

STRATEGIC PLAN

2026 - 2029

Together, we support people with intellectual disabilities and mental health needs to live their best lives.





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Foreword



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Our vision is to support people to live their best lives with dignity, choice and opportunity.

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On behalf of the Board and the Executive Management Team of St. John of God Community Services, I am pleased to present the company's Strategic Plan for the years 2026 to 2029. This has been developed in the context of the vision, values and mission of our services and of St. John of God Hospitaller Services Group. This strategy will bring the organisation further towards our goal of assisting people to live their very best lives of their choosing and builds on the key achievements of the 2023-2025 Strategy Plan which focussed on the delivery of high-quality, person-centred and human rights-based services within our Intellectual Disability Services and expanding our Mental Health Services to include the delivery of specialist mental health care. The execution of the 2023-2025 Strategic Plan saw the organisation move closer to a place of financial sustainability.

The process of developing the Strategic Plan has been a comprehensive one and included surveys, focus groups and meetings with a variety of stakeholders including those who utilise our services, family members, HSE representatives, senior members of our staff, our Executive Team, Regional Directors and Board Members.

In the intervening months this group, together with the Chief Executive, worked assiduously to identify the six key strategic objectives and key enablers that are required to implement these objectives.

Within the context of these strategic goals for the next three years, individual Annual Plans will be developed with associated Key Performance Indicators (KPIs) which will be used to measure the progress in achieving our goals.

Charles Watchorn

Chairperson of the Board

CEO Statement – Looking Ahead to Our Next Strategic Plan



As CEO of St. John of God Community Services, I am delighted to have had the opportunity to work with a number of stakeholders including the individuals we support, family members, colleagues in our Executive and Leadership Team and throughout the organisation, the Board as well as colleagues in the HSE in developing this strategy for St. John of God Community Services 2026 to 2029. I am hopeful that this strategy will reaffirm our place as a leader in Ireland in the areas of Community Mental Health and Intellectual Disability services and continue to demonstrate our commitment towards those we support.

As we enter the next phase of our strategic journey, we do so from a position of strength, guided by the achievements of our 2023–2025 Strategic Plan. Together, we have enhanced person-centred and rights-based services, expanded specialist supports, empowered participation by the people we support and their families, reinforced our organisational identity, achieved financial stability, and strengthened governance and compliance across the organisation.

Building on these foundations, our new Strategic Plan will focus on responding to the evolving needs of the people and communities we support. We will continue to promote inclusion, independence, innovation and service excellence, while ensuring that our mission, values and commitment to human dignity remain at the heart of everything we do.

The years ahead will bring both opportunities and challenges, but I am confident that by working together with the people we support, their families, our staff, volunteers, partners and stakeholders, we will continue to deliver meaningful outcomes and create positive change in the lives of those we serve.

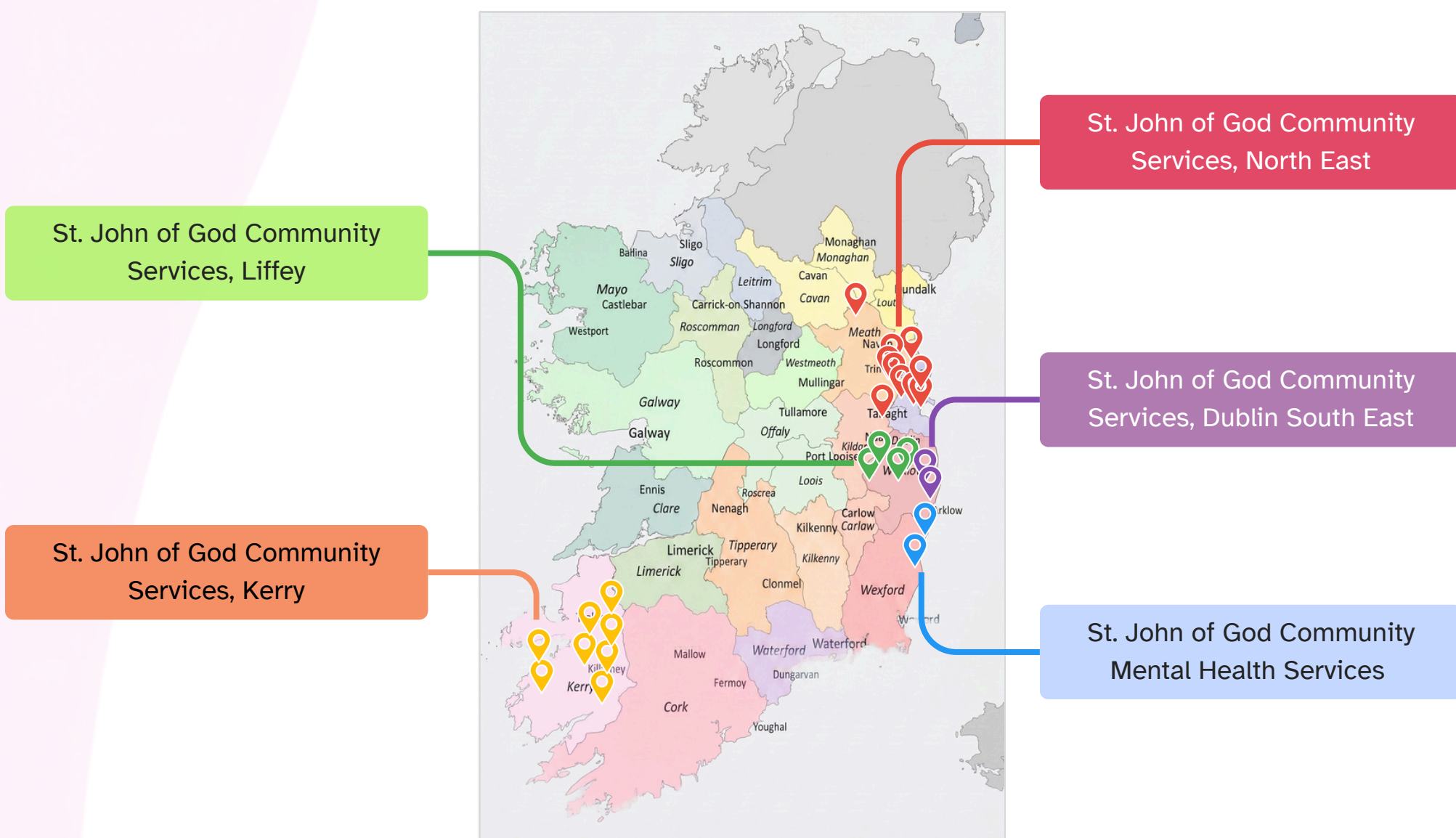
Kevin Madigan

Chief Executive Officer

Together, we will continue to deliver meaningful outcomes and create positive change in the lives of those we serve.



Development of Intellectual Disability and Community Mental Health Services



St. John of God Community Services clg was formed in 2013 as a Section 38 provider of Intellectual Disability and Community Mental Health Services to incorporate all of the public health and social care services that were provided by St. John of God Hospitaller Order. Until this time there were 9 Intellectual Disability Services that were consolidated into 4 Intellectual Disability regions, roughly in line with the HSE Community Health Organisations (CHO) which were formed around the same time. The Intellectual Disability Services are spread across 7 counties and were formed over the past 8 decades by the St. John of God Brothers who identified unmet need in the Intellectual Disability Sector.

There are substantial differences in how each of the Intellectual Disability regions operate which are based on historical factors. For example: when the services in the North East were formed, the referral criteria was for individuals presenting with severe-profound intellectual disability, compared with Dublin South East which accepted a broader cohort of people with a variety of different presenting needs, including mild Intellectual Disability. The differences in these types of presentations have had a significant impact on how services are delivered with some regions having a higher dependency on the provision of residential care and others with higher ratios of people attending Day Services.

St. John of God Community Mental Health Services was formed as one Region in 2013; again aligned to the HSE CHO6 area with some cross over into HSE CHO7. The Lucena CAMHS opened in Rathgar in 1955 initially as a Child Guidance Centre, becoming a Child and Adolescent Service in the mid-1990s, and expanding its range to cover all of south and south west County Dublin and Wicklow County. Cluain Mhuire Service opened in South County Dublin in 1972 as one of the first Community Mental Health Services in the state for adults.



About This Plan



The people we support remain at the centre of everything we do. Our commitment is to continue providing and developing high-quality, best practice services that respond to changing needs and support meaningful outcomes. Through this Strategic Plan, we set out the key priorities that will guide our work over the coming years and enable us to further strengthen the quality, range and impact of our services. We take great pride in the supports we provide and remain focused on continuous improvement. As this plan is implemented, we trust that its benefits will be experienced by the individuals we support, their families, and those who may wish to access our services in the future.

Annual Plan



The delivery of this Strategic Plan will be underpinned by an Annual Plan, which will outline the organisational and regional actions required to progress its goals and objectives. The Annual Plan will also include Key Performance Indicators (KPIs) to support the monitoring and measurement of progress in implementing the Strategic Plan. Each region will develop an operation and execution plan stemming from this Strategic Plan.

Our Operating Environment



Operating within a dynamic and complex landscape, our organisation is guided by a range of policy and legislative frameworks that shape service provision for Mental Health and Intellectual Disability supports. Mental Health Services are structured according to the 'Sharing the Vision National Framework' and regulated by the Mental Health Commission, while Intellectual Disability Services are aligned to the Health Act and regulated by HIQA. Key reforms such as Slaintecare and the adoption of the UN Convention on the Rights of Persons with Disabilities - ratified by Ireland in 2018 with further commitment in 2024 - are central to driving a rights-based, person-centred approach. Legislation such as the 2023 Assisted Decision Making (ADM) Act and strategies, including the National Human Rights Disability Strategy 2025–2030, further underpin equality, personalised supports, and community integration. Policy documents such as the HSE's 'Time to Move on from Congregated Settings' and 'New Directions Interim Standards' emphasise individualised, outcome-focused supports embedded in natural support systems.

While the organisation continues to progress towards fully meeting its policy and legislative requirements, it also faces ongoing challenges, including rising demand for ageing and dementia services, increasingly complex health and mental health needs leading to higher referral rates to Mental Health Services, persistent budget pressures, and ongoing changes within HSE structures.

These factors inform and align with our strategic objectives, ensuring responsive, inclusive services in a rapidly changing environment.

Financial and Operational Sustainability



The Strategic Plan will be implemented through strengthened financial governance, disciplined resource allocation, enhanced performance monitoring, cost benchmarking, process standardisation, digital transformation and proactive engagement with funders. This will help to secure sustainable funding for existing and emerging service needs. The organisation will also pursue alternative income streams through fundraising initiatives, implement Service Level Agreements to improve transparency and accountability and leverage improved data and technology to support informed decision-making and operational efficiency. Delivery will be phased over the life of the Strategic Plan, with a strong focus on achieving annual financial security, identifying funding shortfalls early and ensuring resources are directed towards priority services.

The benefits to the organisation will include improved financial sustainability, stronger governance and compliance, enhanced operational efficiency, greater value for money, increased organisational resilience and improved capacity to meet service demand. It will also strengthen the organisation's ability to invest in high-quality, person-centred disability and Mental Health Services, while maintaining long-term viability and stakeholder confidence.

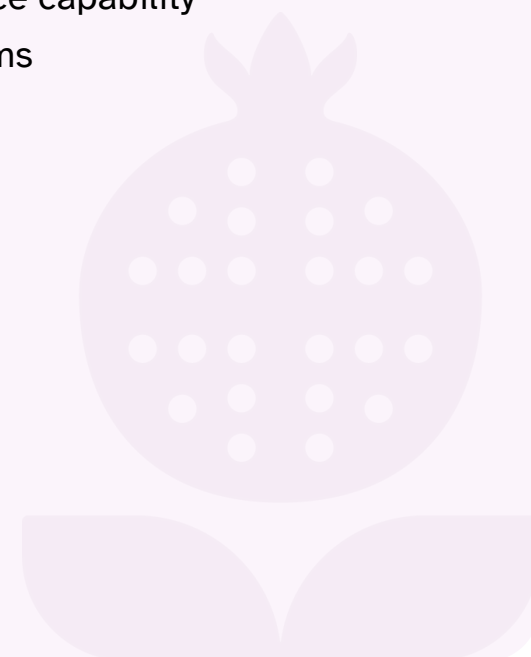


Quality and Risk



During the lifetime of the 2023–2025 Strategic Plan, the organisation made significant progress in strengthening governance, risk management, compliance and assurance arrangements in support of high-quality, safe, effective, person-centred and rights-based services. Quality Improvement Plans are in place across all service locations and are aligned with regulatory requirements, national standards and organisational policy, ensuring that learning from incidents, audits, inspections and reviews is translated into sustained improvements in practice. An embedded electronic Risk Management System, now in its second iteration, provides a structured approach to identifying, assessing, escalating and monitoring risk at source, including strategic risks captured through the corporate Risk Register. It supports oversight of risk appetite and tolerance at Senior Management Team and Board level and provides assurance that operational, clinical, safeguarding, financial, health and safety, data protection and strategic risks are managed consistently and effectively.

A key milestone was the establishment of the Audit, Risk and Compliance Directorate in January 2025, led by a dedicated Director, together with the appointment of an Internal Auditor and the enhancement of the Risk Management Policy and Strategic Risk Management Framework. These developments have strengthened assurance, accountability, regulatory compliance and Board oversight, providing a clearer line of sight from operational risks to strategic risks and Board assurance. Work is continuing to mature the organisation's risk appetite and risk tolerance statements, embed a risk-based Internal Audit function, develop a multi-annual audit programme, monitor management actions and build governance, risk and assurance capability across the Board, Senior Executive Team, Regional Management Teams and key managers. The continued embedding of the Four Lines of Defence model and the integration of risk management, compliance monitoring, internal audit, data protection, quality improvement and performance reporting into a cohesive assurance framework will support Governance, Leadership, Performance and Compliance Oversight, strengthen and enhance the organisation's ability to deliver safe, effective and sustainable services while maintaining the confidence of regulators, funders, service-users, families and stakeholders throughout the 2026–2029 Strategic Plan.

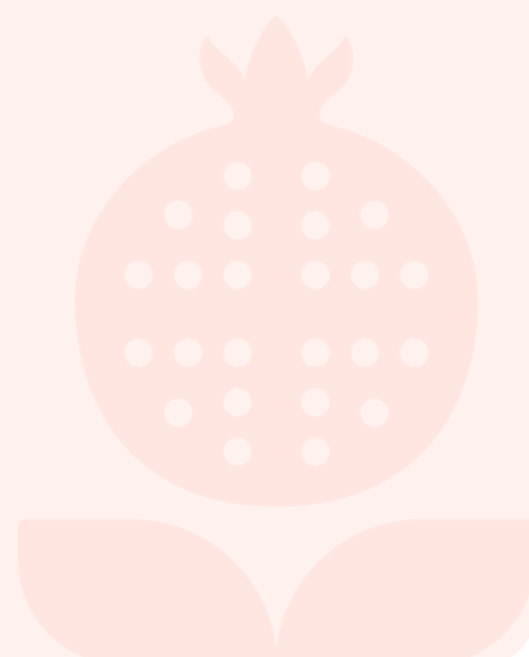


Human Resources



Significant progress has been achieved in the 2023 - 2025 Strategic Plan within the HR Department, particularly in strengthening recruitment, retention, HR systems and staff engagement. Recruitment performance has improved, supported by increased headcount, reduced attrition and stronger regional recruitment momentum. Key recruitment processes have been reviewed and streamlined, Occupop has been implemented, competency-based interview training has been delivered to line managers, and improvements have been made to social media activity, careers promotion and role presentation. Collectively, these developments provide a strong foundation for positioning St. John of God Community Services as an employer of choice and for embedding a more proactive, consistent and contemporary approach to attracting and retaining staff. While meaningful progress has been made across a number of priority areas, further strategic focus will be required to fully embed a consistent, high-performing and values-led organisational culture across all services and regions. Progress has also been made in HR modernisation, including developments in Makodata, Helm and payroll-related improvements. The deployment of SAP HR presents an important opportunity to improve efficiency, strengthen workforce data, and enable HR resources to be increasingly directed from transactional activity towards strategic, value-added supports.

Looking ahead to the 2026 - 2029 Strategic Plan, several areas from the previous strategic cycle will require renewed emphasis. Organisational culture, internal communications, values-based practice and a consistent organisation-wide induction approach remain key priorities and will be progressed as part of the next phase of organisational development.



Progress of Strategic Plan 2023–2025

St. John of God Community Services Executive and Board engaged in an extensive process to develop the Strategic Plan 2026–2029. This process involved a mixture of surveys and focus groups with key stakeholders including those we support, family members, the HSE, staff members as well as the Board, Leadership and Executive Teams. The 2026–2029 Strategic Plan is built on the groundwork and achievements of the 2023–2025 Strategic Plan, the outcomes of which are detailed below.

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 and 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 Board and the Senior Executive Team engaged in an intensive process to develop the 2026–2029 Strategic Plan through engagement with Board Excellence who undertook a deep dive into the organisation through surveys, focus groups with service-users, staff, families, parents and external stakeholders.

Section 1

Strategic Plan Overview



This Strategic Plan sets out how St John of God Community Services will strengthen service quality, protect financial sustainability, and build organisational capability in a period of significant external change.



The organisation faces increasing service complexity, regulatory pressure, workforce constraints, funding dependency, and structural reform within the HSE. This strategy responds with disciplined prioritisation.

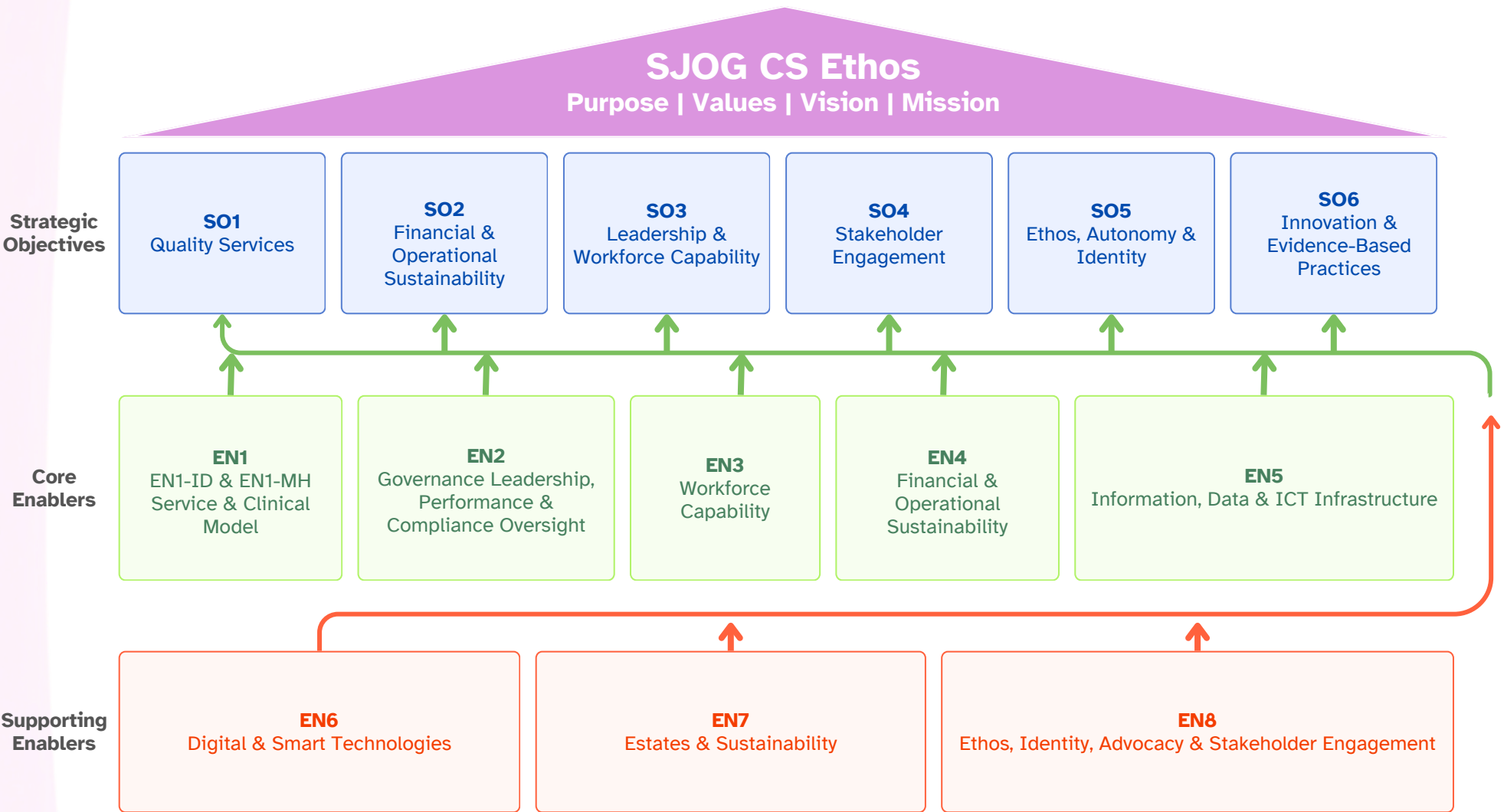


The plan is built on three layers as illustrated in the abbreviated **‘SOAP’** (Strategy On A Page) graphic below. A more detailed SOAP graphic is included in Section 3.

St. John of God Community Services

Strategic Plan 2026–2029

(Simplified SOAP)



What will success look like?

Success will be demonstrated by measurable improvements in the following outcomes:



SO1 Delivering Quality Services

St John of God Community Services will deliver person-centred, safe and effective, rights-based, clinical and recovery-focused services and treatment – tailored to each individual’s unique needs, promoting active citizenship, community inclusion, and independence in Intellectual Disability and Mental Health as appropriate.



SO2 Achieving Financial and Operational Sustainability

The organisation will secure long-term financial and operational sustainability by strengthening governance, optimising resources and service models, advancing digital and data systems, and engaging key stakeholders to improve value for money, service quality, safety, and organisational resilience.



SO3 Ensuring Strong Leadership and Workforce Capability

Leadership will be focused primarily on ensuring clear direction and alignment of efforts. Teams will have a clear shared purpose and objectives at all levels within the organisation.



SO4 Strengthening Stakeholder Engagement

The Organisation will focus on all stakeholders in a planned and coordinated way and will link this focus clearly to identifiable and quantifiable outcomes for the people we support.



SO5 Affirming our Ethos, Autonomy and Identity

St. John of God Community Services will be clearly identified as a leader in its own right in the disability and mental health sectors, whilst continuing to espouse the ethos, vision, mission and values of the wider St. John of God Group.



SO6 Promoting Innovation and Evidence-Based Practices

The organisation will drive service transformation by embedding innovation, research, and continuous improvement. We will leverage digital tools, evidence-based practice, new care pathways, and enhanced ICT, to improve person-centred outcomes, strengthen compliance and quality, and expand capacity through modernised, data-driven service redesign.

Layer 1 – Strategic Objectives – What Success Looks Like

Six outcomes define where we must be by 2029:

- SO1

Delivering Quality Services
- SO2

Achieving Financial and Operational Sustainability
- SO3

Ensuring Strong Leadership and Workforce Capability
- SO4

Strengthening Effective Stakeholder Engagement & Impact
- SO5

Affirming our Ethos, Autonomy and Identity
- SO6

Promoting Innovation and Evidence-Based Practices

Layer 2 – Core Enablers – What Must Be Achieved

Five foundational capabilities 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.

Failure to deliver these core enablers could materially undermine multiple Strategic Objectives.

Layer 3 – Supporting Enablers – What Accelerates Progress

Three supporting enablers strengthen delivery but *depend* on the Core Enabler foundations

- 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.

Implementation will be phased over three and a half years between mid-2026 and end-2029, beginning with governance and leadership alignment, followed by capability build-out and service model enhancement and concluding with consolidation and measurable outcome evaluation.

Strategy Implementation Plan

A detailed Strategy Implementation Plan will be developed over the coming months utilising the RACI model – Responsible, Accountable, Consulted, Informed. The Implementation Plan will also include Action Timelines with KPIs and Outcomes.

Strategy Ownership and Implementation

As the owners of the Strategy, the Board’s role is to ensure disciplined prioritisation, realistic ambition aligned to funding and clear accountability for delivery. The Executive’s role is to undertake accountability and responsibility for the successful implementation of this Strategic Plan.



Section 2

Ethos, Values, Purpose, Vision and Mission



Ethos

The ethos of St. John of God Community Services is rooted in a long tradition of compassionate service to people who are vulnerable, marginalised or in need. Since the late 16th century, the work of the St. John of God Organisation across the world has been shaped by a clear and enduring commitment to human dignity, practical compassion and generous hospitality. While the context of care has evolved, the essence of this ethos has remained unchanged, guiding how services are delivered, how decisions are made and how relationships are formed across the organisation. St. John of God's approach was practical and relational – meeting people where they were, responding to immediate need and treating each person with respect and kindness. This spirit continues to drive St John of God Community Services today, inspiring its staff and partners to act with courage, generosity and integrity in their daily work.



Values

The ethos of St. John of God Community Services is most clearly expressed through three core values that guide all aspects of what we do: Hospitality, Compassion and Respect. The values must be lived out daily through care and leadership. Compassion influences innovation and how services are designed and delivered, how staff are supported, and how complex decisions are approached. Hospitality shapes environments that are inclusive and person-centred, while Respect ensures accountability, ethical governance and a focus on dignity and empowerment. Together, these values guide interactions with the people who are supported in our services, their families, our colleagues and wider society.



Purpose

To support children and adults with Intellectual Disabilities and moderate to severe Mental Health needs to live inclusive lives.



Vision

A community-based service where every person with Intellectual Disabilities and moderate to severe Mental Health needs is seen, heard and supported to live their best life of their choosing.



Mission

We provide high quality, evidenced-based supports encompassing therapeutic, clinical and person-centred and rights-based services responding to evolving needs and advocating for service-users / individuals we support



Advocacy

Advocacy is a natural and necessary expression of the St. John of God Community Services ethos. We will actively advocate for people with Intellectual Disabilities and Mental Health challenges and are fully committed to empowering individuals as self advocates to ensure their voice is heard at all levels of the organisation. Advocacy also includes engagement with the State and other authorities to secure the resources required to deliver services to an appropriate standard and to enable continuous and strategic improvement in care. Advocacy has therefore been identified as a strategic priority, with a structured and values-led approach being developed through collaboration with colleagues across the organisation, supported by experienced practitioners.



Leadership and Stewardship

Safeguarding and sustaining the ethos is a shared responsibility across St. John of God Community Services. This includes embedding values-based leadership, investing in pastoral care and ethics formation and responding honestly to risks that may undermine culture or integrity. In this way, the ethos remains a living and credible force within a complex modern organisation.

St. John of God Community Services Future Vision

As the State's second largest voluntary provider of Intellectual Disability services and the sole voluntary provider of catchment-based Mental Health services, St. John of God Community Services must remain agile. While our Mental Health services perform highly against standards, they are underfunded; expansion will depend on securing appropriate resources.

The Sustainability Impact Assessment (SIA), updated in March 2026, provides the roadmap to reach 80% of the staffing levels outlined in Vision for Change 2006. For Mental Health, this entails strengthening core clinical teams across Adult services and CAMHS to improve access, reduce waiting lists and hospital admissions, and enhance rehabilitation, alongside reducing our High Support Hostel from 18 to 8 beds to comply with Mental Health Commission standards. For Intellectual Disability, the SIA calls for additional multidisciplinary staff to enable targeted therapeutic interventions and enhanced safeguarding, increased day-service staffing, the reintroduction of Personal Outcome Measures, standardised assisted technology and volunteers, and securing approximately 40 new residential properties to meet National Decongregation Policy.

Looking ahead, our vision is one of thoughtful evolution: carrying our ethos of hospitality, compassion and respect forward with courage, creativity and commitment, while responding innovatively to emerging challenges. We will strengthen inclusive, rights-based, person-centred care, deepen partnerships with communities and families, and ensure services are sustainable, high-quality and ethically governed.

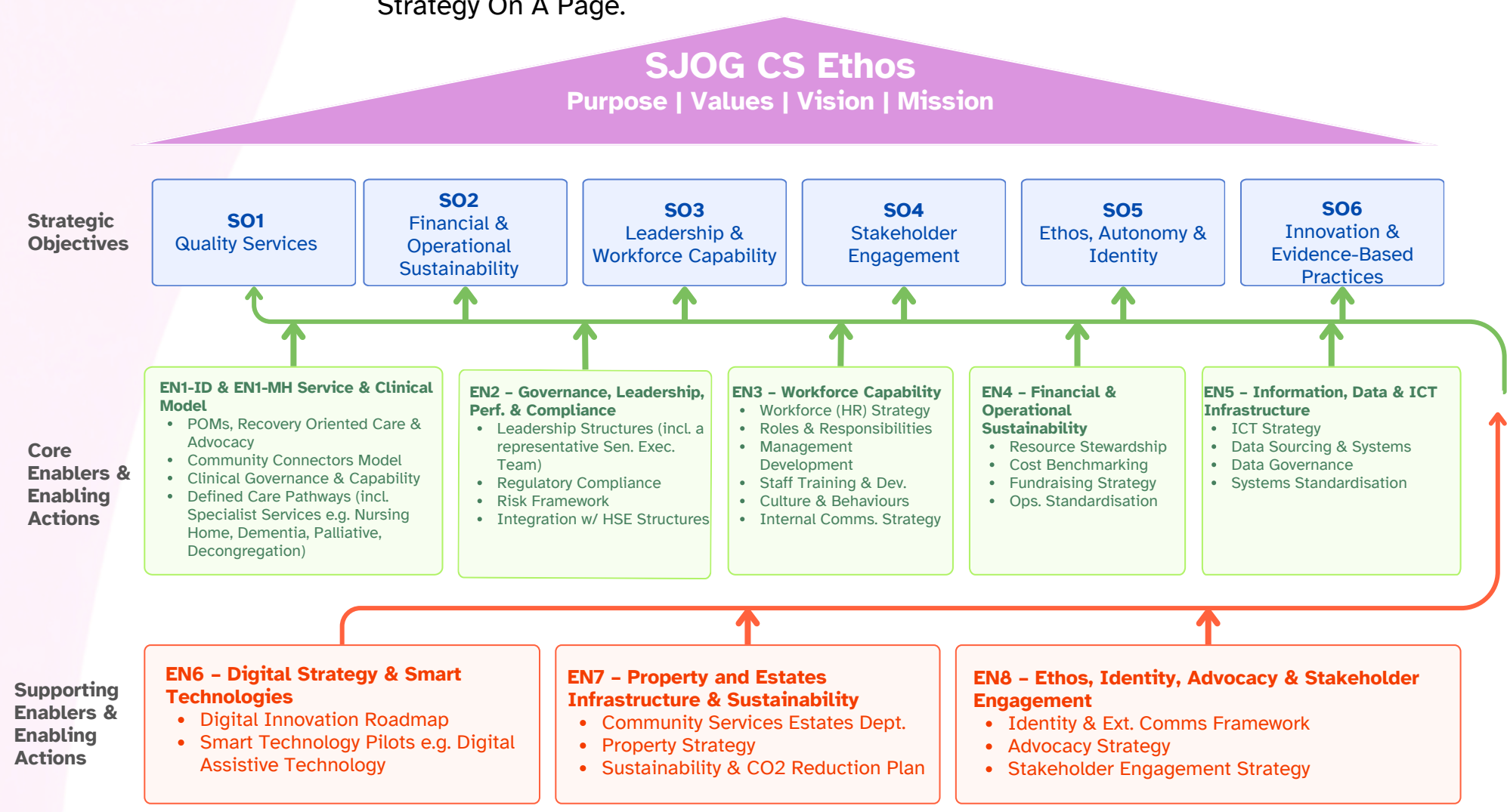
Listening to those we serve remain paramount, ensuring their experiences and insights meaningfully shape our direction. Grounded in our heritage and called to serve with professionalism, humility and care, we face the future with hope and responsibility—supporting lives of dignity, empowerment and hope, today and for generations to come. This enduring ethos underpins our dedicated Purpose, Vision and Mission Statements for St. John of God Community Services.



Section 3

Strategy On A Page – ‘SOAP’ Graphic

The graphic below summarises the strategic plan using the SOAP model – Strategy On A Page.



This strategic plan utilises the Strategic Objectives, Strategic Enablers and Enabling Actions model. A Strategic Objective is an outcome that makes impact over one, two, three or four years.



A Strategic Enabler is an internal capability that must be put in place to underpin the Strategic Objectives. An Enabler is cross-cutting and may enable multiple objectives. It is capability building. It is an important element in the hierarchy between Strategic Objective and Actions.



An Enabling Action is a defined, time-bound and resourced project, programme, initiative or task that must be completed during the duration of the strategic plan. Enabling Actions must be assigned to specific persons with clear accountability and responsibility utilising the RACI Matrix model. Actions are ‘owned’ at Senior Executive and Management levels.



Objectives describe future success. Enablers build capability. Actions deliver movement on the ground. Enablers and Actions may contribute to the success of multiple Strategic Objectives.

Section 4

Strategic Objectives

SO1 Delivering Quality Services

St. John of God Community Services will deliver person-centred, safe and effective, rights-based, clinical and recovery-focused services and treatment – tailored to each individual's unique needs, promoting active citizenship, community inclusion and independence in Intellectual Disability and Mental Health as appropriate.

We will focus on outcomes-driven supports and person-centred planning, which will ensure that adults with disabilities receive responsive supports aligned to national best practice standards and regulations, enabling them to achieve personal goals, maximise their potential, and enjoy a good quality of life.

Our approach will uphold equal rights, facilitate health and development, and build capacity within inclusive communities, supported by accessible information, technology and environments. The recovery model in mental health will emphasise personal empowerment, hope, and holistic wellbeing. It recognises that individuals can lead meaningful lives despite mental health challenges, focusing on strengths, self-determination, and support. Recovery is a unique, ongoing journey, prioritising individual goals and community inclusion over simply reducing symptoms.



Successful implementation of SO1 will deliver

- Improved person-centred outcomes for those we support within our Intellectual Disability services and recovery focussed outcomes for those attending our Mental Health services
- Greater organisational focus on outcomes, leading to improved opportunities and results for those supported, including employment and social valued roles within the Intellectual Disability services and improved rehabilitation outcomes for those with enduring Mental Health issues
- Improved clinical outcomes for those attending both our Intellectual Disability and Mental Health services based on the presenting need of the individual
- Improved advocacy culture, systems and processes to ensure the voice of individuals and supporters is represented within and outside of the organisation
- Increased numbers of residents with Intellectual Disabilities living in homes of their choosing within the community
- Improved access to clinical services and reduced waiting lists within Mental Health Services underpinned by increased staffing in line with national policy
- Consistently high levels of compliance with regulations and standards with HIQA and the Mental Health Commission
- Improved service models that achieve PCP outcomes by integrating robust Circle of Support frameworks into everyday practice
- Increased upskilling of staff to support more integrated and community-inclusive models of support and to respond to changing needs of individuals supported

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A Strategic Objective (SO) is a high-level outcome that defines success of a strategic plan over a 3 to 5-year horizon.

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SO2 Achieving Financial and Operational Sustainability

The organisation will secure long term financial and operational sustainability by strengthening governance, optimising resources and service models, advancing digital and data systems, and engaging key stakeholders to improve value for money, service quality, safety and organisational resilience.

The Objective is to achieve financial and operational sustainability through responsible resource stewardship and identifying alternative sources of income.

We will protect the long-term future of our service by delivering the best possible levels of service quality and compliance. We will do this by improving financial governance, optimising service models and ensuring resources are allocated transparently and efficiently.

This will also require ongoing engagement and support from our funders and other key stakeholders. This objective supports long term viability and enables high quality care to be maintained as demand evolves.

Successful implementation of SO2 will deliver

- Optimised value from the funding provided
- Better outcomes and experiences for service-users
- Improved compliance and safety
- Increased access or capacity
- Stronger organisational resilience





SO3 Ensuring Strong Leadership and Workforce Capability

Leadership will be focused primarily on ensuring clear direction and alignment of efforts. Teams will have a clear shared purpose and objectives at all levels within the organisation.

The Objective is to foster an empowering organisational culture through leadership and staff development. This will be achieved through leadership ensuring clear direction and alignment of our staff's efforts. We will enable staff to deliver high quality support and care. To flourish, all must work together to create a positive, supportive, compassionate and inclusive workplace.



Successful implementation of SO3 will deliver

- A proactive Human Resource strategy which aligns St. John of God Community Services' staff with overall business goals and core values
- Ensure teams have a clear shared purpose and objectives at all levels within the organisation
- Everyone is clear about their and each other's roles
- Looking after each other's wellbeing by building cohesion and modelling compassion
- Leadership is focused primarily on ensuring clear direction, alignment of efforts and a climate of psychological safety
- Mutual respect and valuing and supporting across professional boundaries



SO4 Stakeholder Engagement

The organisation will focus on all stakeholders in a planned and coordinated way and will link this focus clearly to identifiable and quantifiable outcomes for the people we support.

The objective is to engage actively with stakeholders to enhance the outcomes for the people we support. We will increase our focus on meaningful engagement with stakeholders such as families, staff, regulators, funders, local authorities, politicians and community-based organisations such as primary care, education providers and employers. We will do this by developing existing and new relationships and ensuring that these engagements are person-centred, meaningful and mutually beneficial. We will develop a more focused approach to external communications

Successful implementation of SO4 will deliver

- Better outcomes and experiences for service-users and individuals we support
- Better experience for staff and other stakeholders
- Improved compliance and safety outputs
- Optimise the value we extract from our funding
- Increased access or capacity
- Stronger organisational resilience
- Better data for planning purposes





SO5 Affirming our Ethos, Autonomy and Identity

St. John of God Community Services will be clearly identified as a leader in its own right in the Disability and Mental Health Sectors, whilst continuing to espouse the ethos, vision, mission and values of the wider St. John of God Group.

We will deliver Community-based Intellectual Disability and Mental Health Services that are true to our purpose, vision and mission and grounded in the original values of St. John of God whilst affirming our independence as a Section 38 provider of Intellectual Disability and Mental Health Services.

We will do this by embedding the ethos of our founder into all facets of our organisation, strengthening organisational culture and improving outcomes for those that we support. We will ensure that the unique identity of St. John of God Community Services within the wider organisational structure is communicated clearly and transparently.

Successful implementation of SO5 will deliver

- Better outcomes and experiences for those who attend our services and their families
- Transparent intercompany Service Level Agreements
- Reduction in dependence on other entities within the organisation (ICT and Estates)
- Improved staff experience
- Improved reputation
- Stronger organisational identity





SO6 Promote Innovation and Evidenced-Based Practice

The organisation will drive service transformation by embedding innovation, research and continuous improvement. We will leverage digital tools, evidence based practice, new care pathways, and enhanced ICT to improve person centred outcomes, strengthen compliance and quality and expand capacity through modernised, data driven service redesign.

We will embed innovation and continuous improvement across our services by leveraging data, digital tools, research, and service user insights, building capability to evaluate, adapt, and transform services in line with national reforms and emerging needs.

This includes fostering a culture of evidence based practice to enhance quality of life and outcomes for service-users, modernising approaches in response to evolving national policies and legislation in Intellectual Disability and Mental Health, and committing to research developments, assisted living technologies and strengthened ICT systems.

These efforts will ensure safe, person centred, and compliant service delivery aligned with HSE, HIQA and MHC requirements.

Successful implementation of SO6 will deliver

- Enhanced service-user outcomes through evidence-based, person-centred care
- Continuous improved compliance, safety, and quality
- Strengthened organisational culture promoting innovation and staff retention
- Increased access, capacity and resilience supported by digital tools and redesign



Section 5

Strategic Enablers

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An Enabler is an internal capability that must exist to achieve a strategic objective.

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Core Strategic Enablers

A Core Strategic Enabler is a fundamental capability without which multiple Strategic Objectives could, in all probability, materially fail.

Enabler No.1 – EN1: Service and Clinical Model

The Enabler is a strengthened person-centred, safe, rights-based and recovery-oriented service delivered through defined care and support pathways, personal outcome measurement and specialist clinical capability aligned to individual's strengths, desires and ongoing needs. This Enabler will ensure consistent quality standards, evidence-informed practice and continuous improvement across all services.

This will be achieved by the following Actions:

- A clearly defined and enhanced clinical governance structure will be introduced within the Intellectual Disability Services which will establish standardised pathways of care, treatments and supports based on international best practice
- Achieve high levels of compliance with the regulations and standards across all services
- We will engage with the Council on Quality and Leadership (CQL) with the provision of training in Personal Outcomes Measures (POMs) for leaders and staff.
- The Organisational Advocacy Strategy to reinforce our commitment to ensuring people supported are at the heart of everything we do
- Continued advocacy to progress de-congregation plans for individuals living in congregate settings in line with rehabilitation and recover focused model of care and Time to Move On from Congregated Settings
- Service Level Agreements to be established with Saint John of God Hospital for the management of inpatient beds
- Community Mental Health Services will prepare for the implementation of Mental Health Commission Regulation.
- Service Level Agreements to be established with the HSE in respect to the catchment areas that cross Integrated Health Area boundaries



EN1 Goals and KPIs

- A new Clinical Governance Implementation Lead for Intellectual Disabilities will be appointed
- A New Clinical Governance Structure will be developed across the Intellectual Disability regions
- Ensure more than 90% HIQA compliancy and 100% MHC compliancy
- Alignment of Day Services with New Directions Standards alongside engagement with the HSE Outcomes Based Monitoring Programme
- Organisational and regional Quality Improvement Plans implemented from consultation undertaken with individuals supported and their families
- All relevant Intellectual Disability regions to have a live Decongregation Plan agreed with the HSE
- Ensure that residents who are de congregating have a Transition Plan
- Service Level Agreement signed with St. John of God Hospital
- Service Level Agreement agreed with the HSE in respect of CAMHS catchments
- Pre-regulation audits undertaken in CAMHs and AMHS.

EN1 supports: **SO1, SO4, SO6**



Enabler No.2 – EN2 : Governance, Leadership, Performance and Compliance Oversight

The Enabler is effective leadership oversight, regulatory compliance, risk management and transparent organisational performance aligned to HSE structures. This Enabler integrates governance systems with measurable impact reporting to support accountability, assurance and strategic decision-making at Board and Senior Executive Team levels.

This will be achieved by the following Actions:

- Establishing the new, more representative Senior Executive Team (SET) model.
- Review of internal communication, escalation and governance pathways to ensure clarity of messaging and purpose.
- Develop and implement organisation performance guidelines relating to standardisation
- Aligning with HSE structures
- Compliance with statutory regulatory requirements
- Measure the extent to which St. John of God Community Services meets its core data protection obligations across records management, training, governance and security of processing

EN2 Goals and KPIs

- Governance and leadership structure roles formally defined and approved Membership of Senior Executive Team is reviewed. Following the review the new Senior Executive Team members have clearly documented and communicated role and responsibilities.
- Agreed process and structure of the regional Senior Management Teams.
- Formal engagement structures agreed with the HSE.
- Formal HSE review meetings completed for all regions.
- Reduction in unresolved business case applications.
- Reduction in percentage of serious non-compliances.
- Establish a Data Governance Group for the organisation.



EN2 supports: SO1, SO2, SO4

Enabler No.3 – EN3: Workforce Capability

The Enabler is a resilient, engaged and values-driven workforce supported by structured workforce planning, leadership development and talent sustainability. This Enabler ensures the organisation has the capability, culture, leadership and management depth required to deliver high-quality services and strategic change aligned to service demand.

This will be achieved by the following Actions:

- Implement an effective and efficient governance, leadership and management structure including a representative Senior Executive Team.
- Implement an effective programme to develop and upskill staff
- Develop leadership capability through a development and training plan
- Develop a HR strategy including training and development, recruitment and retention, performance management and IR/ER
- Implement a clear communications plan
- Promoting the ethos of St. John of God in our culture and behaviours

EN3 Goals and KPIs

- New representative Senior Executive Team in place
- Increase the number of Management and Leadership staff completing leadership development modules
- 100% of staff meeting their CPD requirements of their professional bodies
- Develop succession plans for all key roles
- Reduction in the rate of staff turnover, absenteeism and Agency usage
- >90% annual performance and development reviews completed on time
- Through the implementation of HELM system achieve >90% mandatory training completed
- Increase the percentage in recruitment and retention



EN3 supports: SO1, SO2, SO3, SO5, SO6

Enabler No.4 – EN4: Financial and Operational Sustainability

The Enabler is a series of disciplined financial management, cost transparent and responsible resource allocation processes within the constraints of HSE funding. This Enabler strengthens long-term operational sustainability through robust financial planning, benchmarking and identifying diversified income strategies.

This will be achieved by the following Actions:

- Standardise data systems and processes
- Develop a Community Services specific fundraising plan
- Develop Service Level Agreements with St. John of God Hospitaller Services Group to regularise agreements.
- Implement cost benchmarking and resource stewardship
- Continue to identify funding shortfalls and vigorously pursue funding for new developments and changing needs from the HSE

EN4 Goals and KPIs

- Achieve a 10% reduction in manual processes
- Implement an automated Time and Attendance system
- Review and access HSE operational systems including NiSRP, IFMS, Electronic Patient Records etc. and implement where appropriate
- Complete arrangements with our Fundraising Foundation to implement specific substantial fundraising programmes for the benefit of St. John of God Community Services
- Complete the implementation of specific SLAs with all relevant entities within the St. John of God family including HSG, Hospital and Estates
- Completion of audits and recommendations implemented
- Ensure that we achieve break even in each financial year
- Identify as early as possible any funding shortfalls and complete negotiations to cover the deficit.[GG1]

EN4 supports: SO1, SO2, SO4



Enabler No.5 – EN5: Information, Data and ICT Infrastructure

The Enabler is standardised and strengthened ICT systems, data governance and process integration that enables organisational transparency and performance insight. It provides stable, secure and integrated information systems that support care delivery, regulatory reporting, financial control and organisational insight. This Enabler ensures reliable data governance, system interoperability and executive-level performance visibility.

This will be achieved by the following Actions:

- Improve cybersecurity and NIS2 Programme
- Improve ICT performance and transparency
- Publish the St. John of God Community Services ICT strategy
- Scope integrated care information systems requirements
- Uplift data governance and reporting
- Separate Identity & tenancy for St. John of God Community Services ICT Procure major St. John of God Community Services ICT contracts Standardise Core ICT platforms

EN5 Goals and KPIs

- Cybersecurity maturity improving year on year
- High risk vulnerabilities resolved within SLA
- NIS2 requirements implemented
- Faster detection and response times
- Core systems meeting uptime targets
- Security patching kept up to date
- Regular reporting delivered
- Governance processes in place and being used
- Develop gap analysis
- Legacy data migrated appropriately
- Data governance framework implemented
- Key datasets assigned owners with quality checks
- Staff time spent on manual reporting reduced
- Users and services migrated to St. John of God Community Services environment Old dependencies removed
- Faster joiner/mover/leaver processing
- All key ICT contracts procured appropriately when renewed/replaced
- Number of unsupported systems reduced as national systems adopted



EN5 supports: SO1, SO2, SO3, SO4, SO6

Enabler No.6 – EN6: Digital Strategy and Smart Technologies

The Enabler is advanced innovation through digital solutions and smart technologies that enhance service delivery, accessibility and efficiency. This Enabler accelerates transformation by piloting and scaling digital tools aligned with service-user needs and organisational priorities. It will design and implement integrated digital solutions, utilising Digital Assistive Technology, that enhance care delivery, operational efficiency and service innovation.

This will be achieved by the following Actions:

- Design, co-produce and implement a digital and smart technology strategy
- Become a leader in the application of Digital and Assistive Technologies (DAT) within the Disability Sector

EN6 Goals and KPIs

- 100% of ADT involve meaningful co design
- People with ID and staff complete training and upskilling on use of DAT
- All four Intellectual Disability regions to implement Digital and Smart Technology Plan
- Explore the potential of electronic PCP record system for implementation across the organisation
- Establish a design team with input from co designers
- Rate of Digital Maturity Level progression against an annual DMA framework
- Develop a National Role focussed on DAT
- Identify and obtain funding from relevant government department
- Develop further opportunities from the Digicoach Create3 funding programme
- 10% of service-users supported with digital smart tools that enhance independence, communications or engagement



EN6 supports: SO1, SO2, SO6

Enabler No.7 – EN7: Property and Estates Infrastructure Modernisation and Sustainability

The Enabler is a property and estates infrastructure that is aligned with safe, high-quality and community-oriented service models. This Enabler ensures facilities are compliant, fit-for-purpose and strategically prioritised to support service delivery and future growth.

It will embed environmental responsibility and sustainable practices across organisational operations, estates planning and procurement. This Enabler promotes long-term ecological stewardship while enhancing regulatory compliance, cost efficiency and social responsibility.

This will be achieved by the following Actions:

- A fit for purpose St. John of God Community Services estates and asset management function to be developed to meet the needs of the people with support
- SLA with St. John of God HSG Estates
- Integration of Estates Department into Leadership Team
- Strategy around the sale and replacement of properties that are not fit-for-purpose
- An identified mechanism for funding and repairs of properties to include a decision around the future use of liens

EN7 Goals and KPIs

- Defined governance and accountability for the estates function
- Prioritised investment plan agreed
- Measure rate of compliance with building and fire regulations
- Agreed pathway on sale and replacement of properties
- Estates representation at leadership level
- Alignment with service planning for the regions
- Complete the review and capitalisation of relevant properties
- Identify individual action plans for the replacement of those properties Clear policy around liens for upgrade and repairs of property to be agreed
- Measure reduction in safety related risks
- Reduction in the waiting times for essential maintenance to be completed
- Undertake a minimum of 1 review of 1 large holding per annum



EN7 supports: SO1, SO2, SO4, SO5

Enabler No.8 – EN8: Workforce Capability Ethos, Identity, Advocacy and Stakeholder Engagement

The Enabler is a strengthened organisational identity, autonomy and external partnerships through structured communication, advocacy and stakeholder engagement. This Enabler reinforces values, supports service-user voice at all levels of the organisation, and enhances collaborative impact across the health and community sectors.

This will be achieved by the following Actions:

- Developing existing and new community partners
- Tracking outcomes for service-users/patients
- Developing a clear identity and brand recognition for St. John of God Community Services
- Develop a plan to support our role in advocating for increased residential/respite and transport services
- Scoping the possibility and impact of reimagining our brand in line with Section 38 peers

EN8 Goals and KPIs

- Develop an agreed organisational template to collate community outcomes data
- Integrate the review of community-based data at regional and organisational governance forums
- Monitor engagement metrics for newsletters, numbers of clicks etc.
- Number of positive stories, case studies, impact pieces to celebrate good outcomes published quarterly
- Increase positive media coverage/improvement of brand recognition
- Brand options scoped and evaluated



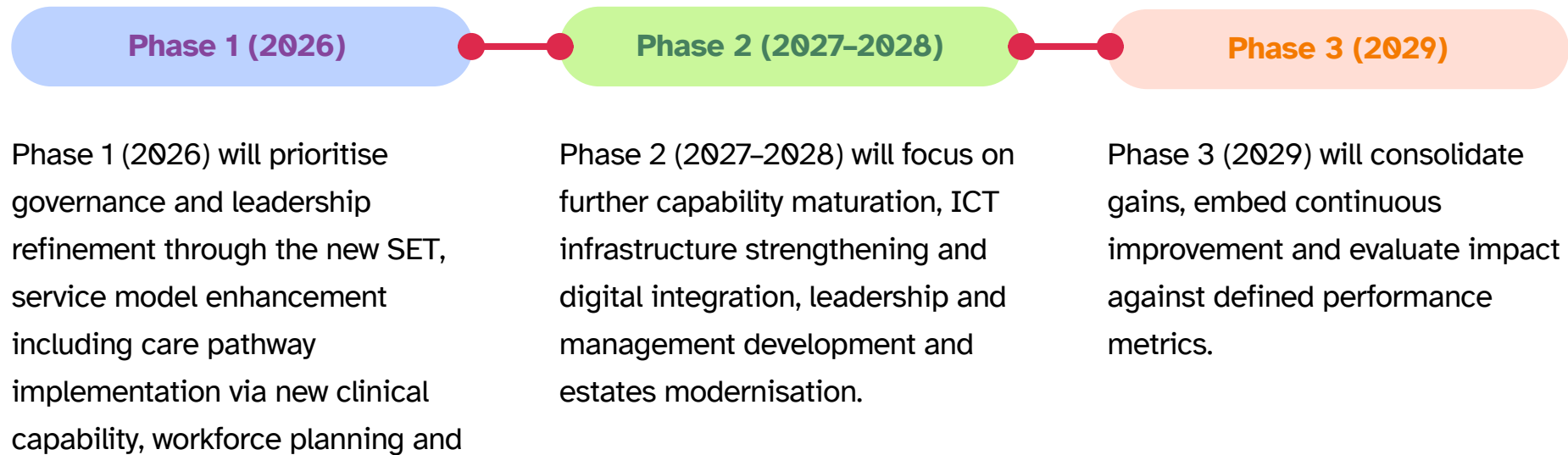
EN8 supports: SO4, SO5

Section 6

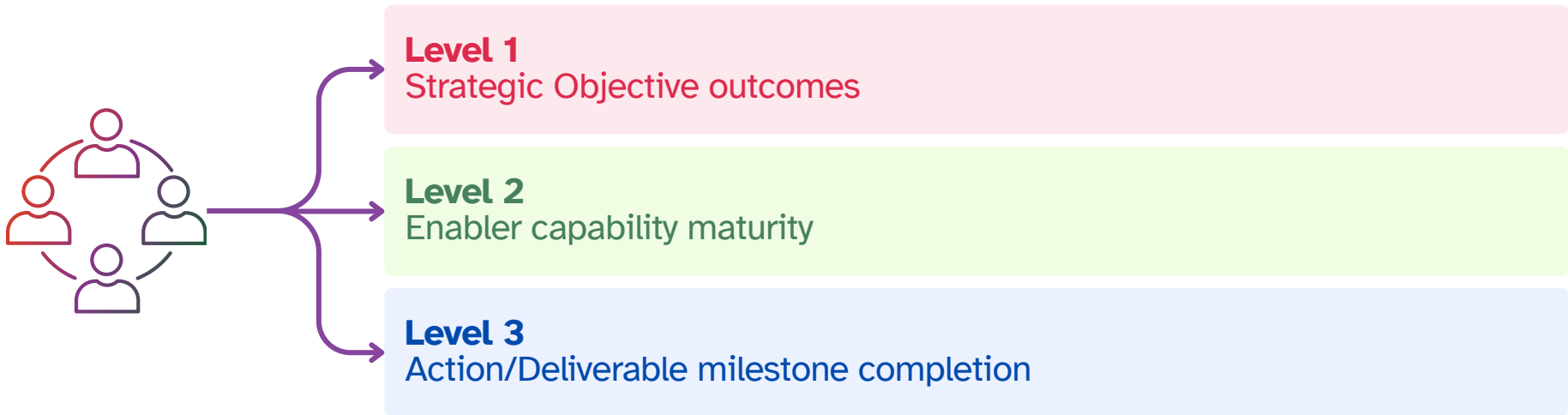
Implementation Plan Overview

The St. John of God Community Services Strategic Plan 2026–2029 will be delivered through a structured, phased implementation programme aligned to the organisation’s five Core Strategic Enablers and three Supporting Enablers. Implementation will be overseen by the new Senior Executive Team (SET) that amalgamates the current EMT and Regional Directors, with clear accountability assigned to each Enabler owner and regular progress reporting to the SET and the Board. The focus will be on disciplined sequencing, measurable milestones and demonstrable impact across the six Strategic Objectives.

Delivery will be structured across three phases:



Each Strategic Enabler will have a defined portfolio of time-bound actions and deliverables, supported by Senior Executive Team sponsors and success indicators. Progress will be monitored quarterly through a structured performance dashboard that reports at three levels:



This layered reporting approach will ensure both strategic oversight and operational discipline.



Risk management will be embedded within the implementation framework. Key risks — including regulatory exposure, workforce capacity constraints, ICT integration challenges and financial pressures — will be actively tracked through the organisation's Risk Management System.

Contingency planning and adaptive sequencing will ensure responsiveness to external funding or policy changes within the HSE and broader healthcare environment.

Finally, communication and engagement will be central to successful delivery. Staff, individuals we support and external stakeholders will be engaged through structured updates, feedback mechanisms and annual progress reporting. The implementation plan will be designed not only to deliver projects but to build enduring organisational capability, strengthen sustainability and ensure that St. John of God Community Services continues to provide high-quality, person-centred services aligned to its ethos, purpose, values, vision and mission.

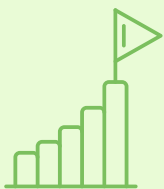


Stakeholder Engagement Plan

The successful delivery of the Strategic Plan 2026–2029 relies on meaningful engagement with staff, people we support, families and key stakeholders.

Through ongoing communication, consultation and feedback we will ensure the plan remains connected to the people at its heart and that the implementation is informed by their voices, experiences and insights.

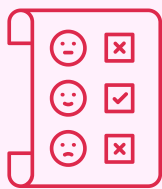
Key Objectives



Provide timely updates on priorities, milestones and progress.



Support consistent messages across internal and external stakeholders.



Use feedback to strengthen implementation and accountability.

Engagement Mechanisms

Engagement will be delivered through regular written updates, staff briefings, local team discussions, accessible information for people we support, family communications, regular stakeholder updates and structured feedback channels.

Internal Stakeholders

Staff: Clear updates on priorities, progress and individual contribution to delivery.

Leadership and governance groups: Focused reporting to support accountability and oversight

External Stakeholders

Individuals we support: Accessible, person-centred information and opportunities to share views.

Families: Relevant updates and routes to provide feedback.

Feedback, Learning and Reporting

Feedback will be reviewed through appropriate governance structures and reflected in quarterly and annual progress reporting.

This approach will help ensure that ownership of the Strategic Plan is shared across our organisation and stakeholder community, while keeping implementation grounded in the voices and experiences of those most central to its success.

Conclusion

The Strategic Plan 2026–2029 sets out a clear and ambitious direction for St. John of God Community Services as we continue to respond to the evolving needs of the people and communities we support.

Grounded in our ethos of hospitality, compassion and respect, and guided by our commitment to person-centred, rights-based and evidence-informed services, this Plan provides a framework for strengthening quality, sustainability, leadership, innovation, advocacy and organisational identity

Its successful delivery will depend on disciplined implementation, strong governance, meaningful engagement with stakeholders, and the continued dedication of our staff, volunteers, partners and the people we support.

As we move through the next strategic cycle, we will remain focused on delivering measurable outcomes, building organisational resilience and ensuring that every person we support is seen, heard and enabled to live their best life of their choosing.

Acknowledgements



We wish to acknowledge with sincere appreciation all those who contributed to the development of this Strategic Plan. In particular, we recognise the leadership and commitment of former Chief Executive Officer, Clare Dempsey, who successfully delivered on the Strategic Plan 2023–2025 and provided the foundation for the next phase of strategic development for St John of God Community Services.

We also extend our thanks to Gillian Tynan, who tirelessly supported the development of the report, and to Indira Gopalan Nair, Communications Officer, for her important contribution to the communication and presentation of the plan. We are grateful to Moyna Noble, Speech and Language Therapy Manager, for developing the Accessible Version of the Strategic Plan.

The development of the Strategic Plan was guided by the Strategy Implementation Group, which included Liam Healy, Director of Operations; Teresa Mallon, Director of Programme Quality and Safety; and Regional Directors Des North, Claire O'Dwyer and Sarah Donnelly. Their collective experience, operational insight and commitment to service improvement were central to shaping the priorities and actions set out in this plan.

We would also like to sincerely thank all those who participated in the surveys and focus groups that contributed to the development of the Strategic Plan, including Board members, staff, the people we support, colleagues in other organisations and Parents and Friends group. Their views, experiences and insights helped to shape a plan that reflects the priorities, challenges and aspirations of the wider Saint John of God Community Services community.

We further acknowledge the expert input of Pat McGrath of Board Excellence, whose guidance in strategic leadership supported the organisation in refining its direction, strengthening governance thinking and ensuring that the plan is focused, ambitious and responsive to the needs of the people we support, their families, staff and stakeholders.

