**Abstract**

| **Introduction** | As the Level 4 hospital in the RCSI Hospitals Group, Beaumont’s potential to contribute to transforming healthcare and shaping new visions for improving health through an integrated person-centred model is significant. As an acute hospital, we recognise that considerable shifts of emphasis towards supporting care in the community, imparting knowledge and skill to improve self-care, and enhance social, emotional and economic well-being is required. |
| **Aims / Objectives** | Our goal was to develop an ambitious, creative, and transformative strategy, which would have a positive impact for patients - local, regional and national, our staff and all stakeholders. We thus designed a strategy development plan that had consultation, engagement and collaboration at its core. |
| **Method** | We embedded a person-centred approach in listening to and valuing the diverse voices of patients, staff, patient representatives, community representatives, healthcare colleagues, academic, research and business partners. This innovative approach in designing a shared vision and roadmap has generated buy-in and continuous alignment of strategy with operations which is visible as ‘strategy-in-action’ on a day to day basis. |
| **Benefits / Results** | *A Hospital Without Walls* represents a collectively owned and developed strategy for the future of care for patients of Beaumont Hospital. It promotes the involvement of patients and families as partners in the design of services. It acknowledges the greater role to be taken up by acute care providers in supporting patients in the ongoing management of health in collaboration with colleagues across the healthcare system, thus also reducing dependence on more costly hospital-based care and associated risks for patients. |
| **Conclusion** | *A Hospital Without Walls*, Beaumont Hospital Strategy 2015-2020 recognises the need to work collaboratively and creatively beyond boundaries in shaping a person-centred and integrated approach to healthcare in Ireland. |
**Introduction / Context**

Beaumont Hospital is one of the largest public teaching hospitals in Ireland, with 820 beds serving a population of 290,000 in the North Dublin/North-East region.

As an acute hospital, we recognise that considerable shifts of emphasis towards supporting care in the community, imparting knowledge and skill to improve self-care, and enhance social, emotional and physical health and well-being is required.

It can be challenging to have ambition and longer term strategies during an economic downturn, yet this is when new thinking and new ways are needed most. In the words of Albert Einstein,  

“We cannot solve our problems with the same thinking we used when we created them”.

**Aims & Objectives**

As the team tasked with developing a new hospital strategy, we were keen to bring a creative, collaborative focus to the process; one that reflected the core values and ethos of our Organisational Development (OD) approach:

![Fig. 1. OD Values in Beaumont](#)

Our goal was to develop an ambitious, creative, and transformative strategy, which would have a positive impact for patients - local, regional and national, our staff and all stakeholders. We thus designed a strategy development plan that had consultation, engagement and collaboration at its core.

**Method**

We embedded a person-centred approach in listening to and valuing the diverse voices of patients, staff, community representatives, healthcare colleagues, academic, research and business partners.

A series of facilitated consultative workshops were held with a wide range of internal and external stakeholders to capture their views, perspectives, ambitions and priorities for the hospital. A variety of creative consultation approaches were utilised, including World Café and Appreciative Inquiry methods.

**Outcomes / Impact**

*A Hospital Without Walls* represents a collectively owned and developed strategy for the future of care of Beaumont Hospital patients. It acknowledges the greater role to be taken up by acute care providers in supporting patients in the ongoing management of health in collaboration with colleagues across the healthcare system. Re-imagining care which is person-centred in terms of delivery will reduce dependence on more costly and at times inappropriate hospital-based care, thus reducing associated risks for patients.

The innovative approach in designing a shared vision and roadmap has generated buy-in and continuous alignment of strategy with operations which is visible as ‘strategy-in-action’ on a day to day basis.

The process of strategy development enabled the Hospital Board and Senior Management Team to be well-informed and to focus on immediate/near-term priorities required to mitigate current risks and challenges, as well as on longer-term sustainability objectives. Developing a new strategy, therefore, acted as a catalyst for collaboration and identification of needs from across a broad spectrum of perspectives.

**Conclusion**

*A Hospital Without Walls*, Beaumont Hospital Strategy 2015-2020 recognises the need to work collaboratively and creatively beyond boundaries in shaping a person-centred and integrated approach to healthcare in Ireland.

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