

A Strong Foundation Builds a Better Future

Harnessing our success.
Powering an ambitious strategy
for greater impact.



MATER MISERICORDIAE HOSPITAL

“

Our vision [for the hospital] is simple. We are required to provide quality of care, ensure dignity and equal access within a safe environment for patients and those who work in the hospital.

”

Mater Hospital Staff Member

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Informative, Positive and Participative Process

The publication of this Strategic Plan 2021–2025 follows a thorough, informative, positive and participative process during which we listened carefully to our staff, our Board members, many voices across the Mater campus, our supporters and other fundraising experts. They had great things to say and throughout this document you will read just a selection of their views.

Foreword

“...We now want to harness this success and move forward to build an even stronger Foundation for the future.”

Mary Moorhead

I am delighted to present this new Strategic Plan, which lays out our ambitious priorities for the next five years, bringing us to 2025. This Plan has been developed following an in-depth and really informative consultative process. It has also been developed based on our experiences during the Covid-19 pandemic when the general public showed a strong allegiance to The Mater Hospital and a renewed understanding of the central role of hospital care.

This Strategic Plan is rooted in evidence and analysis. It follows on from our previous Strategic plan 2018 to 2020. In that, we set down critical markers for growth, which have been achieved. We now want to harness this success and move forward to build an even stronger Foundation for the future.

Our success over the last three years has resulted from diversifying our fundraising mix, establishing new income channels, and investing in supporter acquisition. This has enabled substantial income growth but more importantly it has allowed us to grant a total of €7.6 million to support projects which have directly benefitted the diagnosis, treatment and care of our patients and their families.

A large part of our success over recent years comes down to the support of our Board, who trusted our decision to invest in diversifying our fundraising activities and encouraged us to test innovative ways of fundraising within a rapidly changing digital world. This brave decision was the greatest catalyst for the positive developments that have taken place at the Foundation. It is imperative that investment continues as we plan to grow our annual income and build a loyal supporter base for the future.

Everything we have set out to do in this Strategic Plan will be hardwired to impact. We will continue to work closely with The Mater Hospital, aligning the Foundation with their strategic priorities and supporting projects under our four key pillars of funding which include enhancing patient facilities and funding medical equipment, investing in specialised staff, supporting education and training, and investing in life-changing research and clinical trials. We see this Plan as a flexible series of mini-plans that will be constantly evaluated, reviewed and revised. As the official fundraising body of The Mater Hospital, we look forward to continuing to invest in frontline patient care, and to supporting The Mater Hospital to be a beacon for excellence in healthcare developments and innovations over the coming five years.

Chief Executive, The Mater Foundation



Neil Bannon

The Mater Foundation is the leading adult hospital foundation in the country. This has come about in no small part because of the hard work, determination, foresight and creativity of the fantastic team and leadership at the Foundation. But, being a leader in any field doesn't happen only because of hours at the desk and determination. To be a really successful organisation, you also need to have a clear strategic plan supported by the critical backing of investment – investment in your ideas and vision in the first place, investment to ensure that your plans and strategies can be implemented, and investment in the resources and people with the skills and capacity that are needed to ensure your visions and aims are delivered.

As Chair of the Board of Directors of the Mater Foundation, I have steadfast confidence in this Strategic Plan. It has been developed following a forensic consultative process, at an unprecedented time when there has never been such a critical reliance on a strong health response.

This Strategy is ambitious in its aims. It has to be because of what we are investing in – giving every patient and every family who loves them the very best of care at The Mater Hospital. But it is an ambition that is firmly

rooted in what we believe we can help change and improve. Over the coming five years we will continue to be ambitious for the patients we help – to improve treatments and to provide best possible world-class care. We will be ambitious for the support we provide to the hard-working and dedicated hospital staff. We will be ambitious for healthcare, helping to resource The Mater Hospital to carry out the pioneering surgeries and treatments that Ireland's sickest patients rely on, now, and into the future.

We look forward to working closely with the Board of Directors of The Mater Hospital. We also look forward to increasing further our public profile and strengthening our connection with our supporters and with local businesses and communities. Finally, we look forward to consolidating our position as leaders in our field, to spearheading and delivering more ambitious programmes and projects and to growing our fundraising capacity and our reputation as a brave, trusted and impactful fundraising charity for one of Ireland's most respected and historic hospitals. That is worth investing in.

**Chairman, The Mater Foundation
Board of Directors**

“...we are investing in giving every patient and every family who loves them the very best of care at The Mater Hospital.”

Our Vision, Mission Values and Beliefs

Vision

Every sick person in Ireland will have timely access to world class healthcare when they need it.

Mission

We will harness our supporters' kindness and generosity and work together with our partners to continuously transform and improve patient care at The Mater Hospital. We will ensure that The Mater Hospital is at the forefront of research and innovation and is a leader for healthcare in Ireland.





Values

We are a strategic, caring and responsible organisation. We are entrusted by our supporters to honour their commitment and dedication by putting their vital donations and philanthropic supports to the most impactful use to help provide world-class patient care at The Mater Hospital. We are driven by six values:

- Integrity
- Honesty
- Transparency
- Compassion
- Respect
- Excellence

Beliefs

We believe that every sick person, without exception, deserves world-class care and treatment so that they have the best chance of the best outcomes.

We believe in equality of access for all, regardless of means or circumstance.

We believe in our committed, kind and caring donors and supporters. Their generosity helps transform countless lives.

We believe patients and their families are at the centre of everything we do. Their quality of life, their hospital experience, their chance of the best outcomes are our greatest priority.

We believe that the hard-working, skilled and dedicated frontline staff in the hospital need the most up-to-date and appropriate technology, equipment and facilities so that they can deliver world-class care and outcomes for our patients.



Since 1985, the Mater Foundation has granted over €35 million to advance patient care in The Mater Hospital.

About us

At the Mater Foundation we are working to give every patient and every family who loves them, the very best of care at The Mater Hospital.

We were founded in 1985 and today we are one of the best known hospital foundations in the country.

As the official fundraising body of The Mater Hospital we provide funding for state-of-the-art equipment, helping to provide the best care possible for all who need it. We enhance hospital facilities to create a comfortable and caring environment for patients and their families, we fund pioneering research and clinical trials and we continuously invest in the people of The Mater Hospital, providing supports, grants and funding to specialist staff.

Growth and development

Our last strategic review took place in 2017 and the Strategy was implemented from 2018 to 2020. The key objectives set out in that plan were to grow our unrestricted income, to diversify our income channels and to develop new fundraising income streams, creating the conditions for even further growth, development and ambition within this new Plan.

Over that period, our income from core fundraising activity grew from €2.8 million in 2018 to €5 million in 2020. An additional €1.5 million was generated in 2020 through Covid-19 emergency appeal fundraising. This new Strategic Plan will build on this significant recent growth and consolidation.

Life changing firsts

Since 1985, the Mater Foundation has granted over €35 million to advance patient care in The Mater Hospital.

The Mater Hospital has long been at the centre of groundbreaking moments in medical care, improving the lives of people across Ireland. Many of these pioneering initiatives have been made possible because of vital funding from the Mater Foundation.

Here are just five of those firsts.

- We secured funding to facilitate the introduction of the first BreastCheck clinic in Ireland.
- We funded the first Heart and Vascular Hybrid Theatre in a public hospital in Ireland, named in honour of the renowned cardiology surgeon Maurice Neligan.
- We played a key role in the establishment of the first Neurological Institute in Dublin, a centre of excellence for the care of patients with neurological conditions such as Parkinson's disease, stroke, epilepsy, multiple sclerosis, headache, neuropathy and muscular dystrophy.
- We were central to, and continue to play a vital role in, funding the work of the first stand-alone Family Heart Screening Clinic in Ireland, which treats families with inherited cardiac conditions.
- We funded a multi-discipline Robotic Surgical Programme in The Mater Hospital, making it the most comprehensive robotic assisted programme in Europe, and transforming surgical care for cancer patients.

The Mater Hospital

The Mater Hospital has been caring for the nation since it opened its doors in 1861.

It was founded six years earlier, in 1855, by Catherine McAuley and the Congregation of the Sisters of Mercy. They recognised the need for a hospital to provide medical care for the sick and poor of Dublin City. Their founding vision “.... to serve the greatest need in the city, somewhere the sick poor could go without having to know someone or pay money” was determined, inspiring and remains central to the ethos of the hospital today.

Our work improves patient care at The Mater Hospital

As demands on the hospital’s services grow each year, we will continue to do everything we can to ensure that patients get the exceptional treatment, care and wellbeing they need.

Here’s a snapshot of just how busy The Mater Hospital is.

Specialist services

The Mater Hospital has grown to be one of the Ireland’s largest, busiest and most distinguished acute academic teaching hospitals.

The Mater Hospital provides specialist services for:



Cardiology



Heart and Lung Transplant



Spinal Injuries



Cancer Care



Infectious Diseases



Every 2 minutes
a new patient
is cared for in
The Mater Hospital.



Over 400,000
patients
depend on The Mater
Hospital each year.



Over 11,500
surgeries
take place in the
hospital each year.



Over 9,000 patients are treated on the cancer day ward every year.



Over 12,000 people have been screened for inherited cardiac conditions since 2007.



Over 50 transplants are performed each year at the National Heart and Lung Transplant Unit.



“

Nobody sees the value of your local hospital until you have to use it. That's why we have to really concentrate on gratitude as a key driver for donations.”

Mater Foundation Board Member

Our Ambition to Build a Better Future

It is widely expected that the next five years will be a period of unprecedented change and growth for our healthcare system. The Covid-19 pandemic has changed the landscape of healthcare provision utterly, and The Mater Hospital along with hospitals across the country, will adapt and improve to respond to this.

While the pandemic delivered a sharp, initial shock to the healthcare system, and to our society in general, it also showed us from very early on that in order to get through this crisis, to beat the virus, we all had to work together.

Together

Nowhere is this need for togetherness more critical than at the frontline of our healthcare response. From the start of the pandemic, we have worked closely with the management of the hospital to support them, along with the HSE, by providing essential funding for additional medical equipment and the patient facilities needed to cope with the double challenges of increased numbers of very sick patients alongside the need for reconfiguration, social distancing and patient and staff safety.

While we all look forward with hope to the roll-out of vaccines and an end to the challenges, stress and grief that Covid-19 has brought, the strong, collective response to the virus has also given us a glimpse of what is possible when we all stand and work together – The Mater Hospital, the HSE, the government, our Foundation, our supporters and the wider community.

Ambitious plans

There are ambitious plans for The Mater Hospital over the coming years. Its aim is to expand to a 900 bed acute hospital with multiple national specialities.

Development of a new 112 bed unit on the Eccles Street side of the campus has been confirmed. This wing will bring much needed bed capacity to

the hospital, including more ICU beds. There are also plans to expand Cardiology Services. There is exciting work going on to progress genetic gene sequencing and individualised medicine, the innovative future of our medical care. In addition, it is expected that Sláintecare will be adopted, bringing with it new models of care that span both community and acute medical settings. The Mater Hospital is already expanding its community outreach programme providing excellence in care beyond the hospital campus.

To retain its reputation as a world class hospital and to continue to attract and retain the best of medical talent, research and innovation must be at the heart of all plans and activities over the next five years. To support this, The Mater Hospital is seeking to further develop The Pillar Centre for Transformative Healthcare as a key strategic area of growth. To keep up with all of these exciting developments, the hospital will have to put in place a new IT infrastructure so that it also becomes a smarter, more connected and future-proofed centre of excellence.

To be a Beacon for Healthcare

Funding through the HSE and government will be the primary driver behind these exciting plans. However, there are always additions that can lift the already heavy investment that the Government is providing to help achieve all the needs and ambitions that the hospital has.

Crucial additional funding is needed so that we, as the official fundraising body for the hospital, can respond to these once in a generation, life-changing and exciting plans to transform care.

The Mater Hospital is on course to be the pioneering leader in acute care and a beacon for excellence in Irish healthcare. We can help make this happen, with parallel growth, development and expansion across our fundraising and income streams, our supporter base and our expert team.

Developing this Plan

Our last strategic review took place in 2017 and the Strategy was implemented from 2018 to 2020. It set the conditions for the development of this Plan.

Extensive consultation

The publication of this new Strategic Plan follows a thorough, informative, positive and highly participative process. In total, 1,613 people fed into its development and direction. This included in-depth interviews with all of our stakeholders. In addition, we carried out surveys with Mater Hospital staff and Mater Foundation supporters. This essential groundwork was followed up with more in-depth workshops with the Mater Foundation staff and Board to explore and test critical issues in greater depth and to assess current and future system needs and opportunities.

The emerging Mission, Vision, Values and Strategic Priorities of the organisation were reviewed by a dedicated team within the executive and approved by the Board of Directors.

Its vision is ambitious, but it is a credible and realistic ambition that can deliver for patients, their families and the incredible people of The Mater Hospital.

Extraordinary times

It must also be remembered that this Strategic Plan has been developed in extraordinary and unprecedented times. Work on the Plan began in June 2020, when Ireland was making its re-emergence from the first lockdown of Covid-19. Work continued through 2020, during which time there were two further lockdown periods, with many more patients and their families reliant on the tireless and dedicated services of our healthcare system.

Credible ambition

This Plan has been developed following three decades of philanthropic and fundraising success. It comes at a time of great transition and uncertainty, not just within our health system but also with regard to our broader economic and societal futures.

It is cognisant of this big picture. It is firmly rooted in evidence, in analysis, in broad participation and deep consultation. Its vision is ambitious, but it is a credible and realistic ambition that can deliver for patients, their families and the incredible people of The Mater Hospital.



“

Support for staff and the retention of good quality healthcare staff is critical. The question has to get to how do you resource a function rather than how do you fund it.

”

Major Donor



“

We can't change the health system but we [The Foundation and Hospital] can be a beacon for how the health system can be in Ireland. We saw the potential for this during Covid when everyone pulled together.

”

Mater Foundation Team Member

Our Strategic Purpose

A strong foundation builds a better future.

The purpose of this Strategic Plan is to provide a road map to enable the Mater Foundation to raise €30 million over the next five years. Our additional funding resources will facilitate The Mater Hospital to invest in key areas to continue to deliver world class patient care and be in a strong position to respond to increasing needs.



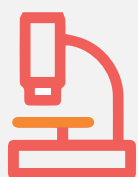
Equipment and Facilities

We will provide funding to support The Mater Hospital to expand and develop patient facilities. We will also help to equip new areas of the hospital and ensure current equipment is replaced with state-of-the-art medical technology.



Education and Training

We will help our partners at The Mater Hospital to foster a culture of learning and continuous progression ensuring best practice across all areas of patient care.



Research

We will help to nurture an environment of research, investigation, and innovation, supporting The Mater Hospital to develop and implement new models of care to provide the best possible treatments for patients as well as attracting and retaining the best medical talent.



Specialist Staff

We will invest in the people of the Mater Hospital providing supports, grants and funding to specialist staff. As The Mater Hospital adopts Sláintecare and develops and implements new models of care we will help to provide support to establish these programmes, both on and beyond the hospital campus.



“

Overall the Foundation is doing a lot of things really well. [Over the next few years] I would like to see it push on with the idea of getting behind a big project with lasting legacy and engaging on a one-to-one basis with high worth individuals. This can be the next direction for the Foundation.”

Mater Foundation Team Member

Strategic Priorities

We have identified four Strategic Priorities that provide a roadmap for the Mater Foundation to achieve our mission and realise our vision for this Strategy.

Develop our people



Grow and develop our team to ensure we have the right levels of expertise, experience, and capacity to deliver income growth to increase impact for patients.

Grow our income



Develop a fundraising strategy to ensure sustainability, grow annual income and increase our supporter base across a diverse range of income streams, building on our innovation and our effectiveness in everything we do.

Deepen our relationships

Develop our communications and strengthen our engagement with our partners, our supporters, and wider stakeholders.



Strengthen our organisation

Instil a culture of excellence in everything we do, ensuring transparency and harnessing trust. Enhance our Board and implement best in class policies and procedures to comply with all sector requirements.





CONCLUSION

Our role is always to put the patient first.

Every year, over 400,000 people visit The Mater Hospital. It's one of the largest, busiest, most distinguished and best loved hospitals in the country.

The priorities outlined in this Strategic Plan are in complete keeping with the fundamental belief of the Foundation that every sick person, without exception, deserves world class care. They are influenced by our vision, mission, values and beliefs and reflect the visionary founding principle of The Mater Hospital to “serve the greatest need”, regardless of means or influence.

Our role is always to put the patient first. We do this by helping The Mater Hospital to fund life-saving equipment, we give research grants to change how patients are treated, we help build world-class facilities and we support families in their most difficult moments.

None of this is possible without the generosity and compassion of our supporters, who continue to show unwavering commitment to the Foundation as one of Ireland's leading hospital foundations. The support we receive enables us to act as a catalyst for remarkable change in the care and innovation delivered at The Mater Hospital and in advancing public healthcare generally.

At no time has this compassion and generosity been more evident than over the past difficult months of the Covid-19 crisis. It is this show of collective strength and unifying ambition for a better health future that has been the driving inspiration to us in developing our strategic priorities.

This plan sets out to do four straight forward but vital things:

- Develop our **people**
- Grow our **income**
- Deepen our **relationships**
- Strengthen our **organisation**

Understanding the challenges that lie ahead, not least the challenges of the global pandemic, has made us more resolute than ever to grow our annual income, increase our supporter base and develop our organisation.

Our aim is to ensure that The Mater Hospital is not just ready for the challenges of the future, but that we can support it to be at the very forefront of the most exciting and promising advances in medical care, development, research and innovation, right now, and over the coming five years.

This is our promise.

This is our unwavering ambition.

This is what drives us to deliver on this Strategy.

Using the Strategic Plan

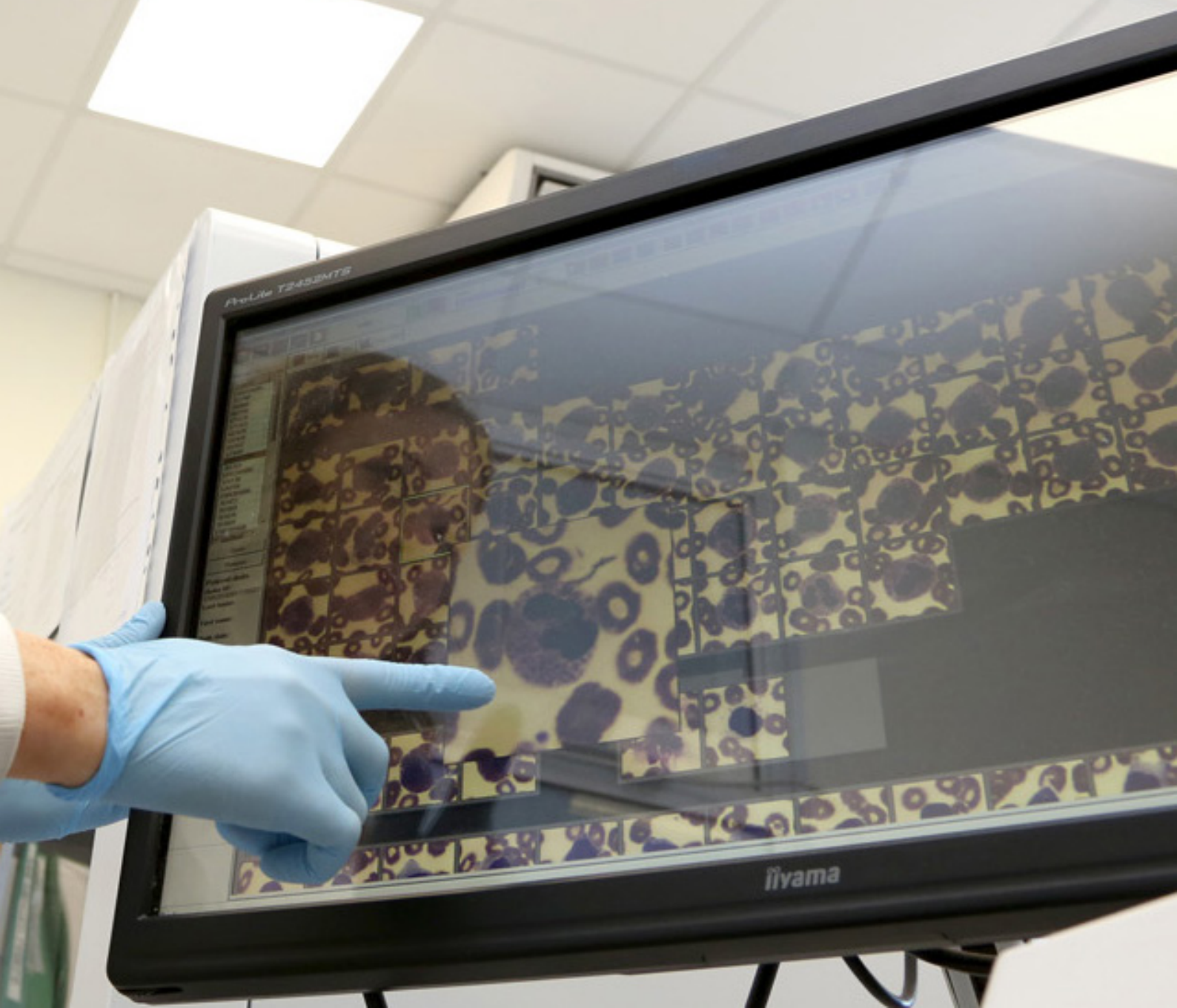
This Strategic Plan is intended to be a living document that guides the organisation over the next five years. To make this a reality, the following steps will take place:

- Detailed timelines for the implementation and delivery of specific outcomes will be developed.
- As new issues arise, strategic activities may be revised or amended, depending upon the events and the evidence. However, scaling up or adding certain activities or initiatives will be dependent upon resourcing.
- This Plan will be referred to when developing other organisational strategies, annual plans and proposals to ensure there is coherence.
- There may be cross organisational or sub-groups formed to work on specific actions arising from this Plan.
- There will be a periodic review process to monitor progress against the goals, actions and impact markers set out in the Plan.

“

There is great opportunity for the Foundation to create a point of differentiation that it can own, over and above anything done by the HSE/public funding.... ”

Mater Private Hospital Representative



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Mater Foundation



The Mater Foundation

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“

The big challenge we have in this country is the choice between cost and result. We can fix a lot of things but are we willing to pay for them? It feels like healthcare is about what you can spend because there is no limit to what you can do.

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Mater Hospital Senior Medical Staff