement educational interventions to build the core skills and resilience required for future professional practice.
- 2 We will undertake curriculum and assessment reform underpinned by an elearning and digital strategy. We will focus on how well and how effectively we deliver undergraduate programmes (ie an inclusive curriculum, engaged learnings, learning modalities used & opportunities, portfolios and reflection, assessment, grading & feedback, haptics and use of digital learning) and what we do and where (Minimally Invasive Dentistry, patient centred care, outreach teaching & community engagement) and how much we do and why (decongestion of the curriculum).
- 3 We will lobby our state funders to support establishment of a Centre for Primary Oral Health Care at the DDUH as set out in the action plan for the NOHP 2019. Funding and recruitment of a Professor of Primary Oral Care and senior academic team is crucial to deliver outreach teaching and community engagement for all DHPs.
- 4 We will lobby state funders and present a business case to support the recruitment of a senior clinical academic in Paediatric Dentistry to strengthen teaching resources at the DDUH
- 5 We will support and play a leading role in the implementation of the Smile agus Sláinte National Oral Health Policy.
- 6 We commit to developing, hosting and delivering a financially viable on-line certificate course in Sustainability & Health, and as an organization embed sustainability into all our educational programmes.
- 7 We will increase postgraduate taught student numbers by developing and delivering a financially viable taught doctorate in Endodontics.
- 8 We will build strategic links with the new National Children's Hospital in partnership with Trinity College Dublin to become the national academic centre for Paediatric Dentistry.



## Strategic Objectives ----->

### Research ----->

Research is a core function of the DDUH underpinning innovation and transformation in our core activities of education and clinical service delivery. As an organisation the DDUH is committed to improving oral health through high quality translational research in the subject fields of relevance to dentistry and oral biology.

We face some significant challenges in the next four years with the retirement of senior researchers and thought leaders who have made major contributions to excellence in the DDUH research portfolio. Additionally, the landscape for funding is becoming even more competitive, with large multidisciplinary collaborations more likely to be successful for grant applications. Within the organisation the protected time for research is often eroded by competing clinical and teaching loads and there is no formal infrastructure to support grant writing, grant applications, research governance and post award administrative burden. On the positive side the number of staff members involved in impactful research of international significance has increased and has been reflected in the recent promotions round for academic and clinical academic staff.

The DDUH has invested heavily in supporting staff to develop research training & qualifications such as Masters by Research and PhDs, by funding staff pilot projects, funding research equipment e.g Whole Genome Sequencing (WGS) and by funding 'top-up' stipends in the 1252 PhD awards. In the absence of major funding for dental research in Ireland we commit to continue this support as evidence from such preliminary work and pilot projects is usually a pre-requisite for successful grant awards.

Currently the four overarching research themes are : microbiology & microbiomes; oral cancer; inequalities in oral health; regenerative dentistry and biomaterials. The School of Dental Science subject review report commissioned by TCD advised that the breadth and number of themes should be reduced and the research strategy of the organisation refocused. Additionally, they advised that research undertaken by undergraduate and postgraduate students should be aligned to the School research themes.

Unlike Medicine there have been few opportunities for dentists in Ireland, unless self funded, to pursue an academic clinical training pathway. The Irish Clinical Academic Training (ICAT) Programme is now open to dentists and is an important opportunity for those wishing to pursue a clinical academic training. The dentists following the pathway are not fully funded by ICAT and there will be a requirement from Dental Schools to sponsor and support the dentist's clinical specialist training. Nevertheless it is an opportunity for Dental Schools in terms of succession to sponsor and recruit a world class clinical academic .

### Strategic Objectives

- Develop a research strategy for the next five years (2023-2028) that builds on our existing strengths but additionally harnesses connections with TCD, the Schools in the Faculty of Health Sciences, and our academic & clinical academic colleagues in local acute hospitals and community settings.
- The research strategy will explore the relevancy of the present research themes, alignment with the TCD research themes and make recommendations for revision in the light of potential for inter divisional & inter disciplinary research and large research collaboration and grant funding. It will also explore the supports required : mentoring, peer review, training for administrative and financial reporting in the post Award period. Our strategic objectives will be updated once this research strategy is completed.
- Submit a successful application for an Athena Swan Bronze Award by 2025 as this is likely to be a key requirement for institutions wishing to apply for SFI/HRB grant awards. The Faculty of Health Sciences and the Equality, Diversity & Inclusion office at TCD are actively supporting the DDUH to realise this strategic objective.
- Continue Investment in Whole Genome Sequencing (WGS) research.
- Continue to explore funding from industrial partners, particularly in the area of infection prevention and control and automated decontamination systems.

- Continue to support staff projects as the basis for personal development in research, to include 'start-up' projects and necessary research supports outwith the new 1252 funding. Ensure competition and transparency in the awards process and equality of access for all staff members.
- Secure funding opportunities nationally and internationally, in order to support existing and emerging research strengths and look to increase the number of staff eligible for grant awards.
- Update and strengthen the distinguished external speakers research seminar series 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.

### Strategic Initiatives

- 1 Develop a DDUH research strategy for the next five years (2023-2028) that aligns with TCD's CORE goal of standing up for research quality & Impact.
- 2 Invest in research infrastructure and supports for the post Award administration.
- 3 Invest and support dentists on the ICAT scheme.
- 4 Embed sustainability within our research and use our resources responsibly.





## Strategic Objectives -----&gt;

## Clinical Services -----&gt;

## Strategic Objectives

- Secure dedicated funding and new posts to increase academic, clinical and support staff levels in light of greater workloads and growth in student numbers in line with the DDUH Mission.
- To enhance innovation in clinical practice through the use of emerging technologies where clinically appropriate, as well as to increase investment in the continued development of digital dentistry across all disciplines.
- To increase available clinical space through internal renovation and also provision of external facilities.
- To continue to update Clinical Governance structures in line with HIQA guidance.
- To enhance Clinical Audit and support links with Departmental and Corporate Risk Registers.
- To encourage the development of the National Oral Health Policy in terms of the Care Pathway, including supporting the provision of Primary Dental Care by increasing Secondary and Tertiary Care provision in accordance with resources.



## Strategic Initiatives

1. Engage with the Health Services Executive and the Department of Further and Higher Education, Research, Innovation and Science with regard to workforce planning, innovation and increasing academic and service demands due to external factors.
2. Continue to invest in our Staff wellbeing and work environment to promote the retention, resilience and engagement of staff which will help ensure an avoidance of burnout culture.
3. To establish a cross-functional team to develop a strategy for the Development of Digital Dentistry, improve clinical care and education and build on our cutting-edge developments to date. This group will coordinate with the newly formed Dental Production Laboratory Committee to consolidate the clinical flow required for education and service provision and guide on future resource requirements. The development of digital dentistry in the DDUH will reduce the environmental impact and increase sustainability in dental practise.
4. Continue development of academic and clinical links with the Dublin Area Teaching Hospitals, the Children's Health Ireland and the Health Service Executive, including the development of outreach clinical facilities.
5. To review the allocation of space within the Hospital with the view of increasing clinical facilities, such as in the operating theatres.
6. To continue our partnership with external providers to improve all aspects of clinical governance and policies to attain HIQA accreditation. This will include the movement of all clinical policies and resources into an online format to underpin academic and clinical learning in addition to facilitating the induction of new staff.
7. To promote and support innovation in clinical practice, such as the Electronic Dental Record for use in audit and research, equipment tracing in the Central Sterile Services Department and exploring the use of Teledentistry.
8. To optimise the methods used to communicate information with Patients, GDP's, Hospitals and relevant stakeholders by reviewing our current processes and investing in the development of a suitable and sustainable pathways for digital communications and referrals.



## Environment ----->

The DDUH environment encompasses **our People, our Infrastructure and our Governance Frameworks.**

### People

Our staff will always represent the single most important and valued asset across all areas of DDUH activity including education, clinical services, research, support services, administration and facilities management. This was evident during the Covid-19 pandemic where our staff went over and above time and time again to protect the safety of our students, patients and visitors as well as ensuring continued excellence in educating our students and delivering clinical services to our patients.

As we move forward from the pandemic we must do more to support our staff. We commit to invest in our people and become a workplace of choice by building leadership capacity; empowering our staff by improving education, clinical, administrative and support functions.

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 provide the platform for our staff to grow, flourish and be engaged and motivated in their work. The DDUH must provide positive organisational supports for all of our employees in a quality environment where all employees share common understandings and commitments so we can achieve our goals together.



The best way to support our staff is to develop a Human Resources strategy which facilitates developing and supporting our staff, to build the highest levels of performance and to promote the development of the organisation. This HR strategy will focus on:

- Succession Planning to attract and retain the very best of talent in the DDUH to address recent and impending retirements of senior staff, across all areas of the organisation.
- A new HR and upgraded Pensions Systems that meets our current and future needs.
- The development of promotions pathways to ensure equity of opportunities for promotion for all cohorts of staff and develop new ways to recognise and reward exceptional contribution and performance amongst staff.
- Retain a strong and ongoing commitment supporting Further Education and to the continuing professional development for all our staff to enhance leadership and management capability to equip staff to successfully undertake management and leadership roles within the organisation.
- Further expansion of the Wellness and Wellbeing initiatives available to staff to help further support them in carrying out their increasingly demanding roles.
- Provide a framework to enable more flexible ways of working by further expansion of Hybrid Working as an option for as many groups of staff as possible while ensuring all onsite activities are adequately supported.

Other key strategic objectives to support our staff include:

- Securing new funded posts across all areas of the Hospital to support current and future clinical and educational activity, the ever increasing workload of support staff, more onerous compliance and reporting and reduce the current burden on staff and risk of staff overload.
- Promote a positive working environment based on an ethos of mutual respect, inclusivity, dignity and honesty.
- In support of gender equality and diversity and in line with TCD strategic goals, the DDUH commits to making an application for a Athena Swan Bronze award by 2025. Athena Swan is a charter that recognises and celebrates good practice towards the advancement of gender equality, representation, progression and success for all.

## Strategic Objectives -----&gt;

## Environment -----&gt;

## Infrastructure

We have reached capacity in our current building which presents significant challenges in the expansion of our education and clinical programmes. We must secure new external space so we have made this one of the principle strategic priorities in this strategic plan. We have undertaken a number of very innovative projects over the years to increase clinical, educational, office and recreational space within our existing footprint but we are very aware that any future expansion to our activities is dependent on securing new external space.

Capital projects planned during the life of this strategic plan include:

- Refurbishment of our existing Day Theatre
- A new larger Clinical Skills Laboratory
- New dedicated research space
- Additional office space for administration staff and postdoctoral / PhD students
- Refurbishment of the current Boardroom and administration floor to repurpose as a clinical or educational space
- Refurbishment of clinical spaces in the West Clinic to improve existing wheelchair access
- Refurbishment and expansion of female locker rooms

## Governance

Operating in the Health and Education sectors, the DDUH ensures appropriate robust governance frameworks and direction that meet the needs of our patients, students, staff and all of our key stakeholders. This enables us to deliver on our ambitions outlined in earlier sections of this Strategic Plan.

Strategic Objectives and Priorities include:

- Retaining the autonomy of the DDUH as an independent integrated specialist centre. We await the final configuration of the new HSE Regional Health Areas. The DDUH will adapt to any changes which come about from this new structure.
- Continued development of our Quality and Safety Framework using the Q Pulse Quality Management System to align with best practice and compliance with HIQA National Standards.
- The threat of cyber-attacks are now amongst the biggest challenges facing all organisations. We will need to secure additional funding from our state funders to continue to strengthen our IT security defences and minimise the impact on the operations of the DDUH that a cyber-attack would cause. We also need to continue to invest in our IT infrastructure to meet the current and future needs of our staff and students.
- Continued strong leadership from the DDUH Executive Team to direct the institution.
- Develop and support a sustainability strategy which includes consideration of planetary, personal and financial health and includes a review of how we currently procure goods and services, the use of single use versus reusable instruments, how we treat and dispose of waste and the carbon emissions generated travelling to and from a dental appointment.
- Develop a communications and social media strategy to further raise our national and international profile. We will undertake a review of how we present ourselves externally and showcase our successes.
- Continued compliance with the 2016 Code of Practice for the Governance of State Bodies and Charities Governance Code.
- Work within available resources to achieve full compliance with General Data Protection Regulations which became law in Ireland in May 2018.



## Implementing the Strategy

This Strategy outlines the vision and priorities for the DDUH for 2023 – 2026.

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.

# Implementing the Strategy



