

Working Together

Stronger Teams. Greater Impact.



Annual
Report

2025

st John
of God 
Community Services



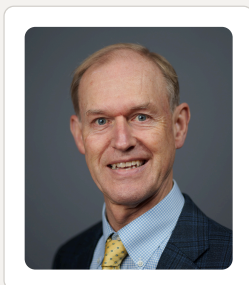
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Chairperson's Statement



As we look back on the achievements of 2025, I am continuously impressed by the dedication and spirit shown by our teams. Our unwavering commitment to the core values of hospitality, compassion, and respect has not just preserved tradition, but propelled us into a new era of active community engagement, with a specific example being the innovative approach of the Assistive Technology Team who are revolutionising how people with intellectual disabilities interact with society. This approach reflects a commitment to collaboration across sectors, ensuring that individuals and families experience seamless pathways between Intellectual Disability Services, Adult Mental Health Services, and Child and Adolescent Mental Health Services. By recognising the intersection of intellectual disability and mental health needs, the service strengthens its capacity to deliver timely, appropriate, and holistic supports in line with best practice.

Each milestone reached this year reflects a collective resilience—evident in the way we responded to challenges, supported one another, and continuously sought to improve the lives of those around us. In 2025 we worked very closely with our partners in the HSE and Department of Children Disability and Equality and the Department of Health to ensure that our services are sustainable and of high quality. The St. John of God Community Services 2023–2025 strategy achieved meaningful progress in service quality, inclusion, sustainability and governance, positioning the organisation for its next phase of growth and innovation through our 2026 – 2029 Strategy. This enduring ethos will continue to guide us as we innovate, champion change, always placing the person we support at the forefront of our mission.



Charles Watchorn

Chairperson

St. John of God Community Services.

Chief Executive's Statement



During the course of 2025 I had the opportunity to visit all of our 5 regions across the country and have been continuously impressed at the dedication and commitment of our staff at every level and every department to delivering meaningful high-quality services. St. John of God Community Services made significant progress throughout 2025, strengthening its position as one of the largest providers of Intellectual Disability and Mental Health Services in Ireland. Operating across four Intellectual Disability regions and one Mental Health region, the organisation managed an annual budget of €240 million, employing over 3,000 staff. This enabled delivery of comprehensive day and residential services for 2,500 individuals with intellectual disabilities, adult mental health programmes for 1,500 people—including acute inpatient, outpatient, crisis resolution, and specialised services such as the National Gender Service—and child and adolescent mental healthcare for 4,000 young people presenting to outpatient and crisis services.

St John of God Community Services continued to demonstrate robust governance, strategic vision, and effective stakeholder engagement with the HSE, Department of Children, Disability and Equality, Government and Board and through this continued collaboration and engagement substantial enhancements were made to ensure good financial stewardship and operational efficiency were achieved. Key leadership vacancies were filled, notably recruiting a Director of Finance after a prolonged vacancy, and established a dedicated Audit, Risk and Compliance Department to strengthen regulatory compliance.

The organisation's commitment to change leadership and transformation was evident in ongoing initiatives to align values and purpose, enhance risk management, and further develop rehabilitation programmes. Between 2023 and 2025, St John of God Community Services strengthened person-centred care, achieved financial stability, enhanced governance, and expanded specialist services, laying a strong foundation for its 2026–2029 strategy.



Kevin Madigan

CEO

St. John of God Community Services.

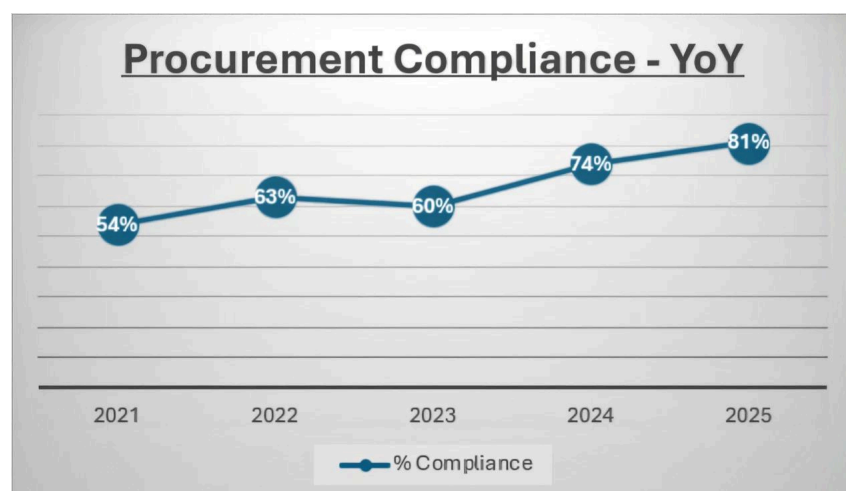


The Service Operations Directorate works with the Regional Directors to ensure the various regions within St John of God Community Services function efficiently and effectively. The Director of Operations supports the regions by attending meetings with the HSE to discuss funding and various operational issues. The Director of Operations deputises for the CEO in his absence. As a member of the Executive Management Team, the Director of Operations also takes a lead role in the discussions with the HSE on the implementation of the actions identified in the SIA report. The Director of Operations attends the Board Finance & HR Committee meetings and presents reports on pertinent issues.

The Director of Operations provides a mentoring role to the Regional Directors and in 2025 a Directors' Development training programme was established to support the Regional Directors in their management roles. The management of staff, budgets and other resources is vitally important to ensure the success of Community Services. The Director of Operations holds monthly meetings with all 5 Regional Directors to review the ongoing financial situation including staff usage. It is important to pay attention to these costs and the Operations Directorate helps to track costs and usage of overtime, relief and Agency staff to ensure that Community Services adheres to its budget and manages costs tightly. The Directors of Finance and HR also attend these monthly meetings to ensure a holistic view is taken.

Procurement

Procurement activity in 2025 focused on strengthening governance, improving compliance, and delivering value for money across St. John of God Community Services. Overall procurement compliance reached 81%, in line with the objectives set out in the Corporate Procurement Plan 2025–2027 and representing a continued year on year improvement (up from 74% in 2024 and 54% in 2021). Key drivers of improvement included increased use of central government frameworks, reduced reliance on non-compliant agency suppliers, and the introduction of new tendered contracts for high-spend categories i.e. pharmacy, fleet maintenance and core services. Procurement initiatives delivered estimated cost savings of €60k and cost avoidance of €170k through competitive tendering. Targeted action plans are in place to address remaining non-compliant spend areas, and procurement will continue to support operational services while delivering the 2026 Tender Plan and enhanced compliance oversight.

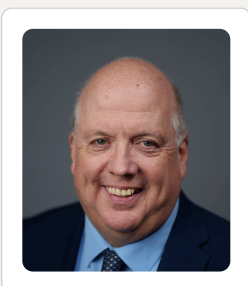


Estates

The Director of Operations centrally manages the transport and property portfolio. A detailed review of the properties used by St John of God Community Services has been undertaken including an assessment of the works required to maintain and upgrade these properties. The expense of maintaining the property portfolio continues to be of concern given the age and condition of our existing properties. St. John of God Community Services operates from 337 properties; of which 103 are owned, 78 leased from external landlords and 156 are SJoG Housing Association properties.

The Director of Operations works with both the Estates team in St. John of Gog HSG and the St. John of God Housing Association on the management of the property portfolio including acquiring additional properties and the on-going maintenance programme. A revised Service Level Agreement and maintenance schedule with the St. John of God Housing Association was put in place during 2025 for the 156 properties used by St. John of God Community Services.

The organisation has a fleet of 434 vehicles of which 67% are 10 years or older and 42% are 15 years or older. The Director of Operations liaises with the St. John of God Foundation on fundraising efforts for St. John of God Community Services. During 2024, an application for Better Life Grant funding was successfully approved which led to the purchase of 16 new Kia Sportage vehicles in January 2025 for the four ID regions which allowed them scrap some of the older vehicles in the fleet.



Leam Healy

Director of Operations

St. John of God Community Services.

Our Mission, Vision and Values



Our Vision

Our Vision is of individuals living a life of their choosing as equal citizens of our society.

Our Mission

Our Mission is to work collaboratively and through the provision of person-centred, rights-based intellectual disability services and recovery-focused mental health services to empower and support children, adolescents and adults to enjoy valued, meaningful and inclusive lives.

Our Values



Hospitality

Offering a welcome to those in any kind of need. Every day we say 'come in, you are very welcome' and every day we are inspired by the strength, humanity and hospitality of the people that we work alongside.



Compassion

The support we offer is underpinned by the active gift of kindness, caring and a demonstration of being willing to help.



Respect

We respect the dignity of each person to choose how they live, and our support and care does not degrade a person's inherent dignity.



The St. John of God Community Services 2023-2025 strategic plan concluded in 2025 and centred on five key priorities:

Quality, person-centred services:

Throughout the 3-year period of the Strategic review there was a strong focus on Strengthening the delivery of high-quality, person-centred and human rights-based services by embedding consistent service planning, review and quality improvement processes across all service areas. This included actively using feedback from people supported, families and staff; monitoring service outcomes; and ensuring that supports were responsive to individual needs, preferences and rights. Our Intellectual Disability Services focused on assisting those we support to live their best lives within their own communities and reducing the numbers of people living in congregated settings. In our Mental Health Services we embedded National Mental Health Policy “Sharing the Vision 2020” and introduced a range of new specialist clinical teams that included Mental Health Intellectual Disabilities. Adult Rehabilitation, Adult ADHD, Adult Crisis Resolution, CAMHS Early Intervention in Psychosis, CAMHS, Crisis and CAMHS Eating Disorders Team.

Participation and partnership:

In each of our Intellectual Disability Regions there was a focus on strengthening participation and partnership by ensuring that people supported by services, together with their families and circles of support, were actively involved in the design, delivery and review of services. This included creating opportunities for meaningful engagement, listening to lived experience and using feedback to shape more responsive, inclusive and person-centred supports. Our Mental Health Services introduced the ARCHES Recovery College, which is a peer led programme designed to support people with mental health difficulties to design and implement their own recovery plan.

Culture, identity and mission:

In 2023 St. John of God Community Services in collaboration with the St. John of God Hospitaller Services Group launched a new brand which focused on emphasising the culture, structure and identity of the organisation, reinforcing a shared sense of purpose, supporting organisational alignment & promoting ways of working that reflected the organisation’s mission, values and commitment to the people and communities it supports.

Financial and operational sustainability:

Between 2023 and 2025 the St. John of God Community Services, Executive Management and Regional Management Teams engaged in intensive negotiations with the HSE CHO and National Teams. During this time period the organisation reached a break even financial status each year. The organisation also reached an agreement with the Department of Equality, Children, Disability and Integration in relation to an accumulated deficit.

Governance and compliance:

In 2025 the organisation introduced an Audit Risk and Compliance Department. This assisted the organisation to partially restructure the Executive Management Team. In 2025 the Board and the Senior Executive Team engaged in an intensive process to develop the 2026 – 2029 Strategic Plan through engagement with Bord Excellence who undertook a deep dive into the organisation through surveys, focus groups with service users, staff, families, parents and external stakeholders. The 2026 - 2029 Strategy will build on the good work and outcomes that were achieved in the 2023 - 2025 Strategic Plan.

Six outcomes define where the organisation needs to be by 2029:

- SO1: Delivering High Quality Services.
- SO2: Achieving Financial and Operational Sustainability.
- SO3: Ensuring Strong Leadership and Workforce Capability.
- SO4: Strengthening Effective Stakeholder Engagement and Impact.
- SO5: Affirming Ethos, Autonomy and Identity.
- SO6: Driving Innovation and Evidence-Based Practices.

These six outcomes will be achieved by 8 Core Enablers that will underpin success.

- EN1: A Defined Service & Clinical Model.
- EN2: Integrated Governance, Leadership and Performance Oversight Processes.
- EN3: Workforce Capability and Leadership Depth.
- EN4: Financial and Operational Sustainability.
- EN5: Reliable Information, Data and ICT systems.

- EN6: Application of Digital Innovation and Digital Assistive Technology.
- EN7: Estates Modernisation and Sustainability.
- EN8: Communicating a clear St. John of God Community Services Identity and Advocacy based on our Ethos.

St John of God Community Services

St. John of God Community Services clg operates HSE-funded services for children and adults with intellectual disabilities, and for children, adolescents, and adults with mental health support needs. Within the Intellectual Disability Sector, services are delivered across four regions: Dublin South East, North East, Liffey Services, and Kerry Services. In parallel, the organisation operates a dedicated mental health unit for adults and a separate unit for child and adolescent mental health. Committed to high-quality, person-centred care, the organisation seeks to maximise the potential of every individual supported. Through an integrated approach to intellectual disability and mental health services, St. John of God Community Services delivers tailored supports that address complex needs, achieving a measurable and sustained impact on individuals, families, and communities nationwide.

Regions and Staff in Numbers



Community Mental Health Statistics

Referrals to Lucena

Total Referrals **4482**

Referrals Accepted **3065**

Referrals Declined **1417**

Contacts Open at
End of Year **3716**

Attended Patient
Appointments **40141**

Referrals to Cluain Mhuire

Total Referrals **5609**

Referrals Accepted **4712**

Referrals Declined **897**

All Appointments **51927**

Day Services **2025**

Burton Hall Members **103**
Burton Hall Avg Daily **31**
Inpatient Admissions Avg
Bed Usage **32.16**

Residential/Housing **2025**

High Support Beds **18**

Acute Day Hospital (now called Crisis Resolution Service)

Referrals **451**
Assessments **332**
Avg Daily Attendance

Regions and Staff in Numbers



Intellectual Disability Services Statistics by Region

	Dublin South East Services	Kerry Services	Liffey Services	North East Services
Residential	117	89	250	210
Day Service Attendees	310	166	311	208
		Respite		
Children	28	51	38	0
Adults	83	50	38	0

Staff Statistics by Profession

St. John of God Community Services employed on average of 2,681 (2024: 2,555) WTE staff to provide services and supports in 2025. The organisation relies on the commitment and contribution of all staff to achieve its aims and objectives. The Board recognises and values the continued dedication of staff in delivering high quality services and supports, with a clear focus on supporting people to participate as active citizens in the communities in which they live.

Regional Highlights

As we reflect on the past year, we celebrate the impact of our collective endeavours to support potential and possibility for those supported by our services. This section sets out the key highlights and achievements at each of the regional services.



Community Services

Community Mental Health

Lucena Child & Adolescent Mental Health Services



Lucena CAMHS provide a comprehensive mental health service for young people with moderate to severe mental health disorders to defined catchment areas, with an under 18 population of 172,585, residing in South Dublin City and County along with North and West County Wicklow. Clinical Teams are based throughout the catchment area operating clinics in Tallaght, Rathgar, Dun Laoghaire, Bray, Wicklow town and Arklow.

2025 was a year of progress, innovation, while being driven by service user leadership and staff dedication:

- **Waitlist initiative:** In Lucena CAMHS, the Waitlist Initiative continued in 2025 significantly reduced wait times by increasing assessments and enhancing evidence-based treatment delivery.
- **Neurodiversity-Inclusive Practice:** Lucena CAMHS received re-accreditation audit in September 2025 with AsIAM and were accredited as Autism Friendly for another year. Our work has been recognised by AsIAM who are directing others to our website and roadmap.
- **Lucena CAMHS Eating Disorder team:** Riverside House Community Eating Disorder Services (HSE Dublin and Southeast) was officially opened by Ms Mary Butler, T.D. Minister for Mental Health on the 16th October 2025. The Riverside House Community Eating Disorder Services comprises of two teams delivering specialist outpatient eating disorder care to adults, children and adolescents for residents of the Dublin South and Wicklow area.
- **Malta Job Shadowing:** In October 2025, a collaboration between Ireland and Malta to facilitate the leadership development of 100 of Malta's nurses and midwives. Lucena CAMHS hosted a Maltese nurse during a 2-week placement where he had many opportunities to gain some expert knowledge and experience in the area of CAMHS.
- **Lucena CAMHS Family Therapy:** A number of Social Workers within Lucena CAMHS with systemic training started a Family Therapy clinic near Lucena Rathgar in January 2025. Systemic psychotherapy – also known as family therapy – can help those in close relationships to better understand and support each other. It enables family members to express and explore difficult thoughts and emotions safely, understand each other's experiences and views, appreciate each other's needs, build on family strengths, and work together to make useful changes in their relationships and their lives. The aim is to offer a type of therapy that is not widely available through the Lucena Clinics, and all teams are able to refer a family to the family therapy clinic.

Co-production and collaborative working in Lucena CAMHS

St. John of God Community Services, Lucena CAMHS has transformed how we engage with service users and their supporters thanks to a generous grant from the St. John of God Foundation. The project reached the final of the 2025 HSE Excellence Awards and received a commendation in the category entitled 'Engaging a Digital Solution to Provide a Better Service'.

The project title was 'Using Digital Service User Feedback to Shape Innovation and Change in CAMHS', and was led by Dr Fay Murphy (Principal Psychologist), Niall Torris (Assistant Psychologist) and Dr Maria Migone (Consultant Child & Adolescent Psychiatrist, then the Clinical Director) in collaboration with the Lucena management team, clinical teams, and all disciplines.

The idea arose from the aim to integrate the voice of young people and their supporters into planning, development, and evaluation of our CAMHS. In 2024, a digital snapshot engaged over 500 service users analysed and used to drive innovation and change. In 2025, a refined digital system engaged over 800 service users and has driven further service delivery improvements and innovations.

The project used the appointment text reminder system to deliver a link to a questionnaire designed to measure service user CAMHS experience. The link leads the service user to the questionnaire, optimised for mobile phones, via Qualtrics. The information is then analysed and used to set management team priorities based on service user needs. This places the service user voice at the centre of improvement projects.

Colleagues from across Lucena were involved in supporting the project including the multidisciplinary management team (Social Work, Nursing, Social Care, Psychiatry, Speech & Language Therapy, OT, Operations, Regional Director); St. John of God Community Services ICT Department; Lucena admin, the DPO and of course the St. John of God Foundation.

The Future of Engagement in Lucena CAMHS

Dr Fay Murphy is part of a working group including both the Child & Youth Mental Health Office and the Mental Health Engagement & Recovery Office, where the Lucena project has informed approaches to youth mental health engagement nationally. The next step for us is to create an internal advisory panel of young people to consult in addition to our digital engagement, to guide our service delivery improvement projects into the future.

Community Mental Health Cluain Mhuire



Cluain Mhuire is the Adult component of the St John of God Community Mental Health Service. We serve a population of over 182,000 people living in the South County Dublin area. In 2025, Cluain Mhuire experienced a year characterised by progress, innovation, and enhanced collaboration with partner agencies. Guided by the core principles of hospitality, compassion, and respect, the service remained steadfast in its commitment to placing the service user at the centre of care, despite ongoing challenges related to staffing levels.

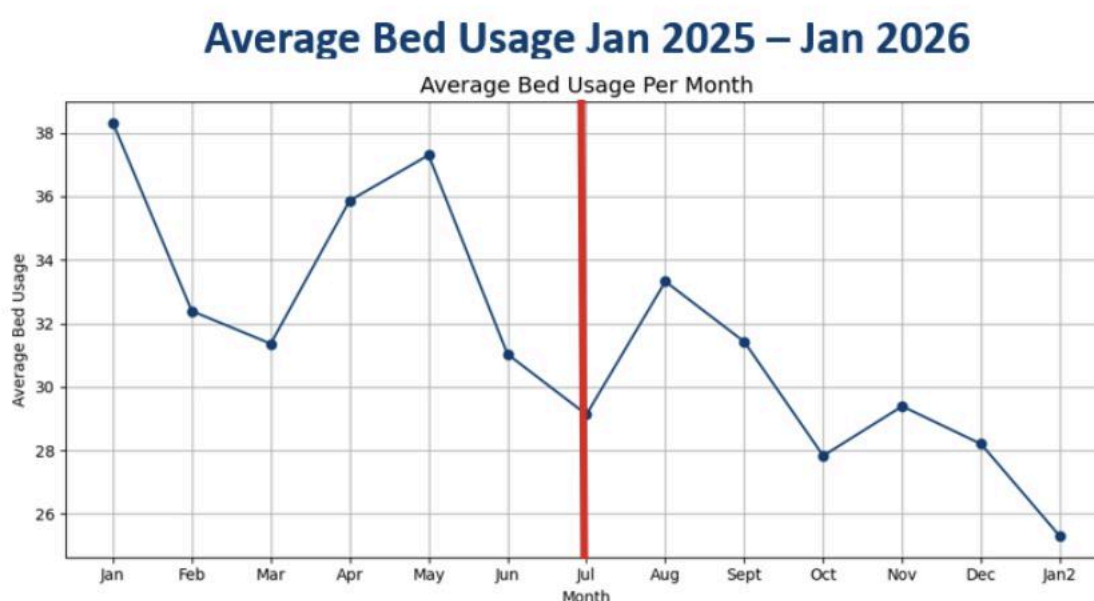
Collaboration and co-production are a key feature in our success:

Discharge Liaison Nurse

A dedicated Discharge Liaison Nurse (DLN) was commissioned in July 2025 in response to a significant increase in inpatient hospital admission for people presenting with acute mental health difficulties. The purpose of this role is to ensure individuals receive the right care in the right place at the right time. This role supports the Sharing the Vision strategy by improving access to appropriate services, streamlining discharge processes, and reducing avoidable inpatient utilisation.

The introduction of the Discharge Liaison Nurse coincides with a clear downward shift in average bed usage from July onward, as shown in the accompanying graph. This reflects improved patient flow, reduced delays, and more efficient use of acute inpatient capacity.

The graph below demonstrates a clear downward trend which begins in July 2025, coinciding with the introduction of the Discharge Liaison Nurse



Detect Early Intervention in Psychosis Service

In March 2025 a celebratory conference was held in the Talbot Hotel Stillorgan to mark the

20 year anniversary of the Detect Early Intervention in Psychosis Service which was the first service of its kind in the state and one of the lead services in conducting early psychosis research on an international scale. The conference was attended by over 200 delegates with presentations from researchers and clinicians from a number different countries.

Burton Hall

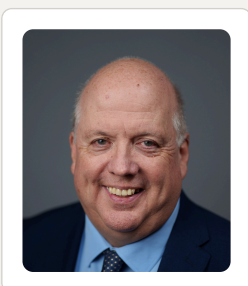
In July 2025 club members of Burton Hall, a day service for people with enduring mental health issues transitioned from the main house in Sandyford to an adjacent building on the same site. The Burton Hall main house has operated as a mental health day service since 1972, however due to a decline in the condition of the building and a reduction in service usage, due to many people now availing of activities and roles within the wider community a decision was made to utilise a more appropriate setting. Thanks to the ingenuity, attitude and collaboration of service users, staff, management, including Arches Recovery College and Mental Health Engagement, the service is going from strength to strength. Workshops and courses from Arches Recovery College augment the existing classes and social elements of the club.

Health Promotion: in 2024 Ireland's first Clinical Nurse Specialist in Health Promotion within mental health services, focusing on the physical health of those on long-term medication commenced. Research was conducted over 2025 with write up and hope for publication in 2026.

Better Life Grants:

In 2025 we were awarded grants for 2 projects:

- **Breakfast Club:** the community mental health nursing team led on a project focussing on alleviating loneliness and integration into community services for those with severe and enduring mental illness.
- **Assistative Communication:** The Mental Health of Intellectual Disability team were awarded funding for a communication device to assist interactions for those with concurrent mental health and intellectual disabilities.



Leam Healy

Director of Operations

St. John of God Community Services.



Community Services

Dublin South East



It has been another successful, though very challenging year for Dublin South East. The service employs over 500 staff supporting over 700 children and adults with intellectual disabilities and their families. As always, we hope to continually expand the services we provide and to greatly increase the quality of what we do. We have progressed our strategic planning, introduced key performance indicators and increased the training on offer to our teams

In 2025, we are particularly proud that service users and staff, as Advocacy Champions, have been leading out on Advocacy Groups in all of our day services to make sure there are information sharing forums available for service users. These forums facilitate the service users to make comments, support each other and to suggest changes to programmes if they need to, with staff support. There is also a quarterly service user infoshare meeting to help the senior management team and the service users to communicate more frequently. Also, service users now have the option of sending whatsapp message videos to the management team to foster easy to use, two-way communication.

Regarding regulation and compliance DSE reached an 90% compliance average across our audits by HIQA in children's and adult services. Also, we are progressing our New Directions compliance in conjunction with the HSE and our new New Directions Co-ordinator is assisting us to improve the quality and monitoring of our day services which is a great addition to our team. Improving the quality of day services is a key action for us and we are increasingly focussing on supported employment and community based training.

Parents and Friends have continued to support the service in many ways and we are most grateful. We have had sensory rooms, garden refurbishments and vehicles purchased which really enhance the quality of service we can provide. Also, we have had significant donations from specific families which have enabled us to address transport and equipment issues. In addition, the HSE has worked closely with us on many projects and have committed to ongoing progress into 2026. We have partnered with the SJoG Housing Association, HSE and Dun Laoghaire Rathdown County Council on substantial residential projects to create new residential places for 11 people in 2025/ 2026 which would be an amazing achievement for SJoG DSE.

Lastly, the service continues to innovate and our clinicians, in particular, have been exceptionally busy and creative. We have opened new day service locations and a residential community house and we have major plans in place to increase our children's and adult respite offerings in 2026 to meet the ever-increasing need. Our staff continue to give everything and we are proud of each and every team member.

With these high hopes we welcome 2026 and are excited by the possibilities that are presenting.

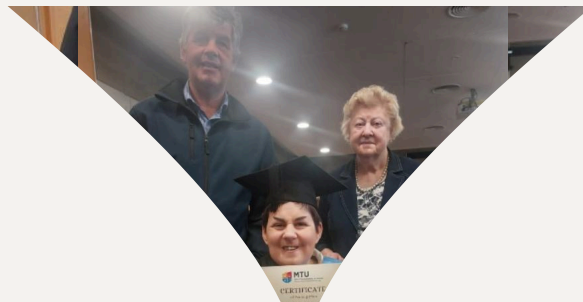


Des North

Regional Director,

St. John of God Community Services.

Dublin South East



Community Services

Kerry

Community Services, Kerry



The year 2025 was a vibrant and memorable one for the St. John of God Community Services Kerry Region, marked by innovation, celebration, and deepened community connection. Across our services, the men and women we support continued to shine, achieve, and participate fully in the life of their communities, while staff, families, and our strategic partners worked together to advance our shared goals.

A major milestone this year was the launch of our Go Green Initiative, officially opened by Minister Michael Healy Rae. This region-wide sustainability programme reflects our commitment to environmental responsibility, energy efficiency and greener practices.

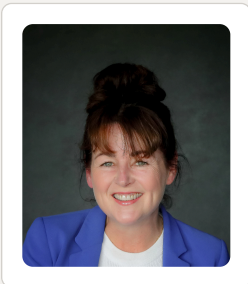
Creativity and talent were on full display during A Night Full of Stars, a spectacular show performed by the men and women we support in Siamsa Tíre. The event was a joyful celebration of music, dance, and singing, showcasing the confidence, skill, and spirit of each performer. Families, staff, and the wider community filled the theatre, creating an atmosphere of pride and celebration.

This year also marked a significant historical moment as we celebrated 20 years since the amalgamation of Saint Mary of the Angels and St John of God Community Services. Minister Norma Foley joined us for this special anniversary, reflecting on two decades of partnership, progress, and person centred support. Her presence underscored the importance of our work and the strong relationships built across the region. We were also honoured by a visit from Minister Hildegard Naughton to Saint Mary of the Angels, where she reaffirmed her commitment to Kerry Service and to the individuals supported by their families and staff, reinforcing the long term vision for the service.

A particularly exciting development was the 'sod turning' for a new residential home in Ardmoniel, Killorglin, marking a new beginning for men and women who are moving from St. Mary of the Angels. This project represents our ongoing commitment to expanding high quality, community based homes that promote independence and belonging. Across the region, creativity flourished with the opening of Tara's Gallery in Dingle, a vibrant space showcasing her artwork.

Education and advocacy also advanced significantly in 2025. We proudly launched an Advocacy Course in Munster Technological University, Kerry, supporting people to develop confidence, leadership skills, and a deeper understanding of their rights. This Advocacy Course in MTU is a St. John of God Community Services, Kerry initiative. ADM Coordinator linked with MTU in Cork where the programme was already running. This collaboration led to the course being offered in MTU Tralee. It is open to other agencies to partake in the course. Complementing this was the launch of our Interactive Educational Rights Tool, designed to make rights based information accessible, engaging and empowering.

The year was filled with moments of joy, including the visit of the Sam Maguire Cup following Kerry's All Ireland victory, a day that brought excitement and pride to everyone across our services. Many men and women also enjoyed unforgettable trips abroad, travelling to destinations such as Alicante and Manchester, creating memories that will last a lifetime. As we reflect on 2025, the St. John of God Community Services - Kerry, stands strengthened by achievement, community, and a shared vision for an inclusive future.



Claire O Dwyer

Regional Director

St. John of God Community Services.
Kerry



Community Services

Liffey



In 2025, St. John of God Community Services, Liffey continued to strengthen its rights-based model, moving beyond foundational inclusion toward active citizenship. The focus remained on embedding the principles of the UNCRPD, supporting people to exercise autonomy, contribute to their communities, and lead self-directed lives.

Person-Centred Planning & Governance

There has been an increase in the number of people actively working toward their personal goals in 2025. This level of engagement was supported by a strong digital planning system, alongside clear communication, effective keyworking and governance structures:

Shared Learning: The Monthly New Directions Newsletter supported consistent communication and celebrated person-centred achievements across the service.

Reflective Practice: At our monthly Supervisors' Forum breakout sessions, connections between management and frontline staff have been strengthened, supporting quality improvement and alignment with HIQA Regulation 5 and New Directions standards.

Independence: There was a clear shift toward outcomes such as financial independence, independent travel, and participation in QQI-accredited education, moving beyond maintenance-based care.

2025 Strategic Highlights

Employment & Community Contribution

Inclusive practice was reflected in significant community milestones, particularly in employment. Many people gained employment during 2025, some for the first time, highlighting a growing focus on meaningful roles, contribution, and inclusion.

This included leadership and co-design opportunities. Tony and Patrick were employed as co-facilitators with the Carlow Arts Festival, contributing their lived experience to support local Our Place initiatives.

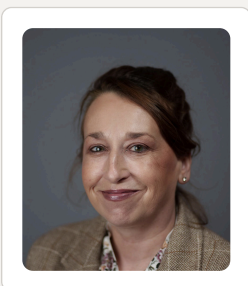
In addition, fifteen DigiCoaches, hired through the Rethink Ireland Grant, promoted digital citizenship by introducing accessible learning tools in local primary schools. This demonstrated the wider community impact of inclusive digital practice.

Creating New Opportunities

In 2025, momentum has been created to initiate strategic transformation opportunities for some residents currently living in campus-based setting to transition to community-based settings in 2026 and 2027 by advancing residential opportunities that will come to fruition over the next two years. A new apartment was secured to support a gentleman to begin to transition to his own home. Funding was secured to recommence decongregation, three residents from a campus-based setting will transition into their community home in 2026.

12 adults transitioned into residential services within St. John of God Community Services - Liffey in 2025 and fifteen adults joined our Day Services. A new day services opened in October in Dublin supporting six people.

By aligning strong internal governance with meaningful community engagement, St. John of God Community Services, Liffey continues to set a high standard for inclusive, person-centred support.



Elisa Doyle

Regional Director

St. John of God Community Services.
Liffey



Community Services

North East

Community Services, North East



St. John of God Community Services, North East delivers high-quality residential and day services to 334 adults with intellectual disabilities across community settings in Louth, Meath & Monaghan. In 2025, 194 service users lived in 56 community houses, while 11 continued at St. Mary's, Drumcar, all with person-centred support focused on inclusion, independence, rights and quality of life. Day Services expanded to support 129 service users across 8 centres in Louth, offering educational, therapeutic, social and community-based programmes tailored to individual goals.

Residential service users achieved extraordinary personal goals:

- Rally driving at Mondello Park
- Beach buggy driving experiences
- Holidays to destinations both near and far
- Visits to Coronation Street and Emmerdale
- Concert attendance ranging from Nathan Carter to Oasis at Croke Park
- One gentleman achieved his personal goal of walking in 12 parks across all Leinster counties

Sport was central. Service users followed football and GAA/LGFA teams locally and overseas, travelling with Louth GAA and LGFA throughout their championship campaigns. The Louth Senior Men won the Leinster Delaney Cup; the Louth LGFA team won the All-Ireland Junior Final. Harry made history as the first person in Ireland to use a portable Induction Loop system at sporting events, providing real-time commentary for those hard of hearing or visually impaired. He now uses it at Dundalk FC matches, and Croke Park introduced the system in 2025 following his advocacy.

Service users contributed actively to their communities:

- Many participated in Tidy Towns committees, with awards received
- Alan hosted his annual ice-cream party for Down Syndrome Ireland, raising significant funds
- Joanne began hosting her own radio show on Dundalk FM
- Bernard was selected for the Connecting Artists 2025 exhibition at RCSI, celebrating neurodivergent artists
- The Links Project Drogheda Advocacy Group invited the Mayor of Drogheda to discuss local issues, directly voicing concerns

Day Services across Dundalk and Drogheda offered:

- LMETB courses (pottery, adult literacy, yoga, FETAC Level 3)

- Independent study and DKIT-supported learning
- Polytunnel installation at The Darro Centre for food growing
- Active Health Programme (HSE/Sport Ireland)
- Drama, educational trips, dog and music therapy
- Holistic therapies (Reiki, Reflexology, Meditation)
- Skills in communication, technology, independent travel and advocacy

The STARs Day service for individuals with autism grew to 11 people, providing highly individualised programmes.

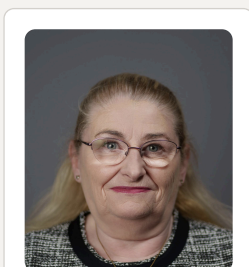
In 2025, the Advanced Nurse Practitioner and two Clinical Nurse Specialists in Positive Behaviour Support qualified as trainers in the Autism Reality Experience (ARE), an immersive programme simulating sensory and emotional experiences of autism. Rolled out to all staff, approximately 200 completed the training with overwhelmingly positive feedback; a six-month post-training evaluation is underway.

A generous donation from Better Lives funded two Sensory Cubbies – personalised immersive pods that help individuals with autism, ADHD, sensory processing disorders, dyspraxia, dyslexia and other neurodiverse conditions achieve positive sensory regulation within 5–15 minutes.

Education partnerships continued: RNID undergraduate clinical placements with DKIT; launch of one of Ireland's first Tertiary Degrees in Intellectual Disability Nursing with DKIT, Louth ETB and Monaghan ETB. Health & Safety Officer Amie Ward graduated with a Master's in Quality & Safety in Healthcare Management.

On 10 February 2025, eMaint X4, a digital maintenance management system, was launched, enabling direct maintenance requests, asset tracking, planned maintenance and document management. Since then 4,369 work orders were processed, significantly reducing administrative workload and improving efficiency.

Sadly, 10 service users passed away in 2025. They are remembered with deep affection and remain an important part of our community's story.



Paula Hand

Regional Director

St. John of God Community Services.

North East



St. John of God Community Services employed on average 2,681 up from 2,555 (2024) whole time equivalents (WTE) staff to provide services and supports in 2025. The contribution and commitment of each staff member is vital to the organisation and the achievement of our aims and objectives. The Board acknowledges the continued commitment and dedication of staff, to do all that is possible to maintain the provision of high-quality services and supports with a focus to support people as active citizens of the community in which they live.

The staff of St. John of God Community Services are key to the provision of quality services and supports. A key priority has been to reduce reliance on both overtime and agency by hiring more staff directly. This focus combined with initiatives designed to reduce staff turnover, increase retention rates and lower absenteeism has helped improve the organisations financial solvency. Notable achievements include:

- **Recruitment:** the organisation welcomed 106 new WTE, and the relief panel grew by a further 24 WTE (> 230 WTE in total).
- **Staff turnover:** for the fourth successive year turnover rates have improved dropping to 7.75%
- **Training:** the Helm project made solid progress and we overhauled our induction process.
- **Gender Pay gap:** further improvements were noted, St. John of God Community Services shows near pay parity overall, with a negligible +0.1% mean gap favouring males, while the median gap favours females (-2.7%). The workforce is predominantly female (75.6% of 3,125 employees) -broadly this 3/4th ratio is reflected in the number of promotional roles held by female staff which broadly reflect the overall gender mix in the workforce.
- **Industrial Relations:** collaborative engagement with Unions has helped ensure positive industrial and employee relations during 2025.



Barry McKimm

Director of HR

St. John of God Community Services.

ICT Department - Key Achievements



2025 was a year of delivery for ICT, alongside important preparation for the next phase of change across the organisation. Much of the work completed during the year focused on improving the resilience, reliability and suitability of the core technology that services depend on every day.

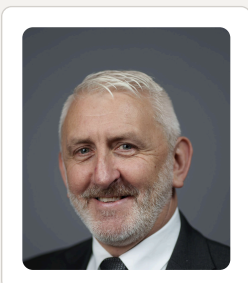
A key priority was ensuring that our technology environment remains secure, stable and well governed. We continued to strengthen our approach to safeguarding information, aligning with emerging regulatory requirements and improving how risks are identified, managed and responded to. This work is ongoing, but it has materially improved resilience and provides greater assurance that services and data are appropriately protected.

Significant progress was made in modernising core infrastructure across the organisation. Large parts of the network were upgraded during the year, replacing ageing equipment and improving consistency, reliability and performance across locations nationwide. These changes reduce risk, improve day-to-day stability for staff, and provide a stronger platform for future service and system developments.

ICT also supported a wide range of system and digital improvements during the year. This included preparing the organisation for forthcoming national systems being introduced by the HSE, improving reporting and automation, and continuing to enhance digital tools that support collaboration, communication and access to information for staff.

Alongside technical delivery, 2025 was also an important year of planning and transition. Detailed work was undertaken to support a move towards a more independent ICT operating model for Community Services, ensuring ICT structures and governance are better aligned with organisational needs going forward.

Overall, the work completed during 2025 has strengthened the organisation's technology foundations and left it better positioned to support services, staff and future change.



Brendan McCormack

Director of ICT

St. John of God Community Services.



The Programme, Quality and Safety Department (PQSD) maintained its commitment to person-centred, quality services by leading governance, policy development, and continuous quality support across residential, respite, and day services. PQSD supported governance forum including, Programme Managers, New Directions, Safeguarding, and the Quality Improvement forum for Community Mental Health to drive quality improvement and prepare for Mental Health Commission regulation. It provided oversight of the Quality and Safety Executive forum, the ADM Oversight Group, and prepared quarterly Quality and Safety reports to the Board Sub Committee. The Regulation meeting's remit was reviewed to enhance focus on continuous quality improvement and person-centred provision from early 2026.

In line with three-year registration requirements, 40 designated centres were re-registered and 3 new centres registered, bringing the total to 109 registered centres by year end. HIQA conducted 62 inspections across 822 regulations, achieving 86% full, 10% substantial, and 4% non-compliance. PQSD completed 215 unannounced audits, recording 75% full compliance, 22% substantial, and 3% non-compliance. Ongoing regional support included practice development, themed audits with follow up, and a survey to inform the department's work plan based on feedback about quality, practice, policy, and training needs.

The Voice of the Person (Advocacy)

Further work in 2025 strengthened advocacy, embedding it into everyday practice in line with the Advocacy Strategy.

Policy Development

Work continued on updating policies and the following policies were reviewed and approved with alignment to ADM requirements:

- SJoGCS30 Person-Centred Approach (Personal Plans with the Nine Outcome Domains)
- SJoGCS38 SOP on Consent for Children and Adults
- SJoGCS13 Inclusive Communication
- SJoGCS05 Person-Centred Medicines Management
- SJoGCS28 Education for Children in Respite

Assisted Decision Making (ADM)

The ADM Oversight Group chaired by the PQSD had a number of key achievements in 2025 including; ongoing awareness and development of a Balancing Rights and Risks Tool (launch early 2026); finalisation of the ADM Strategy and Implementation Plan; continuation of the ADM Support and Mentoring Group; collaboration with national stakeholders; and launch of the revised SOP on Consent in line with the updated HSE National policy.

QQI Accredited Programmes

St. John of God Community Services secured Programme Validation for two QQI programmes at Levels 1 and 2 following a rigorous expert panel review. The Academic Committee met multiple times, reporting quarterly to the Quality, Safety and Regulatory Compliance Sub-Committee.

Day Service Provision – New Directions

Day services continued their efforts to progress in line with New Directions standard in 2025 despite ongoing recruitment and facilities challenges and the PQSD audited day services in two regions, sharing learning to advance personalised, community-focused services and supports.

Residential Service Provision – Transforming Lives

Work progressed on reconfiguring residential provision from campus to community settings in line with ‘A Time to Move On’, with several community houses advanced in 2025 to support residents’ transitions in 2026.



Teresa Mallon

**Director Programme, Quality and Safety
and Callan Institute**

St. John of God Community Services.



The Callan Institute, within St John of God Community Services, advances positive and person-centred practices for people with intellectual disabilities and behavioural support needs through the Multi-Element Model of Positive Behaviour Support, while also providing relationships and sexuality education and support through the RUA programme.

At Callan, impact is measured not only through activity levels, but through the meaningful changes our work assists in supporting practices that translate theory into everyday interactions, in building confidence, in nurturing compassionate relationships, and in visioning quality of life on an equal basis with others. Grounded in a human rights-based approach and our core values of hospitality, compassion, and respect, we focus on how learning and collaboration translate into meaningful and sustained positive change for individuals supported.

The work of Callan Institute is made possible by a small, highly collaborative dynamic team, comprising of a Co-ordinator, Behaviour Specialist(s), RUA Co-ordinator, and two part-time administrative staff. Together, the team integrates clinical expertise, practice development, education, and operational support to ensure the effective delivery of services and learning initiatives. Callan Institute is supported by the Director of Programme Quality and Safety/Callan Institute.



In 2025, we supported individuals directly and through practice support and supervision facilitated with staff members and teams. We facilitated two Practice Certificate Courses (one in Multi-Element Behaviour Support and the other in RUA (Raising Understanding and Awareness about one self, friendships, relationships and sexuality), many workshops in PBS, Skills teaching, Human Rights, Policy and Relationships and Sexuality Education (RSE) and support, webinars and eLearning opportunities. These initiatives contribute to building staff confidence and embedding person-centred, evidence-informed approaches aligned with our policies into everyday practice. We awarded over 10,000 Continuing Professional Development Credits and have a new franchise agreement with our colleagues in St. John of God Community Services, Kerry as they facilitate workshops aligned with our Positive Behaviour Support Policy.

Our work included contributions to research, national and international forums/conferences, hosting community of practice forums and advancing key policy areas such as safeguarding, human rights, person centred approach, our commitment to restriction free practices and environments and relationships and sexuality education and support. We also collaborated with Kerry Services and Liffey Services to co-create an accessible online resource on St. John of God Community Services Equality and Human Rights Policy, which is now available on the St. John of God Community Services easy read website.

Callan Institute staff also hold Adjunct roles in UCD contributing to two core modules as part of the MSc in Disability Studies with a micro credential pathway available. These activities including the many Communities of Practice we host, working with experts with lived experience, for example as part of the Spirituality Toolkit project and RSE Expert by Experience facilitator, along with interagency partnerships, supporting volunteer and student placements, demonstrate Callan Institute's contribution to workforce development, ongoing professional learning and the connection between practice and education across the sector, enhancing learning opportunities, peer support, and innovation.

A key highlight of the year was the formal launch of the MEBS Excellence Awards, recognising that meaningful outcomes are achieved through collective effort. By celebrating the contributions of the student (staff member) participating in the Practice Certificate in MEBS, along with the support provided by the line manager, clinical supervisor and mentor, as guided by the individual supported, the awards reinforce a culture of collaboration, shared accountability, and high-quality, person-centred support.

MEBS Excellence Awards recognised outcomes aligned with the five principles of a person-centred approach—Human Rights (Duty Bearer), Facilitating New Skills, Advocacy (self/citizen), Building Positive Relationships, and Person-Centred—and in total 56 MEBS Excellence Awards were shared across St John of God Community Services and other agencies throughout Ireland.

Through all aspects of our work, Callan Institute continues to promote practices that ensure individuals are respected, listened to, and supported to live fulfilling lives, while also empowering staff to continue to lead and embody compassionate, rights-based support in their everyday interactions.

Website: [Callan Institute](#)

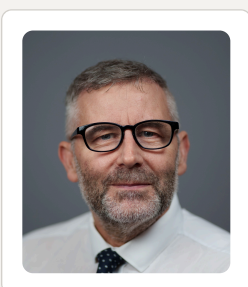


St. John of God Community Services has established policies, systems and procedures to manage risks to the achievement of its objectives and to safeguard service users, staff and the organisation. The Board has approved a risk appetite and risk tolerance framework within which the organisation operates.

The organisation maintains a structured risk management framework aligned with HSE requirements and ISO 31000 principles. This includes documented risk management policies, an electronic risk register, internal control systems, and formal incident and near miss reporting arrangements. Key risks are identified, assessed and reviewed regularly by the Board and senior management.

A present regulatory risk exists in relation to legacy data retention practices and the implementation of new systems. Systems and controls are in place to manage data integrity, record retention and compliance with statutory and data protection requirements.

During 2025, the recruitment of an Internal Auditor to the Audit, Risk and Compliance Department further strengthened assurance over risk management, internal controls and governance systems. Ongoing strategic and operational risks, including staffing pressures, funding constraints and ageing infrastructure, continue to be monitored and managed by the Board and management.



Gary Watkins

Director of Audit, Risk and Compliance

St. John of God Community Services.

The Better Life Grant



Grant Amount	Project Title	CS Section
€ 25,000	The Open Door Project	Community Services Group
€ 37,910	Enhancing Psychology Service Outcomes through Data-Driven Evaluation	Liffey Services
€ 67,053	Downstairs Accessible Bathroom at 120 Glenageary Road Upper	Dublin South East
€ 10,000	Every Voice Matters: Supporting Communication in MHID Services	Mental Health Services
€ 38,087	Stronger Together: The SJoG Men's Hub Project	Mental Health Services
€ 12,390	The Secret Agent Society (SAS) Intervention Programme	Mental Health Services
€ 79,458	Cubbie - Sensory Management System	North East Services
€ 400,000	Transport for Community Services	ID Services



In 2025, St. John of God Housing Association was proud to continue our close working relationship with St. John of God Community Services. We continue to provide quality homes with permanent tenancies to people supported by Community Services. We consult with each Region before agreeing our planned programme for the year, working together to meet RTB and HIQA standards in our residents' homes.

Repairs and Maintenance: St. John of God Housing Association spent €800k on repairs and maintenance in houses used by Community Services in 2025. The Housing Association went through a vigorous assessment process with our regulator the Approved Housing Bodies Regulatory Authority in 2025. We had an excellent result overall and we were fully compliant on Property and Asset management.

New Homes: We purchased homes for people who had been relying on the private rental market, and used capital grants to upgrade homes in Dublin, Kerry and Louth. We also had the official opening of the specially designed house in Hollybrook in Wicklow for four residents leaving a congregate setting.

Advocacy: Tánaiste Simon Harris attended the opening in Hollybrook, and we used the opportunity to advocate strongly for more homes of that standard for the people we support. We also collaborated with Community Services through the Federation of Voluntary Service Providers to change government policy on housing for disability to a more rights-based approach.



Michelle Thunder, Erica Duke and Simon Harris at the official opening of Erica's home in Bray



The Research Foundation worked closely with colleagues across Community Mental Health and Intellectual Disability Services to progress research initiatives. 25 research projects progressed to ethical approval, spanning topics including psychosis, neurodivergence, eating disorders, and dementia. Retrospective chart review methodologies grew to represent 55% of all research undertaken. The Head of Research Support, and the Head of Library & Information Services, provided induction training to new colleagues across mental health services, in addition to the regular research seminar series.

St. John of God Research Grant Scheme

Knowledge and attitudes towards occupational therapy among providers of services to victims of human trafficking



Dr Niall Turner, Cluain Mhuire -
Seed Funding Grant €12,000

The project aims to highlight the current lack of occupational therapy support for people affected by modern slavery and to determine whether there is a need to recruit occupational therapists into these services. If the survey shows such a need, it could lead to pilot studies or service-improvement initiatives that evaluate the impact of occupational therapy on health and social outcomes. This would position St. John of God Hospitaller Services Group as a leader in evidence-based service development for this population. Without such research, services remain inconsistent, ad-hoc, and difficult to evaluate. Although full standardisation is beyond the scope of this project, it represents an important first step toward achieving it.

Impact of Death of Child on Clinician (IDOC)



Prof Fiona McNicholas, Lucena
CAMHS – Seed Funding Grant
€12,000

This research can shed light on how a child patient's death uniquely impacts doctors in child psychiatry, paediatrics, and general practice. By identifying gaps in the support available to clinicians, it can guide the creation of tailored support systems, reflective practices, and trauma-informed training. The findings could shape policies and services that strengthen clinician well-being, reduce burnout and secondary trauma, and support the long-term sustainability of the healthcare workforce.

Research Dissemination

The DETECT Early Intervention in Psychosis (EIP) programme marked its 20th anniversary on 11 March at the Talbot Hotel, Stillorgan. Clinicians, researchers, policymakers, service users, and families gathered to review two decades of progress and outline future directions for EIP care in Ireland. Since its inception, DETECT has received almost three thousand referrals, delivered numerous specialist interventions, and influenced national mental health policy, notably the Model of Care for the National Clinical Programme in EIP.

Morning sessions focused on building youth mental health capacity and early detection, with contributions on integrating research into practice, identifying psychosis risk early, and minimising the duration of active psychosis through guideline-based pharmacotherapy. A central theme was the integration of lived experience and recovery-oriented approaches, with emphases on vocational rehabilitation, meaningful public and patient involvement in research, and ongoing efforts to reduce stigma. The closing session addressed the

20 Years of DETECT: Research Insights, Clinical Innovation Talbot Hotel, Stillorgan.

Report by Dr Sean Naughton, Clinical Psychiatrist in DETECT.



Photos from DETECT CONFERENCE

economic evidence for continued investment in early intervention and plans for Ireland's first dedicated youth EIP service for under-18s.

DETECT's 20-year journey was celebrated not only for past achievements but as a commitment to continued innovation, rooted in the interlinked strengths of research and clinical care that keep the programme at the centre of EIP provision nationally and internationally.

St. John of God Psychosis Research Centre

In September 2025, the Research Foundation launched the St. John of God Psychosis Research Centre (PRC). The aim of the Psychosis Research Centre is to harness research activity and coordinate efforts across all of St. John of God Community Services, offering the opportunity to strengthen collaborations nationally with other leading specialists in the area. The research outputs will inform the delivery of psychosis treatment across St. John of God Community Services and support our policies and advocacy programmes to develop improved mental health services. We are delighted to have participation from colleagues across St. John of God Community Mental Health and Intellectual Disability services in the Core Membership Group of the PRC.



Research Centre launch with MARY CLARKE, KEVIN MADIGAN AND SARAH DONNELLY



Throughout 2025, the Community and Corporate Fundraising programme delivered a wide range of initiatives that strengthened engagement, increased awareness, and generated vital income to support services across SJoG Community Services.

From community efforts to structured corporate wellbeing programmes, the year demonstrated the power of collective action. Fundraising activities not only achieved strong financial outcomes but also deepened connections with supporters, corporate partners, and local communities.

Overview of Activities

A diverse calendar of events and initiatives was delivered across the year, reflecting both community-led enthusiasm and strategic fundraising development.

Participation in national events such as the Mini Marathon saw members of the community come together in support of Foundation services, contributing both funds and visibility.

A **World Mental Health** Morning event was hosted at Dún Laoghaire Baths, open to the public. The event was highly successful, attracting strong attendance and generating donations on the day while promoting awareness of mental health and wellbeing.

In addition, numerous locally organised fundraising initiatives—including raffles and quiz nights—took place throughout the year, highlighting the ongoing commitment and creativity of community supporters.

Fundraising Performance

Several key fundraising efforts delivered notable financial contributions:

- A participant in the Marathon des Sables completed an extraordinary 240km running challenge across the Sahara, raising over €6,000 in support of Suzanne House.
- The Dublin Marathon saw another dedicated fundraiser raise over €5,000 for Alexandra Manor.
- A Christmas bag-packing event in support of Carmona generated over €2,000.

These efforts, alongside smaller-scale activities such as raffles and quiz nights, collectively contributed to a strong overall fundraising performance for the year.

Corporate Engagement & Partnerships

A significant milestone in 2025 was the launch of the **Corporate Wellness Programme**. This initiative offers both one-to-one and group coaching sessions for businesses, integrating wellbeing into the workplace while directly supporting Foundation services.

Importantly, 100% of funds raised through this programme are reinvested into community services. The programme was successfully delivered across multiple locations, including Dublin and Kerry, marking a strong foundation for future corporate engagement.

Community Impact & Outcomes

Fundraising efforts in 2025 translated directly into tangible improvements across services.

A key achievement was the successful completion of a **sensory room at Alexandra Manor**, funded through a dedicated charity golf day along with quiz nights and other fundraising efforts. The sensory room was completed on 22 April and represents a meaningful enhancement to the environment and quality of care for residents.

More broadly, funds raised throughout the year have supported a wide range of community services, ensuring continued delivery of essential care, wellbeing supports, and inclusive programmes.

Conclusion & Looking Ahead to 2026

The achievements of 2025 reflect the strength of community spirit, the generosity of supporters, and the growing impact of corporate partnerships.

Looking ahead to 2026, the Foundation is entering an exciting phase of growth within the events space. A key development includes securing 20 places in the Dublin Marathon, creating new opportunities for supporter participation and fundraising.

In addition, plans are underway to both participate in and develop a broader range of events. These include expanding into established challenges such as the Kerry Way, introducing organised hiking events, and supporting a dedicated supporter who is coordinating his own marathon in aid of the Foundation in July.

Alongside delivering these initiatives in 2026, there is a strong strategic focus on planning ahead—working to secure and expand an even more diverse calendar of events for 2027. This forward-looking approach will ensure continued growth, deeper engagement, and sustainable fundraising outcomes.

Acknowledgements



- The individuals we support and their families
- Staff across all areas of St. John of God Community Services
- Volunteers
- Chief Executive HSE and officials at HSE National Office
- Stability and Sustainability Team HSE National Office
- Chief Officers and staff at CHO Areas 4, 6, 7 and 8
- Ministers and Officials at Department of Health
- Ministers and Officials at Department of Disability, Equality, Children, Integration and Youth
- Secretariat and the National Federation of Voluntary Service Providers
- AWARE for collaboration in the Solas Café with Community Services Mental Health
- Chief Executive and staff at The Wheel
- Chief Inspector and staff at Health Information and Quality Authority
- Chief Executive and staff at Mental Health Commission
- Chief Executive and staff at Mental Health Reform
- National Parents and Friends Association
- Parents, Friends and Family Associations
- Hospitaller Order of St. John of God
- St. John of God Hospitaller Services Group
- St. John of God Hospital
- St. John of God Housing Association
- St. John of God Research Foundation
- St. John of God Foundation
- St. John of God Special Schools
- Staff Representative Bodies

- Charities Regulator
- Companies Registration Office
- Sustainable Energy Association of Ireland
- University College Dublin
- Trinity College Dublin
- National University of Ireland Maynooth
- Dundalk Institute of Technology
- Munster Technological University Kerry
- Legal, Public Relations and Financial Advisors
- Suppliers of Goods and Services

We also acknowledge the various corporate and community groups who gave of their time and expertise in various ways to support the work of our services and who openly welcome the participation of the individuals we support as equal and active members of community groups.

Expressions of Sympathy

We express our sympathy and condolences to the people we support, their families and friends and staff who have lost loved ones during 2025.

Staff

We acknowledge the continued commitment, flexibility, creativity, and dedication of our staff. Your contribution to the continued provision and development of services and supports is truly appreciated.

Families and Guardians

We equally acknowledge the continued commitment and support of families and guardians to their family member.

Retired members of staff

We thank and acknowledge all retired staff members, many of whom have worked with our services for a long number of years. Your commitment and dedication to the people we support is appreciated. We wish you and your family a long, happy and healthy retirement.

Volunteers

We acknowledge and thank our Volunteers who so generously give their time in a variety of ways. Volunteers are involved in supporting individuals to achieve their personal goals, assisting individuals to attend sporting or recreational activities, fundraising and much more. We truly appreciate the unique contribution you make to our services.

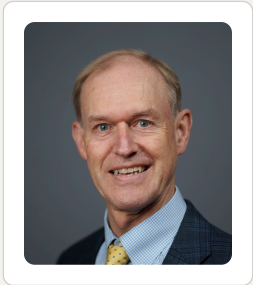
A special thanks to

Thanks to Dunlaoghaire Rathdown - Education Training Board for their partnership and support and to Sourabha Naik for designing the Annual Report. Their contributions were invaluable.

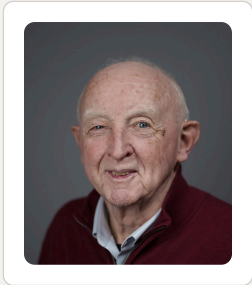
Annual Report Committee

We acknowledge with thanks and gratitude the Editorial Committee for the preparation and production of this annual report. We also acknowledge and thank those who have contributed in a variety of ways to the development of this report. Your contribution has enabled us to bring to life the very real examples of the great work that is ongoing daily across our services and the impact that this work has on the quality of life for people we support and the importance of all in making a contribution to the sustainability of the world in which we live.

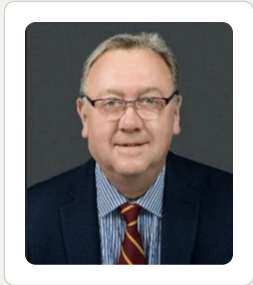
Board of Directors 2025



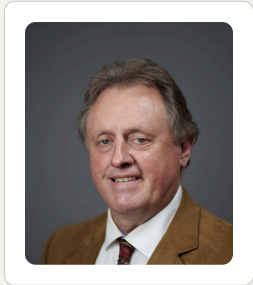
Charles Watchorn
Board Chairperson



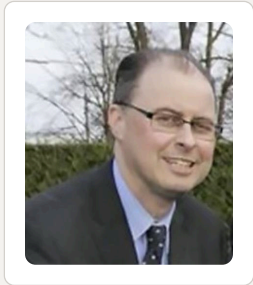
Gerry Boyle
Chairperson of the
Nominations,
Performance &
Governance
Committee



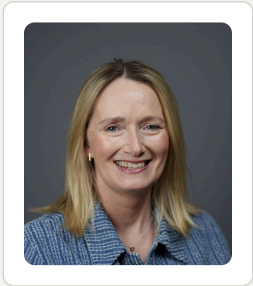
Shane Hill
Chairperson of the
Quality & Safety
Committee



Ger O'Sullivan
Chairperson of the
Finance & HR
Committee



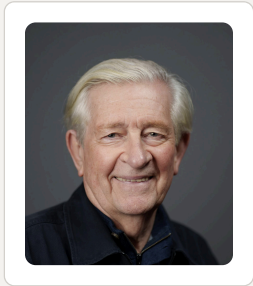
Kieran Carolan



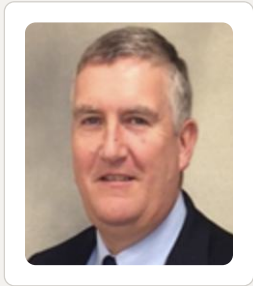
Elma Clancy



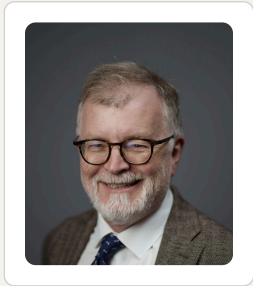
Theresa Ghalaieny



Padraic White



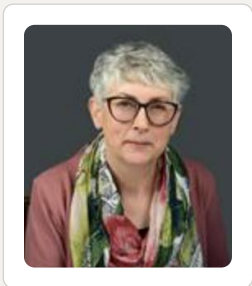
Paul Ryan



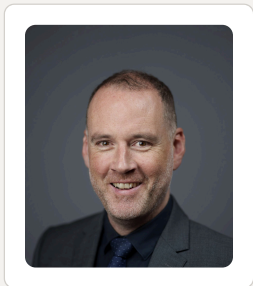
Harry Kennedy



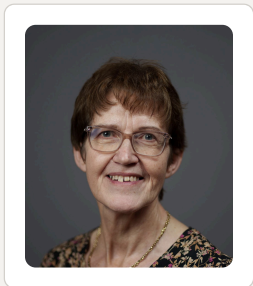
James Hussey
(left)



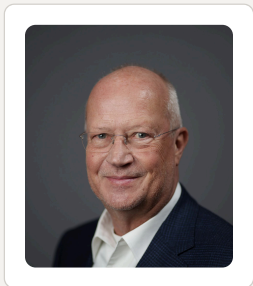
Eimear O'Rourke
(retired)



Ciaran Cuddihy
Company Secretary

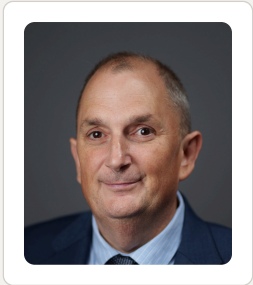


Mairead Divilly

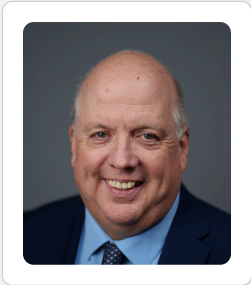


**Hans Gerhard
Lindlahr**

Executive Directors 2025



Kevin Madigan
CEO



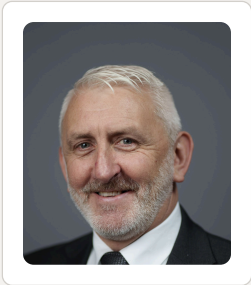
Liam Healy
Director of
Operations



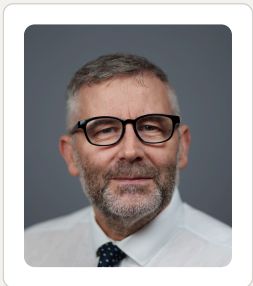
Teresa Mallon
Director of
Programme, Quality
& Safety



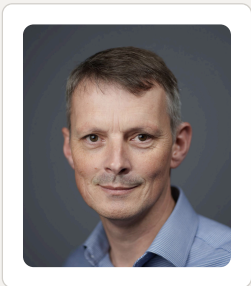
Barry McKimm
Director of HR



**Brendan
McCormack**
Director of ICT

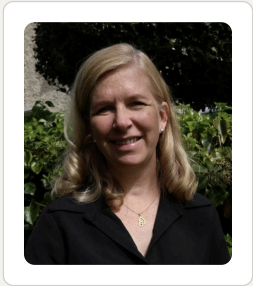


Gary Watkins
Director of Audit,
Risk and Compliance



Tom McGrath
Director of Finance

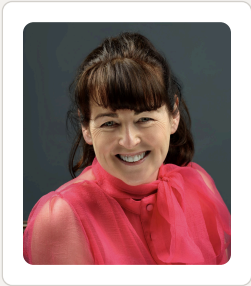
Regional Directors 2025



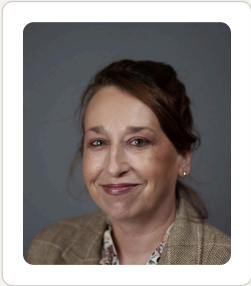
Sarah Donnelly
Community Mental
Health Services



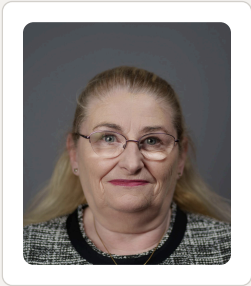
Des North
Dublin South East
Services



Claire O'Dwyer
Kerry Services



Elisa Doyle
Liffey Services



Paula Hand
North East Services