



NRH

National Rehabilitation
University Hospital



National Rehabilitation Hospital
STRATEGIC PLAN
2026–2028

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Foreword

As Chair of the National Rehabilitation Hospital's Board of Directors, I am pleased to confirm that the Board fully supports the delivery of the NRH Strategic Plan 2026 – 2028.

In a rapidly changing health environment, the National Rehabilitation Hospital is undergoing a period of significant transition. To guide this next phase of development, an extensive programme of engagement and analysis was undertaken with Board Directors, senior clinicians, managers, national clinical leaders, HSE representatives, external regulators, patient representatives, past and returning patients, and staff across the organisation. These consultations and analyses served to highlight a series of core issues that will shape the future direction of the NRH and inform the priorities of this strategic plan.

The strategic plan sets out an initial three year phase of development for the NRH. This period is intended to deliver practical improvements in access, pathways and patient experience and to ensure we can remain responsive in an evolving health system

The Strategic Priorities set the foundations for the transformation of the NRH. These priorities clarify the immediate actions required to strengthen service scope and pathways, evolve integrated models of care, enhance organisational leadership and performance, and build a sustainable, values-driven workforce.

These priorities will also ensure that the organisation begins its strategic journey with a clear focus on practical, achievable steps that will unlock longer-term change and position the NRH to lead the development of specialist rehabilitation services on a national and all island basis.

A handwritten signature in dark ink, reading 'Kieran Fleck'.

Kieran Fleck
Chairman





Introduction

Following the legal restructure of the National Rehabilitation Hospital from a Trust to a Company Limited by Guarantee (CLG), we conducted a Governance and Strategy Review. As part of this process, we sought input from patients, families, key external stakeholders, and staff across all areas of the organisation. Together, they have helped to shape the early strategic considerations that will guide future decisions and inform more detailed operational and tactical planning. This strategy sets out the vision and key priorities for the NRH in the years ahead, ensuring that future planning reflects the needs of our patients, families, staff, and healthcare partners.

The NRH Strategic Plan 2026–2028, outlines the overarching direction for the organisation over the next three years and also sets out the long-term ambitions that will guide its development into the future.

Strategic Priorities 2026 – 2028

The Strategic Priorities outline the key areas of work that the NRH will focus on in the next three years. Each priority aligns with one of the Strategic Themes ensuring a clear link between what we aim to achieve and the actions required to build momentum for long-term change. Together, these priorities set out the immediate building blocks that will drive the organisation's transformation, they are outlined below:

Clarity of Service Scope and Pathway Integration

A nationally recognised and clearly defined service scope, supported by transparent pathways and consistent outcome measures will underpin an equitable and coherent rehabilitation system.

Aligned with Strategic Theme 1 – Patient Care.

Strengthened Leadership and Influence

The leadership role of the NRH expressed through recognised contributions to policy development, research and system planning, as well as strategic partnerships, academic collaborations and visible participation in national and international forums.

Aligned with Strategic Theme 2 – Leadership, Influence and Advocacy.

Future-Focused Models of Integrated Rehabilitation

Regional networks, digital rehabilitation approaches and ambulatory models represent the future direction of integrated rehabilitation delivery. Academic partnerships and aligned workforce planning enable innovative, flexible and responsive models of care that can evolve in line with national rehabilitation needs.

Aligned with Strategic Theme 3 – Innovative Ways of Working.



Operational Excellence and Organisational Performance

Digitally enabled operational and clinical systems, aligned with next phases of the redevelopment project and future infra-structure plans to support high-performing, efficient and well governed services. Robust resource management, efficient use of funding, and clear value for money, alongside data-driven insights enabling agile, outcome-focused decision-making at all levels of the organisation.

Aligned with Strategic Theme 4 – Organisational Effectiveness and Stewardship.

People, Culture and Workforce Sustainability

A learning, research-active and development-focused culture supports excellence in specialist rehabilitation. Strong, compassionate leadership and a positive organisational culture fosters a supportive working environment where staff can develop and thrive. Clear progression pathways and structured engagement frameworks foster collaboration, capability and pride in the organisation's national role.

Aligned with Strategic Theme 5 – People and Culture.

The NRH Board of Directors has endorsed the Strategic Plan and I look forward to working together with a skilled team of Staff and Management, and the Board of Directors to implement the NRH Strategy as we continue to evolve and lead the development of specialist rehabilitation services in Ireland.

Dr June Stanley
Chief Executive



About the NRH

The National Rehabilitation Hospital (NRH) is a publicly funded voluntary hospital providing specialist services to patients from across Ireland who, as a result of an accident, illness or injury, have acquired a physical or cognitive disability and require a programme of specialist rehabilitation. The NRH delivers services for both adult and paediatric patients and is the only hospital of its kind in the country.

Services at the NRH are delivered across comprehensive Inpatient, Outpatient and Day-patient Settings. Rehabilitation Programmes are delivered by Consultant-led Interdisciplinary Teams. They are tailored to meet the individual needs of patients and are organised through Clinical Programmes in the following areas of specialty:

- **Acquired Brain Injury Programme**
including traumatic and non-traumatic brain injury, and other neurological conditions.
- **Stroke Specialty Programme**
for adults recovering from Stroke
- **Spinal Cord System of Care (SCSC) Programme**
including traumatic and non-traumatic spinal cord injury, supported by a full continuum of coordinated care
- **Prosthetic, Orthotic and Limb Absence Rehabilitation (POLAR) Programme**
for people with limb loss or congenital limb absence
- **Paediatric Family-Centred Rehabilitation Programme**
the national tertiary programme providing specialist rehabilitation for children and young people up to age 18 with complex neurological injury or limb absence
- **Outpatient Programmes**
Consultant and multidisciplinary clinics across Brain Injury, Stroke and Spinal Cord System of Care are delivered from a dedicated Outpatient unit.

The NRH is accredited by CARF (Commission for Accreditation of Rehabilitation Facilities), an international, independent accrediting body.

This accreditation reflects the commitment of the NRH to upholding the highest standards of quality and excellence in clinical and organisational practice, and places it within an internationally bench-marked framework of specialist rehabilitation providers.

New Hospital Development

Phase One of the NRH Capital Redevelopment Project is now fully operational. It is the first purpose-designed rehabilitation facility built in Ireland and represents a significant step forward in complex specialist rehabilitation infrastructure.

Phase One has delivered a world-class, award-winning rehabilitation facility, on time and within budget. It is an exemplar in accessibility for patients, staff and community.

The new environment enhances the potential for patients to achieve optimal rehabilitation outcomes and supports staff to deliver care in a purpose-built setting designed explicitly around rehabilitation needs. The development is underpinned by extensive international research and reflects global best practice in rehabilitation design.

Further investment is urgently required to complete the redevelopment plan and the NRH is now focused on ensuring that Phases Two and Three of the planned hospital development proceed as a priority and as expeditiously as possible to complete the modernisation of its facilities and campus. This will support a comprehensive national rehabilitation service as outlined in the HSE 'Model of Care' for the provision of specialist rehabilitation services in Ireland, to meet the needs of people requiring timely admission to the NRH, now and in the future, on an all island basis.



National Context and Strategic Considerations



National Context

The NRH develops and delivers services in line with government policy and strategy. It is a vital component within the Model of Care for the provision of specialist rehabilitation services in Ireland and the vision of Project Ireland 2040.

The National Clinical Programme for Rehabilitation Medicine clearly describes best practice in the delivery of rehabilitation services across the continuum of care nationally, within the Managed Clinical Rehabilitation Networks (MCRN), as outlined in the aforementioned Model of Care.

The Model has adapted a tiered complexity-of-need with three recognised levels of specialist rehabilitation as outlined below:

Level 1: Complex Specialist Rehabilitation Services (delivered by the National Rehabilitation Hospital; 60-70% of NRH patients have complex needs).

Level 2: Specialist Inpatient Rehabilitation Services in Regional Health Areas.

Level 3: Community-based Rehabilitation Services including Community Neuro-Rehabilitation Teams (CNRTs).

As the national provider of **Level 1** services, the NRH formally links with new rehabilitation teams within **Level 2** and **Level 3** services in line with the implementation framework for the National Strategy & Policy for Neuro-Rehabilitation in Ireland.

Ireland's Evolving Health System

The Health Service Executive (HSE) is now organised into six regional health areas, each integrating hospital and community services to provide patient-centered care closer to home, supporting the objectives of the Sláintecare Strategy. Within each health region, there are Integrated Healthcare Areas (IHAs) and Community Healthcare Areas (CHAs) with Community Neuro-Rehabilitation Teams. The NRH works closely with the HSE Healthcare Teams in delivering and developing specialist rehabilitation services, and the hospital is positioned to ensure it remains responsive to the evolving healthcare landscape.

Collaboration with the Managed Clinical Rehabilitation Networks (MCRNs)

NRH clinicians continue to engage in ongoing collaboration with colleagues in the Managed Clinical Rehabilitation Networks, and with the new Community Neuro-rehabilitation Teams (CNRTs) to support with induction to neuro-rehabilitation and integrated pathway development. This includes the development of CNRT competency frameworks and training, NRH support and supervision of CNRTs, and discussions around standardisation of resources, education and access to rehabilitation pathways.

Strategic Considerations for the NRH



Strategic Positioning, National Alignment and System Influence

As the health system undergoes significant restructuring, there is an opportunity for the NRH to ensure that specialist rehabilitation is fully embedded within Ireland's future Model of Care. By drawing on its clinical expertise, research capability and established reputation, the NRH is well placed to provide informed leadership, contribute to national discussions on rehabilitation and policy, and influence the development of services cross regions in ways that enhance access and outcomes for those people requiring specialist rehabilitation services.

A defining feature of the National Rehabilitation Hospital is its voluntary status, which has been central to its identity, governance and contribution to the Irish health system since its establishment, playing a foundational role in the development of rehabilitation services in Ireland.

As a voluntary hospital, the NRH retains a degree of self-determination that is critical to upholding its mission. The voluntary status of the NRH has enabled a sustained focus on national need, clinical expertise and innovation in specialist rehabilitation, supported by a Board structure that provides rigorous oversight, strategic challenge, stewardship and accountability in the public interest.

Voluntary hospitals such as the NRH remain integral partners in the delivery of complex, highly specialised services on behalf of the State. The NRH works closely with the HSE, and with regional and national providers to further develop specialist rehabilitation services for the national population.

As set out in the 'Report of the Independent Review Group established to examine the role of voluntary organisations in publicly funded health and personal social services', protecting and respecting this status is essential to sustaining the diversity, adaptability and overall effectiveness of the health system in Ireland, and to enabling voluntary providers to contribute constructively and transparently to national health objectives.

The report states '... voluntary organisations bring added value to Irish health and social care. The challenge in today's context is to find ways of preserving this capacity into the future, sharing learning and proposals for reform between the voluntary and public sectors, and developing an effective and appropriate relationship between the State and the voluntary sector'.

The report also recommends that voluntary organisations should be consulted fully regarding any future health structures so that a solution is agreed to enable them to retain their separate legal identity and autonomy, while ensuring that the services they contract to provide are part of an integrated concept for the whole region. The NRH is committed to engaging in consultations that will ensure the preservation of its voluntary status.

Increasing Complexity, Patient-Centred Care and Quality Outcomes

Increasing demand for complex specialist rehabilitation is placing sustained pressure on specialist inpatient capacity and contributing to longer waiting lists and delayed transfers of care, with implications for both acute hospitals and individuals awaiting admission to the NRH.

A more strategic approach to managing complexity, including enhanced pre-admission coordination, clearer prioritisation and stronger collaboration with regional partners, will be essential to ensure that the NRH can continue to focus its resources on those who most require tertiary-level care. Strengthening clinical governance, expanding opportunities for patient voice and ensuring that quality systems evolve with changing service demands will help enhance patient experience and outcomes. Understanding population trends and anticipating future need will further support system-wide planning.

Service Scope, Access and Pathways

Ensuring that patients receive the right care in the right setting at the right time relies on clear service scope, coordinated pathways and strong collaboration across the health system. This is central to Sláintecare, Ireland's healthcare reform programme, which seeks to create a universal health service. Clarifying the NRH specialist service scope, alongside strengthening partnerships and refining admission processes, will help ensure that patients are either treated directly by the NRH or guided to the most appropriate service to maximise their rehabilitation potential. Advancing a more integrated and consistent pathway will support earlier access, continuity of care and more effective use of specialist capacity.

Infrastructure, Capacity and Long-Term Sustainability

Ensuring that the NRH can continue to meet national rehabilitation needs requires modern, adaptable infrastructure supported by resources aligned with the complexity and multidisciplinary nature of specialist rehabilitation. Progressing the next phases of the Capital project, alongside broader site development, is essential to creating the physical capacity and clinical environment required for contemporary and future models of care.

Strengthened financial planning, appropriate investment and constructive engagement with funders will support long-term organisational resilience, ensuring the NRH can meet rising national demand for complex specialist rehabilitation services.

Workforce Capability and Organisational Culture

The NRH is one of the largest employers in the local area. Meeting the growing national need for specialist rehabilitation requires a highly skilled and resilient workforce, yet shortages across key clinical disciplines continue to place pressure on specialist services. This highlights the importance of attracting, developing and retaining staff with specialised skills.

Supporting organisational wellbeing, improving access to development opportunities and enhancing the overall staff experience will be central to sustaining service quality. A continued emphasis on compassionate leadership, open communication and a positive organisational culture will help reinforce a supportive environment where staff can thrive, contribute effectively and remain committed to delivering high-quality rehabilitation services.

Research, Technology and Innovation

Enhancing digital capability, research capacity and data quality is increasingly important for supporting evidence-based rehabilitation and informing future service planning. Strengthening digital systems and improving data integration will enable more. Robust outcome measurement, better insight into patient pathways and more effective participation in national digital health initiatives.

Building research capability will allow the NRH to generate evidence, evaluate emerging rehabilitation approaches and contribute to a learning health system. Together, these developments will help to ensure that rehabilitation services evolve in line with changing needs and evidence-based best practice.



NRH Strategic Plan 2026 - 2028



The NRH Strategic Plan 2006 – 2008 will focus on the strategic priorities identified and will be delivered under five key Themes:

- **Strategic Theme 1: Patient Care**
- **Strategic Theme 2: Leadership, Influence and Advocacy**
- **Strategic Theme 3: Innovative Ways of Working**
- **Strategic Theme 4: Organisational Effectiveness and Stewardship**
- **Strategic Theme 5: People and Culture**

Theme 1 - Patient Care

The NRH will develop a nationally recognised and clearly defined service scope, supported by transparent pathways and consistent outcome measures, underpinning an equitable and coherent rehabilitation system. A shared clinical strategy and a strengthened national rehabilitation forum will reinforce clarity, accountability and alignment across regions and services.

Key activities:

■ **Ensure Access to Appropriate and Timely Rehabilitation Pathways**

Create and implement system-wide referral and triage tools and guidance packages, including clear referral criteria and training supports, to enable and promote equitable access, support consistent pathway decision-making and appropriate admissions nationally.

■ **Development and Rollout of NRH Clinical Strategy**

Define and publish the NRH Clinical Strategy to formally articulate its national role, scope of service and complex specialist rehabilitation remit, and to standardise admission, referral and discharge criteria through nationally agreed rehabilitation pathways for each specialist programme, co-designed with RHAs, acute hospitals and community services, thereby ensuring access to appropriate and timely rehabilitation pathways.

■ **Enhance Patient Experience and Goal Achievement within Expected Timeframes**

Establish and operate a National Rehabilitation Forum to set standards, address system delays and support policy alignment, underpinned by a national clinical strategy and outcomes framework incorporating PROMs, PREMs, functional measures, reporting cycles and national benchmarking to support transparency and shared standards across the system.

■ **Increase Capacity to Meet National Service Needs**

Progress the next Phases of the NRH Capital Development to expand specialist rehabilitation capacity, ensuring facilities, beds and therapy spaces are aligned with national service scope, pathway demand and the delivery of care at the appropriate levels.

Theme 2 - Leadership, Influence and Advocacy

The NRH will strengthen its leadership role as the national provider of Level 1 Complex Specialist Rehabilitation Services with recognised contributions to policy development, research and system planning. It will continue to develop strategic partnerships, academic collaborations and visible participation in national and international forums to influence policy and planning within specialist rehabilitation service provision, and to advocate for the people who require these services.

Key activities:

■ **Influence and Advocacy Across The Wider Health System**

Secure formal NRH representation on national policy, strategy, and planning groups, including national trauma and neuro-rehabilitation strategies, as well as workforce planning, National Clinical Programme for Rehabilitation Medicine, RHAs and national rehabilitation strategy forums.

Elevate the profile of specialist rehabilitation services and communicate the role of the NRH, its impact, and value to policymakers and the public.

■ **National Leadership and Advocacy for Rehabilitation Access**

Develop and implement a coordinated national advocacy and visibility strategy to strengthen awareness of specialist rehabilitation needs, clarify patient pathways, and improve access to appropriate rehabilitation services and facilities.

■ **Development and Rollout of the NRH Academic Strategy**

Develop and publish national rehabilitation insight reports that demonstrate outcomes, system impact and return on investment, informing patients, national planning and strengthening policy influence.

Establish strategic international and academic partnerships to benchmark outcomes, support joint research, develop fellowships, and introduce global best practice.

■ **Develop All Island Complex Specialist Rehabilitation Services**

Secure formal NRH representation on policy, strategy, and planning groups for developing specialist rehabilitation service delivery on an all island basis.

Theme 3 - Innovative Ways of Working

The NRH will develop future-focused models of Integrated Rehabilitation. Regional networks, digital rehabilitation approaches and ambulatory models represent the future direction of integrated rehabilitation delivery. Academic partnerships and aligned workforce planning enable innovative, flexible and responsive models of care that evolve in line with national rehabilitation needs.

Key activities:

- **Development and Rollout of the NRH Digital Strategy**

Develop process optimisation and continued digital uptake. Scale digital rehabilitation models, including tele-rehabilitation, virtual MDTs and remote monitoring, to expand access, support early intervention and align with national digital health developments.

Digitally enable clinical and operational systems, including Electronic Health Record (EHR) readiness, scheduling, integrated reporting and real-time analytics for waiting lists, delayed transfers of care, length of stay, capacity and outcomes to support the next phases of the NRH Capital Development and informed decision-making.

- **Expanded Ambulatory and Step-down Rehabilitation Models**

Development and scaling of new Models of Rehabilitation including stepdown, ambulatory and outreach models.

- **Develop Specialist Regional Networks to Enhance Timeliness across the Rehabilitation Pathway**

Develop regional specialist rehabilitation networks supported by structured NRH outreach, including MDT clinics, early specialist consultation, shared care protocols and complex care triage, and strengthen national education and training partnerships to support joint appointments, clinical placements, research opportunities and coordinated training pipelines.

- **Standardisation of Interdisciplinary Team Models across Pathways**

Develop and implement a national specialist rehabilitation workforce strategy, supported by standardised Interdisciplinary workforce models that ensure appropriate skill mix, advanced practice roles and flexible staffing aligned to patient need.

- **Establish Lean and Innovation Hub at the NRH**

Develop these resources and facilities within the NRH to promote and support innovation and continuous improvement in service delivery.

Theme 4 - Organisational Effectiveness and Stewardship

Strong governance, modern facilities, and aligned resources enable the NRH to deliver specialist rehabilitation at scale, use resources efficiently and deliver value for money, adapt to system change, and sustain high-quality services. The NRH will continue to develop operational excellence and organisational performance through digitally enabled operational and clinical systems, aligned with future infrastructure plans that support high-performing, efficient and well-governed services.

Key activities:

■ **Maintain Financial sustainability and Cost Control**

Integration of financial, workforce, and activity planning into a unified annual planning cycle aligned with national demand and regional priorities.

Robust resource management, efficient use of funding, and clear value for money, alongside data-driven insights will enable agile, outcome-focused decision-making at all levels of the organisation.

■ **Stakeholder Feedback and Responsiveness**

Embed a digitally enabled feedback and insight framework that systematically captures, analyses and acts on patient and family feedback, using real-time data to inform operational decisions, strengthen governance and drive continuous service improvement.

■ **Self-Generated Income and Non-Costed Resources**

Develop and implement a coordinated approach to generating self-sustaining income and non-costed resources including fundraising, philanthropy, partnerships and volunteering to support service delivery, infrastructure development and long-term organisational sustainability.

■ **Integrated (Clinical and Corporate) Governance Effectiveness**

Design and implement aligned organisational, clinical and corporate governance structures that support the NRH strategic direction and future service model, providing clear accountability, effective oversight and alignment with new legal structures.

Ensure that facilities, compliance, audit readiness and infrastructure are scalable and fit for both system change and future growth. Implement a hospital-wide performance and governance framework, defining KPIs, dashboards, reporting cycles, and clear accountability at clinical programme and organisational levels.

■ **Achieve Successful CARF Re-accreditation**

Ensure compliance with CARF Accreditation Standards in accordance with regular Standards updates, and in readiness for future CARF Surveys of NRH Clinical and Business practices.

Theme 5 - People and Culture

The NRH will cultivate its learning, research-active and development-focused culture which supports excellence in specialist rehabilitation. Strong, compassionate leadership, clear progression pathways and structured engagement frameworks will foster collaboration, capability and pride in the organisation's national role.

Key activities:

■ **Safe and sustainable workforce resourcing**

Implement integrated workforce and cost planning to ensure safe skill-mix, sustainable staffing levels and effective deployment of specialist teams to support high-quality rehabilitation care.

Develop a national specialist rehabilitation workforce strategy, including training pipelines, rotations, advanced practice roles, and succession planning to ensure long-term workforce sustainability.

■ **Staff Development and Professional Progression**

Roll out a comprehensive multi-disciplinary learning and development programme, including simulation, induction, leadership development, and interdisciplinary training.

Embed a research-active and learning culture through protected time, mentorship, academic partnerships, multidisciplinary research activity, and participation in national and international trials.

■ **Performance Accountability**

Develop and implement a performance framework that sets clear expectations and accountability across the organisation, while allowing performance measures and assessment approaches to be tailored appropriately by role, grade and service context.

■ **Positive Staff Experience, Culture and Shared Purpose**

Strengthen organisational culture through structured collaboration mechanisms and targeted actions across leadership practice, workload management, development opportunities and workplace supports, informed by the workforce strategy and staff feedback to enhance staff satisfaction and wellbeing.

■ **Embed Compassionate Leadership and Maintain a Positive Working Environment**

Management and staff strive to foster a workplace that is supportive, inclusive and where every person feels valued and appreciated. This reflects the hospital's person-centred values, its commitment to quality, and dedication to achieving best possible outcomes for patients, all those who engage with our services, and the wider health system.

Measurement Framework

Measuring Success

Our progress will be measured through a combination of quantitative and qualitative indicators, ensuring that our work delivers meaningful impact for patients, staff and the wider health system. A performance framework will bring together Key Performance Indicators (KPIs) and Outcome Measures (OMs). As we move toward an outcomes-focused approach, we recognised the need to develop a methodology that can evaluate our impact and demonstrate the value and difference the NRH delivers.

Measurement Framework

To support this, a clear measurement framework will track progress against agreed KPIs and Outcome Measures. This framework will provide a consistent approach to monitoring performance over time. By putting these structures in place, the NRH can ensure that progress is visible, that learning is captured, and that decision-making is informed by reliable evidence on what is working and where further action is required.

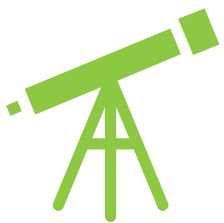
NRH Mission, Vision and Values

Our Mission, Vision and Values together provide a clear and unified foundation for the future direction of the National Rehabilitation Hospital. They define its purpose, articulate its long-term ambition, and set out the principles that guide how care is delivered and how the organisation works with patients, staff and partners. Together, they shape the role of the NRH within an evolving health system and inform its contribution to the continued development of specialist rehabilitation in Ireland. They also provide the framework for strategic decision-making and the basis on which the organisation will strengthen and evolve its services in the years ahead.



Our Mission

The NRH leads complex specialist rehabilitation in Ireland – delivering person centred care, advancing innovation, and building national capability so every person achieves their best possible potential for lasting positive outcomes and improved wellbeing.



Our Vision

People in Ireland achieve their fullest potential through world-class, equitable and innovative rehabilitation that transforms lives and strengthens communities.





Our Values

The NRH values guide the organisation, embodying its identity and principles. They shape how we work, how we make decisions, and how we engage with patients, families, staff and partners across the health system.

Our Values



CARE



Compassion

We treat every patient and colleague with kindness and empathy.

- We listen actively to concerns and act on what we hear.
- We prioritise dignity, comfort, and understanding in every interaction.



Accountability

We are stewards of public trust and resources setting clear standards and measure our impact.

- We use resources and data responsibly, fairly, and transparently to improve the quality and safety of our services.
- We are answerable for the quality and safety of our services and lead nationally through evidence-based practice.



Respect

We value every person's voice, expertise, and lived experience, showing respect in action as well as words.

- We treat patients, families, and staff fairly and inclusively.
- We ensure equity of access and opportunity, recognising its importance in delivering fair and consistent services and outcomes.
- We create a culture where diverse views are welcomed and acted upon.



Excellence

We strive for the highest standards of specialist rehabilitation through commitment, innovation, and collaboration.

- We honour our commitments by staying focused on what matters most for patients, families, and colleagues.
- We embrace innovation, learning, and new ideas to continuously improve how we work and the outcomes we deliver.
- We collaborate across disciplines, services, and partnerships to ensure seamless, integrated, and effective rehabilitation pathways.





NRH

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