





**ST. MICHAEL'S  
HOUSE** Services For People  
With Disabilities

# ANNUAL REPORT 2024



**My Life, My Rights, My Choices....**



# St. Michael's House

## Table of Contents

Message from the Chairperson	4
Strategic Plan	6
Chief Executive's Review	8
About the St. Michael's House Annual Report 2024	12
About St. Michael's House	13
At a Glance   Key Numbers in 2024	14
St. Michael's House Organisational Chart	16
Assisted Decision-Making in 2024	18
Safeguarding   Movie Night Premiere	20
<b>Goal 1: A Rights Based Service for Service Users</b>	22
Championing Rights	33
Kevin's Upcycling Enterprise	34
Building Inclusive Futures   WorkAbility	35
CREATE Project   Advancing Digital Health	38
<b>Goal 2: Participation of Service Users and Families/Supporters</b>	40
SMH Green Team host Christmas Market	49
St. Michael's House Aquathon 2024	52
<b>Goal 3: Valuing &amp; Investing in Staff</b>	54
Investing in our Next Generation of Nurses	64
St. Michael's House Foundation   Fundraising	68
Corporate Champion Volunteer   AbbVie	69
Horizons   Supporting Pathways & Skill-building to Independent Living	72
Goal 4: Learning from and influencing the sector, government & society	74
Strategic Enabler 1: Robust Structures & Resourcing	84
Strategic Enabler 2: Highest Quality Homes & Premises	86
Enabler 3: Effective Information, IT and Data Management	88
Digital Inclusion   Empowerment through Technology	90
Enabler 4: Quality Enhancement, Integrity & Regulatory Compliance	92
Corporate Governance	96

# Message from The Chairperson

It is once again my privilege to present the Chairperson's Report for 2024, a year in which St. Michael's House continued to advance its Strategic Plan 2022–2026 and to further our commitment to building a rights-based society, guided by the principles of the UNCRPD. Guided by this vision, our focus remained firmly on supporting people with disabilities to live fulfilling lives of dignity, choice, and inclusion. While the financial context has remained difficult, the Board and management have worked with determination to uphold the highest standards of care and compliance, to advocate strongly for fair and sustainable funding, and to ensure that our strategic objectives are delivered despite the significant challenges faced.



The financial situation of St. Michael's House continued to be challenging in 2024, due primarily to the costs associated with meeting the changing needs of our service users, difficulties in hiring staff to fill vacancies resulting in use of more expensive agencies and providing services which are not fully funded by the State, the organisation incurred a further shortfall during the year, adding to our significant accumulated deficit.

The Board has continued to engage with both the HSE and the Government to seek additional funds to address both the accumulated deficit and the ongoing annual funding shortfall.

St. Michael's House has worked tirelessly to ensure that the services provided to our users is of the highest standard and we are pleased to report that the organisation received a compliance rating of 88% with HIQA in 2024.

The Board of Directors is responsible for setting the strategic objectives of the organisation and for assessing the performance of management in implementing these objectives as set out in the Strategic Plan 2022 - 2026.

Three of our board members stepped down during 2024 as their terms of office had come to an end. I would like to take this opportunity to thank Professor Anthony Staines, my predecessor as Chairperson of St. Michael's House, for the huge commitment and dedication he gave to our organisation over his six years of service. Mr Liam O'Donohoe and Mr Tom Casey also played a huge part in supporting the work of the management team both as directors and as members of various sub-committees. I thank each of them for their contributions.

We were delighted to welcome new board members, Ms Sarah Jane Judge, Mr. Pat Flynn and Mr. Gerry Keenan.

As we reflect on 2024, it is clear that St. Michael's House has faced considerable financial and operational pressures, yet our commitment to the rights and wellbeing of those we support has never wavered. The Board remains steadfast in its resolve to secure the resources necessary to meet the evolving needs of our service users, while also ensuring that the principles of dignity, inclusion, and respect remain at the heart of all we do. With the dedication of our staff, the engagement of our families and service users, and the guidance of our Strategic Plan 2022 - 2026, we are confident in our ability to navigate the challenges ahead and to continue building a stronger, rights-based organisation for the future.

A handwritten signature in black ink that reads "Ciaran Bolger". The signature is fluid and cursive, with "Ciaran" on the top line and "Bolger" on the bottom line.

# OUR VISION



A society in which people of every ability can live the life of their choosing

# OUR MISSION



St Michael's House works with service users to understand their needs and wishes, and help them achieve their goals.

“Your Life, Your Rights, Your Choices”

# OUR VALUES



Respect



Kindness



Honesty



Excellence



Creativity

Your life, your rights, your choices  
Towards a rights-based model of service delivery



**Goal 01:**

**A Rights Based  
Service for Service Users**

**Goal 02:**

**Participation of Service Users &  
Families/Supporters**

**Goal 03:**

**Valuing & Investing in Staff**

**Goal 04:**

**Learning from and Influencing  
Government and Society**

[WWW.SMH.IE](http://WWW.SMH.IE)

CHY5692

# Chief Executive's Review

I am pleased to share the 2024 Annual Report of St. Michael's House, reflecting a year of progress, resilience, and commitment to the adults and children we support.

Throughout 2024, St. Michael's House has continued to advance the goals of our Strategic Plan 2022 - 2026, remaining steadfast in our commitment to delivering rights-based services guided by the principles of the UN Convention on the Rights of Persons with Disabilities (UNCRPD). We strive to provide services that empower the people we support, working collaboratively with service users, their families and their wider support networks to ensure their voices are central to all decisions that affect their lives.

Reflecting on 2024, I am continually inspired by the dedication and commitment I witness across St. Michael's House. Our strength lies in the men, women and children who use our services, their families and carers, our staff teams, the Executive Management Team and the Board. Together, we make St. Michael's House a place of inclusion and opportunity, and a champion of rights-based practice in the sector.

The challenges of 2024 have tested us across multiple areas, including funding, transport, recruitment, infrastructure and ICT. We have seen evolving needs among the adults who use our services, and the necessity to adapt our supports to enable them to live full, independent lives in line with their will and preferences. Meeting these challenges requires resilience, innovation and sustained effort, and I wish to extend my heartfelt thanks to the teams across St. Michael's House for their unwavering commitment.

I would also like to acknowledge the Executive Management Team for their leadership, vision and dedication to excellence, and to express my gratitude to our Chair, Mr. Ciarán Bolger, and the Board of Directors for their guidance, expertise, and continued support.



Finally, I wish to thank the adults and young people we support, their families, our supporters and my colleagues across St. Michael's House for their ongoing engagement and trust.

With this collective effort, I am confident that we will continue to create a brighter, more inclusive future for the people we support, fully aligned with the vision and objectives of our Strategic Plan 2022 - 2026.

A handwritten signature in black ink, appearing to read "Liz Reynolds".

**Liz Reynolds**

**Chief Executive of St Michael's House**



MY LIFE!

MY RIGHTS!

MY CHOICES!



# Annual Report 2024

We are pleased to present the 2024 Annual Report for St. Michael's House (SMH), reflecting a year of purpose-driven progress, resilience, and continued commitment to delivering high-quality, person-centred services. Guided by our Strategic Plan 2022–2026, this report illustrates how our organisational priorities have translated into meaningful outcomes for the individuals, families and communities we support.



Over the past year, we have navigated an evolving landscape with focus and determination, anchored by our mission and our strategic framework. The four strategic goals outlined in our Strategic Plan have served as both a compass and a catalyst, shaping decisions, inspiring innovation and reinforcing our collective responsibility to uphold dignity, inclusion and empowerment in every aspect of our work.

Our approach in this report reflects these strategic goals:

A Rights-Based Service for our Service Users

Participation of Service Users and Families/Supporters

Valuing and Investing in our Staff and

Learning from and Influencing the Sector, Government and Society.

Each section of this report is structured around these goals, providing insight into how they have informed our actions and guided our achievements in 2024. From new service developments to collaborative initiatives and staff capacity-building, the accomplishments outlined herein represent the efforts of a committed organisation working in unison towards a shared vision.

As we look back on 2024, we also look ahead with resolve and optimism. The work reflected in this report is not just retrospective, it is a foundation for future impact. On behalf of SMH, we extend our appreciation to our service users, families, staff, volunteers and partners, whose ongoing trust and contribution make our mission possible.

We invite you to explore this report through the lens of our strategic goals and join us in celebrating the milestones achieved, while reaffirming our shared commitment to the values and vision that define St. Michael's House.

# About St. Michael's House

St. Michael's House is one of Ireland's leading providers of community-based services and supports for men, women, and children with disabilities.

Operating across numerous locations in the greater Dublin area, St. Michael's House supports approximately 2,300 individuals and positively impacting thousands of family members. The organisation is primarily funded by the Health Service Executive (HSE), TUSLA, and the Department of Education and Skills.

At its core, St. Michael's House is committed to a rights-based approach to service delivery. This model ensures that each individual is supported in accordance with their needs, wishes and choices, promoting autonomy, inclusion, dignity and respect.

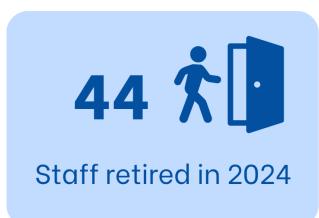
St Michael's House's services are embedded in communities and designed to connect individuals to their natural support networks.

Guided by the vision of "a society in which people of every ability can live the life of their choosing", St. Michael's House's mission is to work with service users to understand their aspirations and empower them to achieve their goals. The organisational values, Respect, Kindness, Honesty, Excellence, and Creativity, are foundational to this approach.

For more information on St. Michael's House visit our website, [www.smh.ie](http://www.smh.ie)



# At a glance: key numbers in 2024





**117**

Participating in the  
Special Olympics



**1**

Recipe Book & Toolkit  
developed by Dietetics



**65%**

Services engaged in  
Service User Forums



**110**

Student Nursing  
Placement Opportunities



**12**

CDNT Family Forums  
taking place in 2024



**2**

Number of ALL Digital  
Roadshows to Services



**7**

Freedom of Information  
Requests Processed



**100+**

Visitors to the SMH Green  
Team Christmas Market



**6,531**

Calls to our IT Helpdesk

**48**



Participants in  
Aquathon 2024



**AWARD**

100 Best Employers 2024



**79**

Official Complaints  
Resolved

**31**



Staff enrolled in  
Management Courses



**15**

Student Placements in  
Children & Young Persons  
Service

**38**



Subject Access Requests

**150**



150 Dementia Assessments  
conducted by Psychology

**230**



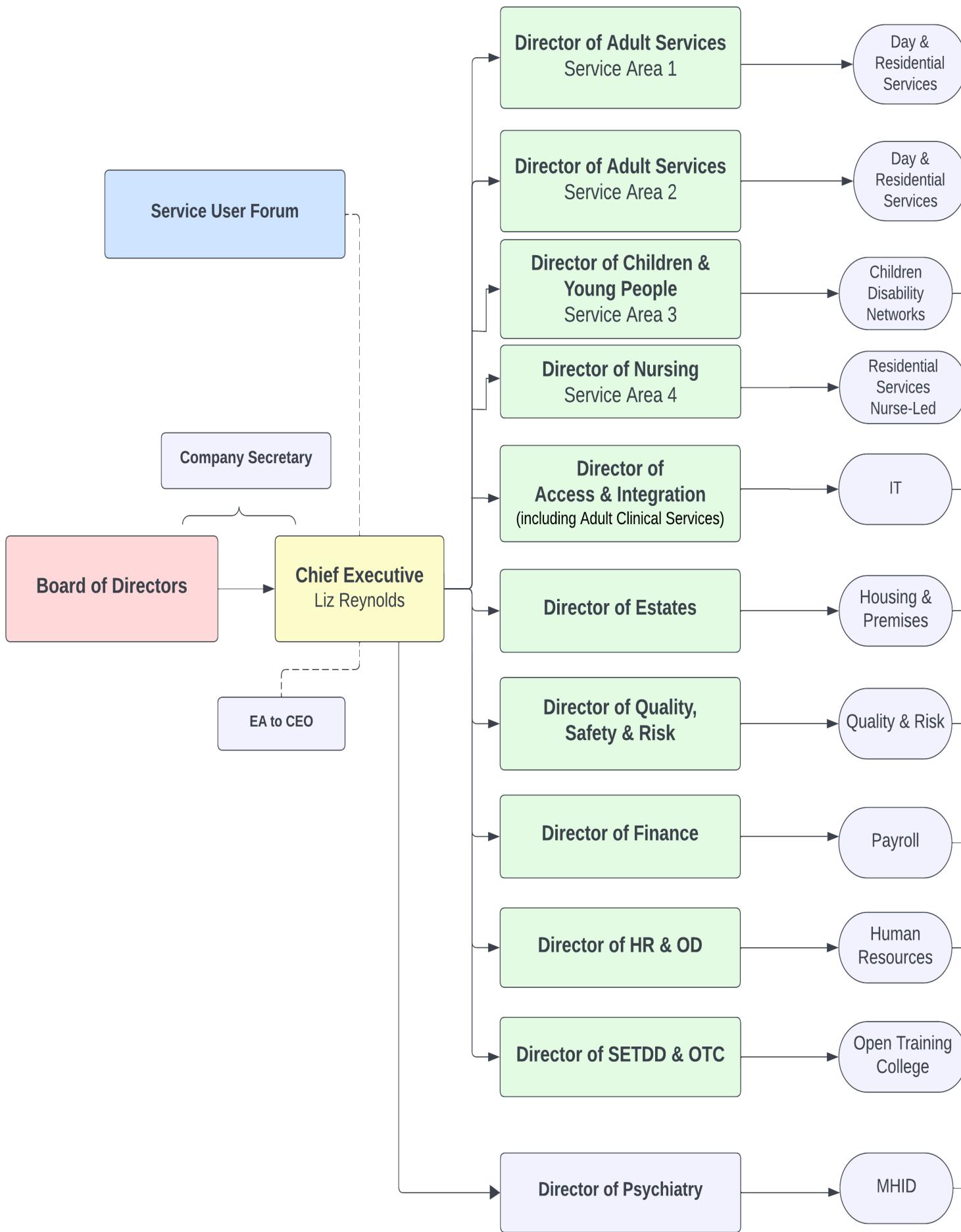
Homesharing day &  
overnight visits in 2024



**45**

Staff nurses upskilled  
to mentors through  
Preceptorship training

# St Michael's House Organisational Chart





# Assisted Decision-Making (ADM)

The Assisted Decision-Making (Capacity) Act 2015 came fully into effect in 2023, embedding the right of every person to make their own decisions, with support if needed, into Irish law. At St. Michael's House, this Act is central to our mission of supporting people with disabilities to live rights-based, self-determined lives.

Throughout 2024, we continued to play an active role in promoting, implementing and influencing national discussions on assisted decision-making.

## Empowering Service Users: Peer-Led Consent Workshops

In July 2024, service users from our Adare and Artane Hubs led a peer workshop on Consent developed in line with the updated National Consent Policy. Importantly, this policy was also launched in an Easy Read format, making it more accessible to people with intellectual disabilities.

The workshop was recorded by the HSE and launched nationwide across social media platforms. This initiative was further highlighted in HSE Health Matters Magazine and in the HSE National Office for Human Rights and Equality Policy's publication *Making Consent Clear: A Collaboration with St. Michael's House*.

This pioneering, peer-led approach is an example of how St. Michael's House puts rights into action by enabling people we support to lead the conversation and shape how policies are understood and applied.

## National Representation and Thought Leadership

In December 2024, St. Michael's House was invited to present at the Assisted Decision-Making (Capacity) Act 2015 Reflections, Challenges and Opportunities conference, hosted in University College Cork. This event, organised in collaboration with the HSE National Office for Human Rights and Equality Policy, the UCC School of Law, and the Decision Support Service, provided a vital platform to share our experiences and learn from peers across the country.





## Training and Building Capacity

**DSS Portal Training:** Two in-person training sessions were delivered in June and October 2024 across the organisation in partnership with the HSE National Office.

**Mentorship:** Three St. Michael's House staff members enrolled in the HSE Assisted Decision-Making Mentorship Programme, building internal expertise and ensuring sustainability in embedding the Act into practice.

## Representation on National Committees

St. Michael's House continues to influence at a national level through active participation in committees including:

- HSE National Office for Human Rights and Equality Policy
- Federation of Voluntary Service Providers (FEDVOL) networks
- Specialist forums such as Transitional Oversight Group (TOG) and HSE ADM Mentorship Programme

## Looking Forward

The Assisted Decision-Making (Capacity) Act 2015 is not just a piece of legislation, it also represents a universal cultural shift. At St. Michael's House, it underpins our Strategic Goal 1: Building a rights-based service for the people we support.

By promoting understanding, supporting staff and service users and ensuring representation at a national level, we are embedding a culture where every individual is recognised as the decision-maker in their own life.

Our work in 2024 demonstrates the practical ways in which we are making this a reality, through training, peer leadership, advocacy, and collaboration with national partners.

Scan the QR code to explore how St Michael's House is supporting service users and families with the Assisted Decision-Making (Capacity) Act 2015



# Safeguarding: Movie Night Premiere

In the lead up to National Safeguarding Day 2024, adults supported by St. Michael's House came together to reflect on what safeguarding means to them in their daily lives. With guidance from the Safeguarding Team and the Social Work Department, service users planned, scripted, acted and produced a powerful safeguarding video.

The project was not only creative but also empowering, giving service users the opportunity to lead the conversation on safeguarding and to communicate directly about their rights, safety and wellbeing.

To celebrate this achievement, St. Michael's House hosted a Movie Awards Night, where the video was premiered in true red-carpet style. The event recognised the incredible contributions of each service user who took centre stage as writers, actors and directors of the film.

The video carried strong, authentic messages about safeguarding, reminding us that the voices of those most impacted must always be central in shaping safeguarding practice.

We extend our sincere thanks to all service users who took part in this inspiring project. Their creativity, courage, and leadership ensured the safeguarding video was both impactful and memorable.

A special acknowledgement is also due to the staff whose commitment and enthusiasm made the project and Movie Night celebration possible. Their support exemplifies the values of St. Michael's House in creating inclusive, empowering opportunities for people to express themselves and take the lead.

## Strategic Alignment

This initiative reflects Goal 1 of the St. Michael's House Strategic Plan, Building a Rights-Based Service, by ensuring that safeguarding is understood and expressed by those at the center of our supports, promoting dignity, equality, and human rights.

It also strongly supports Goal 2, Participation of Service Users and Families/Supporters, as service users led every stage of the safeguarding video project, from planning to production. Their active involvement demonstrates St. Michael's House commitment to supporting people to influence and shape the services and supports that matter most to them

“Safeguarding means feeling safe every day.”  
Mary

“Making the video was fun, but most important was sharing our message.”  
Anthony

“We wanted to show that everyone has the right to be listened to”  
John

Safeguarding is about respect and rights.”  
Amy



Scan the QR Code to view the St Michael's House  
Safeguarding Video written, produced and starring adults  
attending St Michael's House







# GOAL 1

A rights based service for service users



# Goal 1: A Rights Based Service for Service Users

A cornerstone of the SMH Strategic Plan 2022–2026 is the commitment to deliver services that are grounded in the rights of service users. Building on the strong foundation of person-centred practices established under the 2017–2021 Strategy, this goal focuses on embedding a rights-based approach at every level of our organisation.

Since 2018, the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) has provided the legal and ethical framework guiding all services for people with disabilities. Aligning with this international standard, SMH continues to prioritise the empowerment, dignity and choice of those we support, ensuring that every service decision reflects their rights, preferences and individual needs.

## Adult Services

### Day Services

In 2024, Adult Services for Service Areas 1 and 2 advanced a rights-based approach by closely collaborating with the HSE Day Opportunities Office to align with New Directions requirements. Monthly Day Opportunities meetings with CH09 and case-by-case reviews with CH07 supported ongoing service improvements, resulting in a 7.4% increase in contractual hours for day service users.

Additionally, significant progress was made in implementing recommendations from the Local Centres and ASD reviews. Approximately 70% of the Abhainn report recommendations have been completed or are underway. Governance structures were reviewed to strengthen interdisciplinary collaboration across both service areas, with frontline teams established in all Abhainn services.



Bespoke bi-annual training days involving service users, families, and the SMH interdisciplinary team were introduced.

A comprehensive Model of Service review conducted in 2024 incorporated feedback from 76% of service users and 43% of families, guiding future service development. The internal induction training program and approved transition pathway to Abhainn Services were completed, alongside the development of ASD-specific services in Glasnevin, Rogha and Sproai. These initiatives demonstrate a strong commitment to delivering tailored, person-centred supports aligned with strategic priorities.

The implementation of the findings from the Local Centre Review 2019 progressed significantly in 2024. Quality and Qualifications Ireland (QQI) accreditation was delivered in several Local Centres, with four portfolios successfully submitted during the 2023/2024 academic year, alongside continuous support for these services.

Key health and wellbeing models were completed, including Looking Good, Healthy Eating, Get Active, and Get Fit.

The Cosán programme was re-established across three Local Centres in Baldoyle, with an initial training rollout delivered to staff across 12 additional locations during a dedicated Local Centres training day.

Investment in premises across Service Areas 1 and 2 continued robustly, with 75 project upgrades completed in 2024.

### **Supported Employment**

In the area of supported employment, efforts to increase adult employment yielded positive outcomes, with eight service users engaging in voluntary or part-time community employment and eleven securing paid employment during the year.

Additionally, 26 service users across day services, local centres, and Abhainn Services completed manual handling training through the WorkAbility project, further supporting employability and independence.

## **Children & Young Persons Services**

### **Children's Disability Network Teams (CDNT's)**

In 2024, the Children and Young Persons (CYP) Directorate of St. Michael's House continued to deliver a wide range of essential clinical and frontline services, supporting nearly 2,000 children across open lists and waitlists. With a dedicated workforce of over 200 staff across North and South Dublin, the Directorate also partners with national agencies including the HSE, CRC, Avista, and Enable Ireland in delivering integrated disability supports.

In alignment with Strategic Goal 1, the CYP Directorate has prioritised resource allocation to maximise service delivery while remaining within funding parameters. A strong focus was placed on reducing waitlists (with figures decreasing from 612 to 501 in 2024), with targeted initiatives including waitlist validation, advice clinics, first intervention visits, and the extension of the Open Training College (OTC) online supports. The Directorate also fulfilled its statutory obligations for the Assessment of Need (AON) process, ensuring children's rights to early and accurate assessment are upheld.

The launch of the Government's Roadmap for Children's Disability Services 2023–2026 marked a pivotal milestone, shaping the strategic focus for CYP services into 2024 and beyond. Ongoing service satisfaction monitoring through key-working, preschool, and family engagement surveys reflects the Directorate's commitment to continuous improvement and a person-centred, rights-based approach to care.



## Independent Living & Horizons Project

In 2024, the Horizons Project continued to empower adults with disabilities to enhance their independence and life skills.

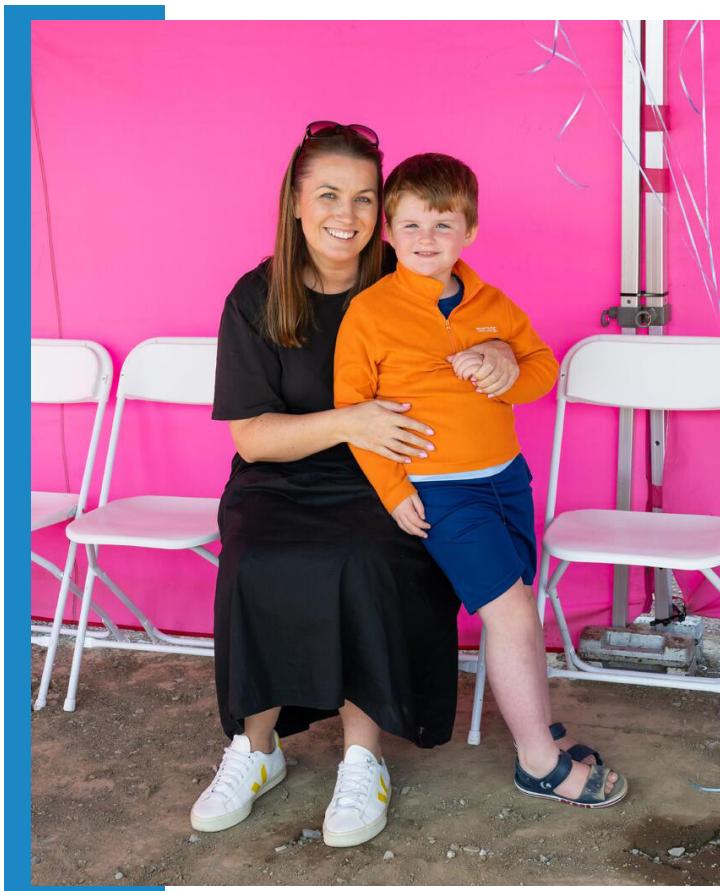
Across six hubs, 38 participants used training apartments to practice daily routines, set personal goals, and take on overnight stays, both individually and with peers. Central to this work, the SMH Psychology Department delivered tailored workshops on coping strategies, the Stress Bucket, assertiveness, and problem-solving, reaching 30 participants. These sessions strengthened participants' confidence, decision-making, and self-advocacy, embedding a rights-focused approach that can now be extended across SMH services.

## Special National Schools

SMH is a patron for six Special National Schools across the greater Dublin area. The board of SMH has established a patron committee chaired by a member of the Board of Directors Máirtín Mac Aodha.

## Respite

SMH continued to provide a range of residential respite to adults and children across three centres throughout 2024 and also provided a range of support services in the community. Conscious of increasing demand, SMH has advocated for increased capacity in this area and in response to the HSE tendering for expressions of Interest for the provision of additional respite





Avista



# ONLINE RESOURCES

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PARTNERSHIP WITH**



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- Dressing & Bathing
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- Eating & Drinking
- Toileting
- Sleep
- Sensory Processing
- Schools & Education

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reviewed by  
CDNT  
Clinicians

Webinars  
Podcasts  
Videos  
Resource Packs

Topics  
based on  
IFSP Goal  
Areas

To access these resources please email your name and email address to

[cdntonlineresources@opentrainingcollege.com](mailto:cdntonlineresources@opentrainingcollege.com)



## Nursing

In alignment with Strategic Goal 1, the Nursing Department continued to lead initiatives that promote autonomy, equity, and high standards of care for service users across St. Michael's House. A key milestone in 2024 was the establishment of a Steering and Working Group on Ageing. This group completed a comprehensive report on ageing supports providing a roadmap for future service development.

The Department also advanced efforts to empower service users in managing their own health conditions, including diabetes, gastrostomy, catheter care and newly emerging diagnoses requiring complex interventions such as nasogastric feeding.

Funding for the second year of the Clinical Education Facilitator role was secured through the Nursing and Midwifery Planning and Development Unit (NMPDU), supporting the delivery of 21 clinical education and training days. A total of 172 staff members, including nurses, social care workers (SCWs), and healthcare assistants (HCAs), participated in these sessions. Additionally, 18 nurses received support in developing competencies and assessments, while 26 service users received ongoing support to build their skills in managing their own health needs, reinforcing the service's rights-based, person-centred approach.

The Nursing Department remained a vital first point of contact for nursing advice and guidance, providing 24/7 out-of-hours support to ensure the safety and continuity of care for service users and staff. Infection Prevention and Control (IPC) remained a priority, with both a 2024 IPC report and a COVID-19 report completed, informing national policy and guiding ongoing education efforts through face-to-face and online sessions.

Significant progress was made in enhancing medication safety, with a review of the Safe Administration of Medication (SAM) programme presented to the Executive Management Team (EMT) in February 2024. A business case and risk assessment developed in collaboration with Open Training College was submitted in April 2024, alongside the training of 15 new Nurse Coaches to strengthen the programme's implementation.

Another landmark achievement was the establishment of a Metabolic Clinic in collaboration with Mental Health in

Intellectual Disability (MHID) services. This clinic is designed to provide best-practice screening and follow-up treatment, delivered through the newly qualified Advanced Nurse Practitioner (ANP) in MHID. The MHID Steering Group is currently finalising the Standard Operating Procedure (SOP), and the clinic is now operational, further demonstrating the department's commitment to proactive, integrated healthcare.

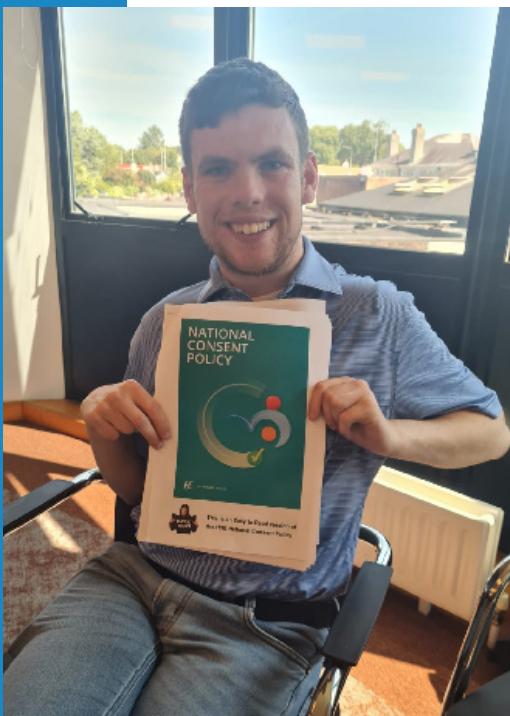


## Quality, Safety, and Service Improvement

In 2024, the Quality, Safety and Risk Department advanced its commitment to embedding a rights-based approach across all aspects of service delivery. This work was carried out through a range of initiatives aligned with legislative developments, service user participation, and quality improvement.

### Assisted Decision Making (ADM)

A significant priority was the implementation of the Assisted Decision-Making (ADM) framework. An internal ADM Committee was formally established, and a structured implementation plan is currently being scoped. In addition, a comprehensive review of individuals with Ward of Court status commenced, to facilitate transitions aligned with the provisions of the Assisted Decision-Making (Capacity) Act.



Improvements to the Person-Centred Planning (PCP) process were also prioritised. A recruitment campaign for a dedicated PCP Co-ordinator was initiated to strengthen support for service users. Simultaneously, the Assessment of Need (AON) process is under review to ensure alignment with evolving best practices and service user needs.

As part of the broader ADM strategy, the formation of a Rights Committee commenced and is under development. This Committee will be embedded within the finalised implementation plan, ensuring sustained oversight and advocacy around rights-based service delivery.

### New Directions

Implementation of the HSE's New Directions policy continued in 2024. SMH actively participated in the CHO9 working group and began a review of the EASI (Evaluating Access to Services and Inclusion) audit tool as part of its compliance and service enhancement processes.

Lastly, the department focused on identifying appropriate Quality of Life measurement tools to better reflect the needs and complexities of the people supported. Several tools are currently under review to determine the most effective and meaningful approaches to capturing service user outcomes.



## Access, Integration & Adult Clinical Services

In 2024, the Access, Integration & Adult Clinical Services Directorate continued to uphold the principles of a rights-based approach by enhancing accessibility and clarity in service planning and delivery.

### Access & Integration

A key focus for the Access & Integration team was on monitoring and managing waitlists for both adult day and adult residential services. A robust monthly review process was developed to ensure the accuracy and transparency of waitlist data, with updated figures consistently shared with the CEO, Executive Management Team, Board of Directors and HSE partners. This ongoing data governance will enhance decision-making and accountability across the organisation.

Significant progress was also made in implementing and evaluating the School Leaver Strategy, aimed at providing clear, structured, and person-centred pathways for young adults transitioning from education to adult services. This work included targeted capacity reviews across day services to better align resources with emerging demand. In parallel, data processes were streamlined to ensure

service users were matched with appropriate support options, and that the necessary funding structures were confirmed and in place. These efforts support a more responsive and equitable access model and reflect the organisation's commitment to empowering service users through informed, timely, and person-centred service delivery.



### Adult Clinical Services

In 2024, Adult Clinical Services advanced its commitment to upholding the rights, dignity and autonomy of service users through targeted clinical initiatives and service enhancements. In support of the Assisted Decision-Making (ADM) framework, the team undertook the systematic collation of information for all individuals under Ward of Court status within the service. This groundwork is essential in preparing for the national ADM Discharge Process due in 2025, ensuring service users are appropriately supported to exercise their rights and make informed decisions.

To promote accessible and inclusive communication, progress was made in streamlining referral processes with the establishment of a centralised Speech and Language Therapy (SLT) referral system, covering both Feeding, Eating, Drinking and Swallowing (FEDS) and broader communication needs. This development enhances efficiency, equity of access, and the timely delivery of support for service users with complex communication profiles.

In line with the principle of participation and autonomy, monthly wheelchair clinics were introduced by Occupational Therapy (OT) services. These clinics provide regular opportunities for service users to have their mobility needs reviewed, promoting comfort, independence, and informed choice in their daily lives.

Through these actions, Adult Clinical Services continues to embed a rights-based ethos into clinical practice, ensuring that services remain person-centred, responsive and aligned with national policy developments.

## Projects

Throughout 2024, key projects under the Access, Integration & Adult Clinical Services Directorate have made substantial progress in embedding a rights-based approach across services and supports.

### Strengthening Disabilities

The Strengthening Disabilities Project (2022–2024) continued its transformative impact by delivering Strengthening Rights training to service users, staff and families. This initiative has significantly enhanced understanding and application of rights in daily practice. As part of a commitment to inclusive communication, Total Communication approaches were successfully rolled out across services, including a pilot within our Autism Services, ensuring individuals are supported to express choice and preference in ways meaningful to them. In addition, the Volunteer Initiative was fully implemented, expanding opportunities for befriending, corporate partnerships and transition year student placements, enriching service user experiences and promoting community integration.

### WorkAbility

The WorkAbility Project, firmly aligned with the St. Michael's House Strategic Plan and national inclusion goals, continued to develop a model of supported employment tailored for individuals with additional needs. In 2024, the project achieved a number of successful paid employment placements, alongside job shadowing opportunities and structured work experience.

Complementary peer-to-peer learning initiatives and targeted employment skills workshops further strengthened service users' capacity to access and maintain meaningful employment.



These projects exemplify a commitment to advancing independence, inclusion, and self-determination for all service users through practical, person-centred actions grounded in rights-based principles.

## Activity Hub, Community Sports & Leisure Centre

In 2024, the Activity Hub, Community Sports and Leisure Centre advanced its commitment to a rights-based approach through inclusive, health-promoting and accessible initiatives.

A key focus was on promoting policies and initiatives that enhance participation and digital empowerment. The team led several digital inclusion initiatives, including the successful delivery of ALL Digital Roadshows, aimed at improving digital literacy and access for service users. In parallel, work progressed on producing a more accessible website and user guides, ensuring that individuals of all abilities can independently access information and engage with services.

The team also prioritised health and wellbeing, working collaboratively with a multi-disciplinary team to deliver targeted health initiatives. These included Bone Health and Falls Awareness campaigns, alongside the continued roll-out of the 'Active Healthy Me' programme and broader health promotion efforts.

These initiatives supported service users in building knowledge, maintaining independence, and improving overall wellbeing through structured, inclusive physical and educational activities.

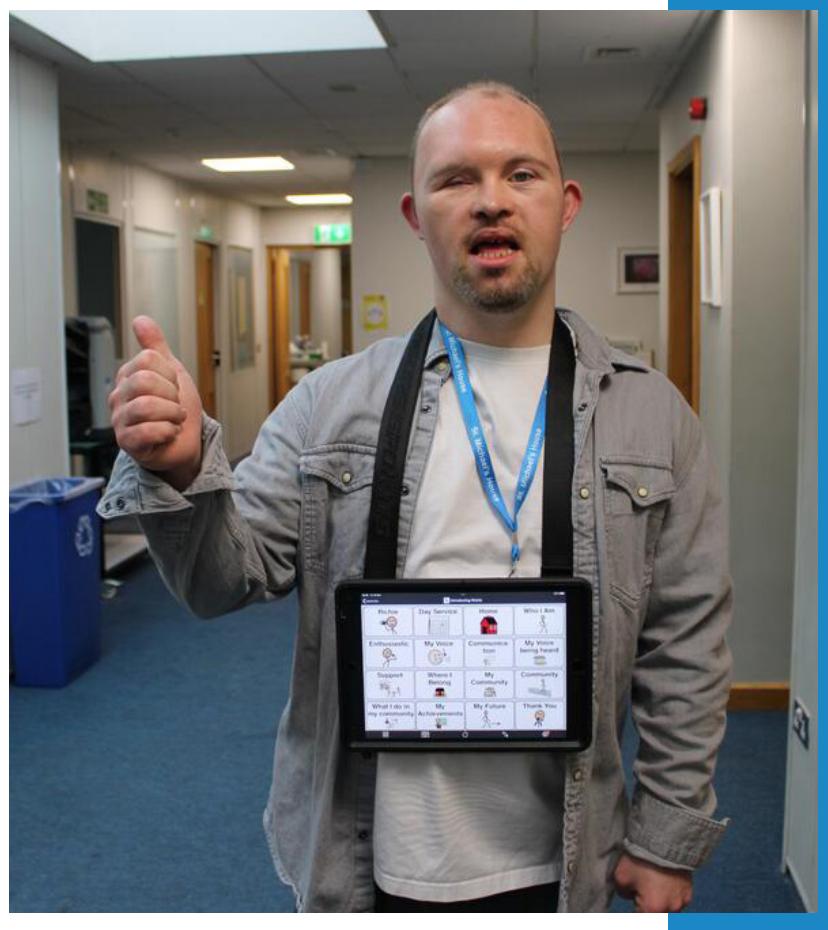


# Championing Rights

In 2024, St Michael's House was proudly represented at a national level by Richard, who delivered an outstanding presentation at an in-person seminar hosted by the Irish Social Policy Association (ISPA). The event focused on the vital topic of capacity and the implementation of the Assisted Decision-Making (Capacity) Act 2015 (as amended).

This landmark legislation supports individuals in making their own decisions and ensures that everyone, regardless of disability or support needs, can exercise their rights with dignity. It is central to meeting national obligations under the Constitution, the European Convention on Human Rights, and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

Richard spoke alongside co-presenters Nat O'Connor, Chair of the ISPA, and Áine Flynn, Director of Decision Support Services. His contribution offered a compelling and insightful perspective on how inclusive policy and practice can positively shape the lives of people supported by disability services.



St Michael's House is deeply proud of Richard's role in promoting our values and representing the SMH community with confidence. His participation embodies the principles of inclusion and advocacy that are at the core of St Michael's House vision and mission.

To find out more about St. Michael's House and the Assisted Decision-Making (Capacity) Act 2015 (as amended) visit [www.smh.ie](http://www.smh.ie)

# Kevin's Upcycling Enterprise

In 2024, St Michael's House was proud to continue supporting individuals like Kevin, whose creativity and entrepreneurial spirit shine through his business, KD Enterprise. Based in his day service at Northbrook in Santry, Kevin has developed a furniture upcycling workshop, transforming preloved items into beautifully restored pieces with character and care.

Kevin, who lives in Kilfenora, has a passion for bikes, cycling, drawing, and painting. When he found it difficult to secure a job that suited his skills and interests, he took the initiative to set up his own business doing what he loves, painting and refurbishing furniture.

"I love my job and have been doing it for several years," Kevin said. "I was finding it hard to get a job that suited me, so I started KD Enterprise."

Through his workshop in Northbrook, Kevin offers a professional refurbishing service. When he receives a job, he provides the customer with a quote and a timeframe for completion. Customers then deliver their furniture and a tin of paint in the colour of their choice. Once the work is complete, Kevin contacts the customer to arrange collection. His attention to detail, reliability, and passion have earned him a loyal customer base.

Over the years, Kevin has completed many jobs in the community, and his reputation continues to grow.

In 2024, he proudly showcased his upcycled furniture at the St Michael's House Green Team Christmas Market, where his work was warmly received by visitors.

Kevin's success is a testament to what is possible with the right support, determination, and vision.

The team at Northbrook continue to support Kevin in running his business, offering guidance while encouraging his independence and creativity.



# Building Inclusive Futures: WorkAbility

In 2024, St Michael's House continued its WorkAbility Programme, a long-term initiative co-funded by the Government of Ireland through the Department of Social Protection and the European Union. Running from 2028, this programme supports individuals over the age of 16 to prepare, train and gain meaningful employment in their communities.

The SMH WorkAbility Programme focuses on more than just training, it promotes inclusion and opportunity. Participants receive tailored guidance and hands-on experience to build confidence, develop practical skills, and navigate the world of work. In parallel, the programme provides disability awareness training to employers and their staff, helping businesses to create inclusive environments that welcome and support all abilities.

## IRFU Partnership

A standout moment in 2024 was a collaboration with the Irish Rugby Football Union (IRFU). The WorkAbility team partnered with the IRFU to facilitate a valuable employment-readiness experience for adults supported by St Michael's House. After taking part in a WorkSkills Workshop, participants Ronnie, Clara, and Josh attended mock interviews with the IRFU Human Resources team. These mock interviews allowed participants to practice essential interview techniques in a professional setting, receiving personalised feedback on what they did well and where they could improve.

It was an empowering experience that helped build self-assurance and reinforced their readiness for real-world job opportunities.

St Michael's House and the WorkAbility team would like to extend sincere thanks to the IRFU HR team for facilitating this initiative and for their commitment to inclusive employment.

As the WorkAbility Programme continues to grow, it remains anchored in collaboration with corporates and community partners who share our belief that employment is a right and that every person deserves the opportunity to thrive.



Arna chomhchúistí ag  
an Aontas Eorpach  
Co-funded by the  
European Union



*This project is co-funded by the Government of Ireland, through the Department of Social Protection, and the European Union.*

Scan the QR code to view the St Michael's House WorkAbility Video featuring adults in employment, employers and the SMHWorkAbility Project Team





MY LIFE!

MY RIGHTS!

MY CHOICES!



# CREATE Project | Advancing Digital Health

In 2024, Phase 2 of the CREATE Project was successfully funded through the HSE CREATE National Clinical Programme for People with Disability, Clinical Design and Innovation, with formal recommencement in September 2024. Led by Feabhra Mullally, and supported in a voluntary capacity by former Phase 1 lead Anne Spencer, the CREATE initiative continues to evolve as a transformative force in inclusive healthcare for people with disabilities within St. Michael's House.

Building on the foundational work of Phase 1, the focus of Phase 2 was the wider implementation of the Health Passport across all SMH services, with particular attention to addressing digital literacy barriers. This phase emphasized expanding the roll-out of the digital Health Passport App, ensuring accessibility and usability for all users.

A core value of CREATE is co-design. Service users have been integral as paid Consultant Advisors, contributing meaningfully through the Community of Practice, Easy Read Advisory, and Service User & Family Feedback meetings. Their input has directly shaped the Health Passport's success in supporting individuals to express their health needs and preferences, and to build capacity for informed decision-making, fully aligned with the Assisted Decision-Making (ADM) Act 2015.

Throughout 2024, the CREATE team collaborated with service users, families, and staff to develop a sustainable digital skills programme, aimed at increasing digital confidence and safety. Drawing from local partnerships with Ballymun ETB and An Cosán Education and Leadership Centre in Tallaght, the team designed an accessible, Easy Read digital skills training package, scheduled for roll-out in Spring 2025.

A pioneering initiative within this phase has been the recruitment of service users as Digital Skills Coaches, in collaboration with the Workability Team. These peer coaches, to be compensated for their contributions in 2025, will play a vital role in supporting digital inclusion across the organisation.

The CREATE team also engaged in an extensive outreach campaign, promoting the Health Passport both organisation wide and locally, with centre visits ensuring Service Users understood and could utilise this empowering tool.

A major development in Q4 of 2024 saw collaboration with the HSE National Disability Services Quality Improvement Office, which redesigned the Health Passport App. SMH service users were invited to participate in trialling the new version of the app, contributing valuable feedback through focus groups. These groups represented a broad range of services, including Community Support, Goatstown Training Centre, Belcamp, ASD Swords, Templeogue, Grattan Lodge, Saoirse Hub, and family representatives.



Phase 2 of the SMH CREATE (Cooperative Real Engagement for Assistive Technology Enhancement) Project continues to drive innovation through inclusive engagement, digital empowerment, and a steadfast commitment to ensuring every person who uses SMH services has the tools and support they need to actively participate in decisions about their health.

Scan the QR code to find out more about  
St Michael's House and the CREATE Project







# GOAL 2

Participation of service users and  
families/supporters



# Goal 2: Participation of Service Users & Families/Supporters

Central to the SMH Strategic Plan 2022–2026 is the recognition that meaningful participation of service users and their families and/or supporters is essential to effective service delivery. Our research, conducted as part of the Strategic Plan, highlighted a clear and consistent message, service users and families want to be actively involved in planning and decision-making processes that affect their lives.

In response, SMH is committed to developing and embedding participative models of service provision that place the voices of service users and families at the centre. This approach is both logical and pragmatic, ensuring that services are responsive, relevant and sustainable in meeting current and future needs, as outlined in the Disability Capacity Review (2021). By fostering genuine participation, we not only enhance the quality of our services but also empower service users and families to shape the supports they receive.

## Adult Services

In Adult Services, SMH is committed to placing service users at the centre of all aspects of service delivery. Our approach is inherently collaborative, recognising and respecting each individual's rights, choices, and lived experiences. Equally, we acknowledge the vital role that families and supporters play, viewing them as essential partners and contributors in shaping services that are responsive, meaningful and sustainable. By fostering this partnership, we ensure that Adult Services not only meets the immediate needs of service users but also empowers them and their support networks to actively participate in decision-making and service planning.

### Service User Forums

In 2024, Adult Services continued to prioritise the active participation of service users and their families across Service Areas 1 and 2. Progress was made against key performance indicators

to establish and strengthen Service User Forums within day and residential services. Approximately 65% of day and residential centres engaged service users in discussions regarding their will and preferences related to Service User forums. Each residential service maintains regular meetings, weekly or monthly, with agendas often set and chaired by residents themselves. Service user forums varied by centre, with some preferring informal "chat time" or one-to-one sessions with keyworkers or managers, while others engaged in group meetings. Well-being meetings were established to ensure individual service users could identify attendees according to their preferences.



In Service Area 2, Hub services facilitated several peer-only forums, while larger day services in Goatstown, Templeogue and Moyle Road hosted family and service user forums throughout the year. Families actively participated in All About Me and Wellbeing meetings in Northbrook, Santry and Omni, complemented by bi-annual coffee mornings and festive family days.



## **Families**

Families and supporters in Abhainn Services contributed meaningfully to service reviews and model development, with two family events hosted by the Abhainn Steering Group where strengths and areas for improvement were openly discussed.

While Local Centres in our northside services faced challenges in family forum engagement, Service Area 2 Local Centres rolled out “sharing meetings” for service users, although with limited success as many centres already operated established feedback mechanisms.

## **Strengthening Rights**

The Strengthening Rights Group was successfully established in 2024 within Templeogue day services and promoting greater rights awareness among service users. Family engagement was further enhanced through the development of nine detailed case studies across Service Area 1 and Service Area 2.

Additionally, all annual reports for residential services from 2023 were completed by March 2024, with 70% of the 2024 reports now finalised, each incorporating the valuable voice of families, in line with our commitment to inclusive decision-making.

## Children and Young Person Services

In 2024, the Children and Young Persons directorate continued to prioritise meaningful engagement with families and began laying the groundwork for greater involvement of young people in decision-making in alignment with Strategic Goal 2.

### Family Forums

The directorate continued to strengthen the Family Forum process, which serves as a vital platform for meaningful engagement, while also exploring new and innovative ways to increase family involvement across all levels of service planning.

Throughout 2024, a total of 12 Family Forums were held across the Networks, creating ongoing opportunities for dialogue, feedback, and collaborative planning. SMH-elected family representatives played an active role in shaping and delivering these forums, ensuring they were responsive to family needs.

As part of our service evaluation efforts, 139 parents provided feedback, with 97% indicating that they found the forums useful and 70% describing them as very useful. Additionally, the service initiated the process of developing an engagement framework to support the participation of young people in service planning and decision-making. A scoping exercise began in late 2024, including initial meetings with Foróige and the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), which will continue into early 2025.

### Dedicated CDNT Websites

A significant development in 2024 was the establishment of dedicated websites for each of the Children's Disability Network Teams (CDNTs), improving accessibility, communication, and transparency for families seeking information and support.

These developments reflect the organisation's continued commitment to building inclusive structures that empower both families and young people to contribute meaningfully to the evolution of services.



## Quality, Safety & Risk Department

In 2024, the Quality, Safety & Risk Department continued to strengthen participation and engagement structures for both service users and families, in line with Strategic Goal 2.

### Service Users

Service users were actively involved through forums, advisory groups, and events, including the ongoing Service User Forum, the annual Sharing Day, and the establishment of Activity Hub Service User Advisory Groups. Initiatives such as Digi ID, "All About Me" profiles, and Green Teams further promoted inclusion, self-expression, and digital participation. Learning opportunities around safeguarding and Assisted Decision-Making (ADM) were also delivered with the successful launch of co-produced safeguarding videos.

### Families

Families and carers were engaged through Family Forums, targeted education events including ADM information sessions and direct CEO engagement, ensuring open communication and responsiveness. Service user participation was further embedded through collaborative research activities such as the PPI Ignite initiative, the CREATE Project (Community of Practice), and development of the Health Passport, all contributing to a more inclusive, rights-based culture across the organisation.



# Access, Integration & Adult Clinical Services

## Access & Integration

In 2024, Access & Integration prioritised improving engagement and transparency for service users and their families in relation to access and service planning.

A key development was the streamlining of the referral process for day and residential services, achieved through strengthened collaboration with the HSE Disability Management Team. This integration facilitates a unified and coordinated response to referrals, ensuring clearer communication with referrers and more consistent information provided to families and service users.

This initiative enhances transparency and supports timely access to appropriate services, reflecting a rights-based and participatory approach to service delivery.

This work underscores the directorate's commitment to ensuring that service users and their families are active partners in the planning and navigation of support pathways.



## Adult Clinical Services

Throughout 2024, Adult Clinical Services actively engaged service users and families in health promotion and service delivery initiatives designed to enhance participation and well-being.

Key achievements included

- delivery of the annual multidisciplinary team (MDT) Health Promotion Roadshows, focusing on Falls Prevention and general health awareness.
- the successful completion of the Changing Gears initiative further supported service users in their health journeys.
- A pilot of the Malnutrition Universal Screening Tool was implemented at SMH Belcamp service to enhance early identification and intervention.
- community engagement was supported through PAIRS Monthly Movie Nights, fostering social inclusion and connection.
- collaboration across disciplines resulted in the development of a joint pathway for Postural Management, improving coordinated care.
- Safeguarding remained a priority with comprehensive training programmes, including a launch event and awards night, underscoring commitment to the safety and rights of service users.

These initiatives collectively reflect Adult Clinical Services' dedication to fostering active participation and collaborative care with service users and their families.

## Projects

In 2024, significant progress was made on key projects designed to enhance participation and engagement of service users, families, and caregivers.

The [Strengthening Disabilities Project](#) successfully developed and rolled out comprehensive Rights Training tailored specifically for families and caregivers. This initiative has empowered participants with a clearer understanding of service user rights, fostering stronger advocacy and informed participation.

[WorkAbility](#) continued to advance peer-to-peer learning initiatives, providing valuable employment skills training and support networks. These efforts have enhanced meaningful engagement and skill development among service users, supporting their inclusion and active participation in the workforce and wider community.

Together, these projects demonstrate a sustained commitment to fostering collaborative partnerships with families and service users, promoting rights-based participation and empowerment.

## Activity Hub, Community Sports & Leisure Centre

In 2024, the Activity Hub, Community Sports & Leisure Centre team continued to foster meaningful participation and leadership among service users.

The weekly Service User Advisory Group remains a cornerstone of engagement, providing consistent opportunities for service users to influence program development and decision-making. Additionally, paid work opportunities, including supporting roadshows and presenting, have further empowered service users to take active, visible roles within the SMH community.

The team has also partnered with external agencies to support service users in promoting inclusive environments. A notable achievement this year is the collaborative development of an accessibility auditing tool designed to assess community-based swimming pools nationwide. This initiative not only advances inclusivity but also positions service users as key advocates for accessible community participation.



## Open Training College

In 2024, the Staff Training & Development Department, in collaboration with the Open Training College, continued to advance rights training to support the participation of staff, service users, and families.

As part of this strategic goal, training was offered to 100% of staff recorded on the database at the time of rollout and the feedback was overwhelmingly positive. There were numerous examples of meaningful changes in work practice as a direct result of the training.

Training was also extended to all service users across the organisation. The programme was successfully implemented in all services, and training materials continue to be made available in Easy to Read formats, supporting accessibility and rights-based learning.

In addition, training opportunities were made available to all families and supporters listed in the SMH databases. An end-of-project report has been completed to support future planning. Continued efforts will focus on improving reach and engagement, particularly among family members, in future training initiatives.



**10,586**

Training Modules &  
Programmes Delivered in 2024



**119**

Parents/Carers supported  
in transitioning to new  
schools training

**302**

TIPS Specific Training  
Modules Delivered

**24**

Student Placements  
Trained



**239**

School Staff supported  
through online training

# SMH Green Team Host Christmas Market



In December 2024, the St Michael's House Green Team hosted its first-ever Christmas Market, bringing together creativity, community spirit and a shared commitment to sustainability. The event took place at the SMH Leisure Centre and welcomed over 100 visitors for a morning of festive cheer, handmade gifts and eco-conscious crafts and gifts.

Nine SMH services took part, showcasing a wide range of hand-crafted, sustainable Christmas items. From home-baked treats and upcycled furniture to floral arrangements and original artwork, the market offered something special for everyone, just in time for the holiday season.

The atmosphere was full of Christmas cheer as service users and staff proudly presented their creations to attendees, many of whom left with unique gifts for themselves or for family members.

The Christmas Market was more than a festive gathering, it was a celebration of the values that drive the SMH Green Team.

Established in 2023, the Green Team works in collaboration with service users and staff across St Michael's House to:

- Highlight the importance of reducing energy use and waste
- Promote sustainable and eco-friendly environments across the SMH community

This event served as a meaningful platform to raise awareness of environmental action while celebrating the creativity and contribution of individuals supported by St Michael's House.

Congratulations to all involved in making the inaugural SMH Green Team Christmas Market such a success. It was a reminder of what can be achieved when sustainability and community come together.

ST MICHAEL'S HOUSE

# AQUATHON

2024





# St Michael's House Aquathon 2024

On Tuesday, 20th August 2024, the St Michael's House Leisure Centre came alive with energy, excitement, and determination as it hosted the first SMH Aquathon 2024.

This inspiring event welcomed 48 adults who attend our services, each ready to take on the dual challenge of swimming and running, a true testament to their commitment and resilience. For over two months leading up to the Aquathon, participants engaged in a tailored training programme developed by our Leisure Centre team.

With personalised support and encouragement, each individual tracked their progress, built their fitness, and prepared to meet, and exceed, their goals.

## What is the SMH Aquathon?

It is a two-part fitness challenge. Participants begin by swimming lengths in our fully accessible swimming pool, followed by a walk or run around the outdoor track.

The event showcases not only physical achievement but also the power of community, inclusion, and personal growth.

This year's Aquathon was proudly supported by Swim Ireland, the Dublin City Council Sports & Leisure Team, and our corporate champions, KPMG Ireland. Their presence and encouragement elevated the atmosphere, helping to make the day unforgettable.

Every participant not only completed their challenge, but many also achieved personal bests, a truly remarkable accomplishment. To mark their success, medals were presented by the Leisure Centre and Swim Ireland teams in a celebratory ceremony. Afterwards, champions, supporters, and volunteers came together to enjoy a well-earned BBQ in the sunshine.

Special thanks go to our Leisure Centre and Activity Hub teams, Swim Ireland for their

support teams, the Dublin City Council Sports & Leisure Team and Swim Ireland for their continued partnership, and our corporate champions KPMG Ireland for their spirited support and enthusiastic cheering throughout the event.

The SMH Aquathon 2024 was more than just a sporting event, it was a celebration of inclusion, empowerment, and community spirit. Congratulations to all our participants for their determination in achieving something truly special.





Scan the QR Code to view our Aquathon gallery







# GOAL 3

Valuing & investing in staff



# Goal 3: Valuing and Investing in Staff

At the heart of St. Michael's House is our dedicated workforce, the people whose skills, values, and commitment make our mission possible every day. Goal 3 of the SMH Strategic Plan 2022–2026 focuses on building upon this strength by continuing to develop a values-driven, educated, skilled, and resilient workforce.

To achieve this, we are committed to strategies that recognise and value the contribution of every employee, while providing the supports and opportunities they need to grow and thrive. By investing in our people, we not only enhance the quality of services for those we support, but also strengthen St. Michael's House as an Employer of Choice and a place where staff are empowered, respected, and proud to work.



**Sunday Independent** 

**IRELAND'S  
BEST  
EMPLOYERS**

**2024** 

**100 Great Places to Work 2024**  
St. Michael's House was proud to be recognised as one of the Irish Independent/Statista 100 Great Places to Work 2024. This national recognition reflects our sustained efforts to foster a supportive, inclusive, and progressive workplace environment where staff are valued and empowered.

2024's achievements underscore the SMH HR Department's continued commitment to building a high-performing, values-driven organisation, recognised nationally for its positive workplace culture and investment in people.

## Human Resources

In 2024, the Human Resources (HR) Department continued its commitment to strengthening staff engagement, enhancing performance systems, and delivering strategic HR initiatives aligned with the organisation's long-term goals.

Guided by the five-year HR plan, the department focused on developing collective leadership, supporting workforce development, and ensuring operational excellence.

**HRIS Project:** A key milestone in 2024 was the continued rollout of the HR Information System (HRIS) which was led out under the Director of Access, Integration & Adult Clinical Services. All residential services are now successfully using the rostering system. Ongoing training and learning are being addressed to ensure a smooth transition before full implementation in 2025.

**Audit and Compliance in Recruitment & Selection:** Since September 2024, the organisation has leveraged SharePoint for the recruitment & onboarding process. This development is central to the wider Audit & Compliance Project, aiming to standardise hiring practices, ensure policy compliance, and improve data integrity.

Key achievements include enhanced audit trails, real-time recruitment dashboards, and improved governance through transparent documentation.

**Hybrid Working Policy:** While the development of the SMH Hybrid Working Policy was a strategic objective, rollout in 2024 was postponed due to policy alignment complexities, union engagement, and procedural challenges. Alignment with the National HSE Hybrid Working Policy and accompanying risk assessments required extended review. This policy will be revisited in 2025 with renewed focus.

**Performance Achievement Framework Review:** A full review of the Performance Achievement Framework was conducted to ensure alignment with the organisation's competency-based model. A digital system was evaluated to centralise performance records, support measurable competencies, and improve engagement from both managers and staff. The revised framework is prepared for implementation in 2025.

**Development of Performance Metrics Dashboard:** Engagement began in September 2024 with Softworks to develop a dashboard of automated performance metrics. This initiative will enhance HR's data management and compliance capabilities.

Features in development include:

- Automated alerts and reporting for probation and permit tracking
- Garda Vetting tracking functionality
- Centralised dashboards for real-time HR compliance monitoring

## Adult Services

In 2024, Adult Services made significant strides in valuing and investing in staff through a range of engaging and positively focused initiatives.

### Staff Engagement

Three Person in Charge (PIC) forums were successfully hosted across both Service Areas, with Terms of Reference developed to ensure continuity and frontline leadership in agenda setting by PICs and Day Service Managers.

Abhainn Services conducted two dedicated training days featuring key speakers, including service users and family members, sharing their lived experiences of St. Michael's House support from school to adult services.

Local Centres also delivered targeted training days, focusing on Cosán programme implementation and mandatory training requirements.

### Staff Development

Talent development remained a strategic priority, with six staff members trained and coached in competency-based recruitment processes during 2024. Seventeen Direct Support Workers across Service Areas 1 and 2 are actively pursuing Social Care Worker qualifications, reinforcing the pathway for professional development. Additionally, 31 Social Care Workers have taken up deputising roles for Day Service Manager or PIC positions within residential centres, gaining vital leadership experience.

A further 33 staff are in the process of commencing or completing management qualifications, reflecting ongoing investment in future leaders.

Notably, one Social Care Leader has developed specific expertise by supporting service transfers from Castle to Caisleán Day Services, while two others gained management experience overseeing three residential centres, positioning them for progression into Service Manager roles.

These efforts collectively demonstrate a robust commitment to lifelong learning, career progression, and fostering leadership capacity within Adult Services.

## Children and Young Person Services

In support of Strategic Goal 3 the Children and Young Persons (CYP) Directorate maintained a comprehensive focus on recruitment, retention and professional development throughout 2024.

### Recruitment

National and international recruitment efforts led to the onboarding of 66 new staff members. As part of our recruitment and induction strategy, Family-Centred Practice training was developed specifically for all new staff, with plans to roll this out to existing staff in 2025. The year also saw an increase in student placements, rising from 13 to 15, supporting the pipeline of future professionals.

### Training

Training opportunities provided in 2024 spanned a wide range of areas, including Early Bird and Cygnet programmes, seating assessments and solutions, occupational performance coaching, supervision training, and compassionate leadership.

Members of the CYP Management Team also undertook dedicated compassionate leadership training to strengthen their capacity to lead with empathy and resilience.

The Clinical Advisory Group, comprising Heads of Discipline and Network Managers, met monthly to ensure robust clinical governance, integration of services, and the provision of a supportive environment for all clinicians. Reflective practice remained a key support mechanism, with 48 sessions delivered across the service to enhance learning, wellbeing, and collaboration.

Additionally, September 2024 marked the opening of Grattan House, which provides essential support to the Kilbarrack CDNT team and reflects our ongoing investment in team infrastructure. Team-building activities were held throughout the year to further strengthen staff connection, morale, and service cohesion. These combined efforts reflect our deep and sustained

commitment to creating a well-supported, skilled, and resilient workforce across CYP services.



### Collaboration

Collaboration with academic institutions was strengthened through ongoing engagement with UCD, TCD, and Marino College to support workforce planning for teaching staff in St. Michael's House special national schools. This included school principals contributing to lectures on teacher training courses and students completing placements across our school network.

The service also engaged with the HSE nationally on the development of a media campaign to promote the evolving role of Therapy Assistants, building on the progress made within St. Michael's House Children's Disability Network Teams (CDNTs).



## Nursing

In alignment with St Michael's House commitment to valuing and investing in staff, the Nursing Department made significant progress across multiple strategic areas.

They continued to strengthen their partnership with Dublin City University (DCU) by developing and expanding clinical placement opportunities for student RNIDs across all four years of their training. This included the creation of new specialised placement sites, identification of quality learning environments, selection and training of preceptors, and preparation for Nursing and Midwifery Board of Ireland (NMBI) audits, ensuring alignment with evolving circulars and learning outcomes.

This year, the Nursing Department successfully supported eight student nurses through their first-year internship placements. They also encouraged and facilitated professional development, with nine nurses applying for Postgraduate and MSc programmes, supported through collaboration with the Nursing and Midwifery Planning and Development (NMPD), Centres of Nursing and Midwifery Education (CNMEs), and the Open Training College (OTC).

St Michael's House's efforts to innovate in nurse recruitment continued through participation in SMH recruitment days, partnerships with Higher Education Institutions to promote careers in intellectual disability nursing, and recognition of St Michael's House staff during International Nurses Day.

Additionally, the department played an integral role in the nursing recruitment process, conducting up to four interview sessions monthly and actively engaging with Higher Education Institutions open days to attract high-calibre candidates.

# Staff Education, Training & Development & Open Training College

In 2024, the Staff Training and Development Department, in partnership with the Open Training College, made significant progress in delivering a strategic and future-focused approach to staff development, aligned with the goal of Valuing and Investing in Staff.

## Staff Training

A major achievement was the continued rollout of the role-based Minimum Required Training (MRT) framework. MRT information was circulated to 100% of staff and made available on the SMH intranet and the Your OTC platform.

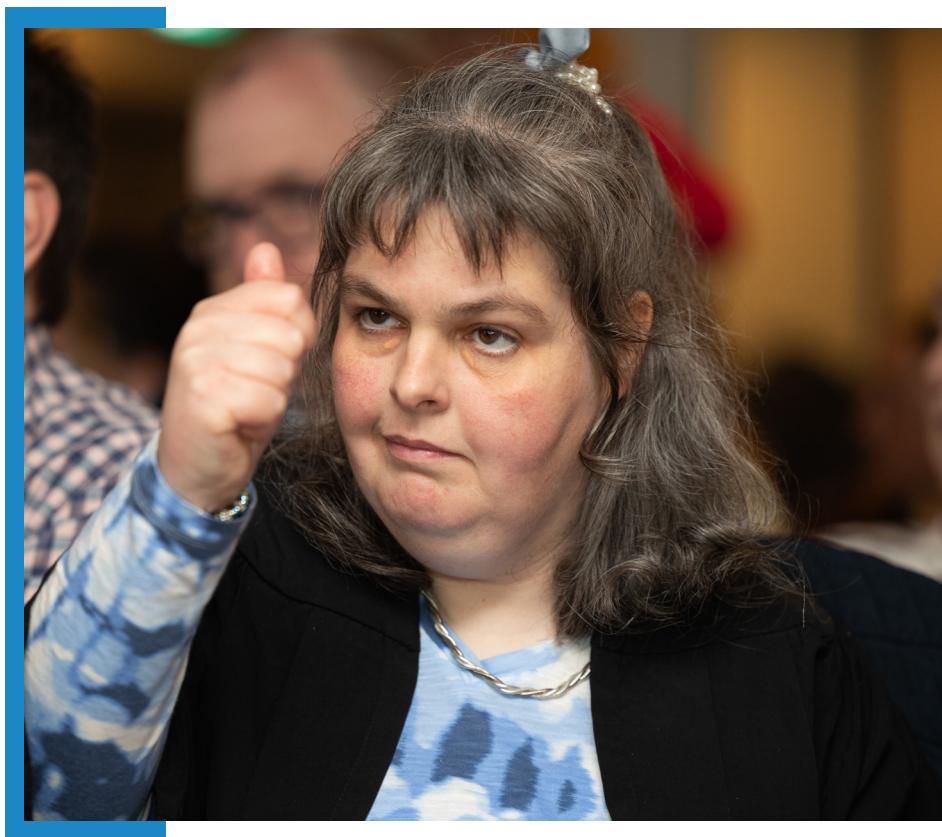
MRT compliance across all roles increased to 76%, exceeding the 70% target set at the end of 2023 and reflecting strong staff engagement with mandatory training.

A comprehensive review of SETDD capacity and structure was also conducted, with 95% of the planned activity completed. This resulted in the approval of two new roles, Training Officer and TIPS Co-ordinator, strengthening the department's ability to meet future training needs and support strategic growth. To strengthen internal alignment, the SMH Education and Training Forum including representation from SETDD was successfully launched and held quarterly meetings throughout the year, fulfilling its objective for 2024.

## HRIS Training

While full integration of the HR Information System (HRIS) to track individual MRT compliance remains in progress, preparatory development work has been completed. In 2024, priority was given to operationalising HRIS at the frontline level.

The training record functionality will be a key focus for 2025. Manual systems have been maintained to ensure continuity during this transition.



Progress was also made on developing a database of SMH-supported undergraduate and postgraduate education and training programmes for key direct-support roles. At the close of 2024, 50% of this work had been completed, in line with the phased plan to reach 100% by 2026.

Finally, the organisation continued to support staff in advancing their professional education, with a 10% increase in funding applications and approvals achieved for both 2023 and 2024.

This reflects growing staff interest in formal development pathways and the organisation's commitment to enabling ongoing learning and career progression.

## Quality, Safety & Risk

In alignment with Goal 3, the Quality, Safety & Risk Department has prioritised a culture of collective, compassionate, and inclusive leadership throughout 2024.

### Team Sharing

Weekly informal team sharing sessions have fostered open communication, trust, and transparency, receiving positive feedback from team members. Ongoing structured one-to-one supervision and regular informal touchpoints have supported two-way communication and promoted a responsive, inclusive work environment.

### Professional Development

A strong emphasis was placed on professional development, with training needs analysis embedded into the annual performance appraisal process to ensure skillsets remain congruent with each role. Leadership and management structures have been further strengthened through the development of shared team objectives and plans to recruit a dedicated Person-Centred Planning (PCP) Co-ordinator.

The department remains values-driven, ensuring that all internal and external engagements reflect the organisation's core mission and ethos.



## Access, Integration & Adult Clinical Services

### Access & Integration

Throughout 2024, Access & Integration has prioritised accurate data management and staff support by implementing a robust monthly data occupancy review process in collaboration with day service managers.

A standard operating procedure was developed for the consistent updating of the Day Service Attendee Database and the submission of Quantum of Service returns to the HSE. This process ensures data integrity while simultaneously supporting frontline staff in effectively managing and developing service delivery. Ongoing data reviews are enhancing operational clarity and fostering informed decision-making to optimise service provision.

### Adult Clinical Services

The Adult Clinical Services team has continued to prioritise comprehensive staff development through the delivery of targeted training programs, including Trauma-Informed Care, Positive Behaviour Support (PBS), and Safeguarding.

Staff have also engaged in ongoing professional development in Speech and Language Therapy (SLT), particularly in FEDS and Augmentative and Alternative Communication (AAC). Efforts to keep the team informed include updates on key policies, such as the Nutrition & Hydration Policy.

In investing in future professionals, Adult Clinical Services have successfully facilitated placements and supervision for trainee Clinical Psychologists from UCD and TCD doctoral programmes, ensuring high-quality experiential learning opportunities.

The team also values and recognises staff contributions by celebrating Health and Social Care Professional (HSCP) Day alongside international and national recognition events, fostering a culture of appreciation and support.





## Projects

The Strengthening Disabilities Project has made significant progress in enhancing staff capacity through targeted training initiatives focused on Rights, Total Communication Supports. These training efforts are designed to empower staff with the knowledge and skills necessary to deliver high-quality, rights-based services to the people we support.

The Strengthening Disabilities Project continued to prioritise expanding the reach of the Transition Year Programme and building on its success to attract and nurture new talent into the sector, thereby ensuring a sustainable and skilled workforce for years to come.

In parallel, the HRIS system project remains ongoing, with sustained collaboration across key departments including Finance, Payroll, Human Resources, Training, and frontline teams. This cross-functional partnership aims to develop and implement an effective and integrated HRIS platform that will streamline processes, support staff management, and improve overall organisational efficiency.

## Activity Hub, Community Supports & Leisure Centre

The Activity Hub, Community Sports, and Leisure Centre team has made significant strides in sharing best practices to engage service users in physical activity and sport.

In 2024, Age & Opportunity successfully delivered CarePals training aimed at supporting exercise among older adults and enhancing staff skills in this area. Frontline staff have also led workshops designed to empower individuals within their services to participate actively in physical activities.

Additionally, efforts are underway to develop inclusive and accessible coaching qualifications tailored specifically for people with intellectual disabilities, ensuring that staff are equipped to provide high-quality, supportive, and person-centred coaching experiences.

# Investing in our Next Generation of Nurses

At St. Michael's House, we remain committed to Strategic Goal 3: Valuing and Investing in Staff, with a strong focus on developing and supporting the next generation of nurses.

Throughout 2024, the organisation continued to strengthen our partnership with Dublin City University (DCU) and enhance our Clinical Learning Environments to ensure student nurses receive the highest quality of education and mentorship.

This year, nine new first-year students began their training within our services, while planning and preparation for our final-year student internship programme was carried out in close collaboration with our Human Resources Department, Clinical Placement Co-Ordinator, Student Allocation Liaison Officer, Director of Nursing, and Nursing Practice Development Department.

Eight centres were carefully selected to host internship students commencing in January 2025, with targeted training delivered to Persons in Charge (PICs) and Preceptors to ensure a supportive placement experience.

We also invested significantly in our staff through Preceptorship training, with over 45 staff nurses upskilled in 2024 to mentor and guide students on placement. Alongside this, our education team facilitated more than 11 tailored sessions for students, including orientation programmes, clinical skills workshops, and reflection sessions designed to enhance professional growth and confidence in practice.

By the end of 2024, St Michael's House had a total of 38 internal centres and six external sites audited and approved as Clinical Learning Environments. These diverse locations provide students across all nursing disciplines, including BSc Nursing and Intellectual Disabilities, BSc in Psychiatric Nursing, BSc in General Nursing, BSc in Nursing (Children's and General Integrated), and Higher Diploma in Children's Nursing (PRCN), with a wide range of learning opportunities. Since establishing our partnership with DCU in 2021, we are proud to now support four full student cohorts, with 33 BNID students affiliated with St. Michael's House as their partner site.

In 2024 alone, we facilitated over 110 student placement opportunities across our network, a milestone that highlights our ongoing investment in education, professional development, and the future workforce. We were delighted to receive positive feedback from DCU, students, and our own centres, with many compliments acknowledging the high-quality experiences and strong culture of support that define placements with St. Michael's House.

Through these initiatives, St Michael's House continues to prioritise investment in both staff and students, recognising the vital role of education, mentorship, and learning environments in shaping confident, skilled, and compassionate nurses for the future.







MY LIFE!

MY RIGHTS!

MY CHOICES!



# St Michael's House Foundation | Fundraising



In 2024, St. Michael's House reached a significant milestone with the formal transition of all fundraising activity to the newly established St. Michael's House Foundation. This dedicated entity, now operating as a separate legal company, was created to give fundraising the focused leadership, structure, and independence needed to grow sustainably and align with best practice in the not-for-profit sector.

While fundraising previously operated within St. Michael's House, this new structure enables a sharper emphasis on innovation, governance, and donor stewardship, aligning with best practices in the charity and not-for-profit sectors. It also allows St. Michael's House to concentrate fully on delivering frontline services, safe in the knowledge that the Foundation is exclusively dedicated to generating vital funds to support our mission.

The Foundation will now lead all fundraising efforts under its own branding and website, [www.smhfoundation.ie](http://www.smhfoundation.ie), while remaining deeply aligned with the values and vision of St. Michael's House, whose core service updates can continue to be found at [www.smh.ie](http://www.smh.ie).

We are excited about the future of this partnership and the new opportunities it will bring to enhance the lives of the people we support.

Our sincere thanks go to all donors, corporate partners, and supporters for their ongoing generosity and commitment.



# Corporate Champion Volunteer | AbbVie



At St Michael's House, our Corporate Champion Volunteer Programme builds meaningful collaborations with organisations that share our vision, supporting individuals with disabilities to live self-directed, fulfilling lives. In partnership with Volunteer Ireland, we were honoured to welcome AbbVie, a global biopharmaceutical leader, to join our mission through their 'Week of Possibilities' initiative.

As part of this collaboration, Cill Bharróg Day Service in Kilbarrack, Dublin 5, was selected for a full transformation project. Following comprehensive consultations with AbbVie, Volunteer Ireland, service users and staff, an ambitious plan was developed to reimagine and revitalise the space.

During one week in June 2024, nearly 200 AbbVie corporate volunteers arrived at Cill Bharróg, bringing their energy and commitment to bring this plan to life. Over the course of the week, AbbVie volunteers transformed the centre, enhancing both its functionality and atmosphere for the adults who attend the day service.

The transformation went far beyond paint and materials, it was about creating a space that reflects dignity and possibility for everyone who uses it. We were inspired by AbbVie's positivity, their teamwork, and their deep respect for the needs and aspirations of adults who attend the service.

On behalf of the management team, staff, service users, and families at St. Michael's House, we extend our thanks to AbbVie and Volunteer Ireland for their incredible support and for choosing Cill Bharróg as part of their Week of Possibilities. This project has made a tangible and lasting impact on #TeamSMH.

To learn more about corporate volunteering with St Michael's House, please contact Rhoda Judge at [rhoda.judge@smh.ie](mailto:rhoda.judge@smh.ie).



GARDEN MAKEOVER  
**LAR FOLEY**

THANK YOU  
GANNON FAMILY!



# Horizons | Supporting Pathways & Skill Building to Independent Living

St. Michael's House Horizons continues to provide a structured and supportive pathway for adults to develop the skills and confidence necessary for independent living. Designed primarily for service users living at home with limited access to respite or independent experiences, Horizons offers participants the opportunity to take positive risks, build autonomy, and explore what life could be like if they chose to live independently inside or outside the family home, with friends and peers or by themselves.

In 2024, Horizons supported 38 participants across six hubs, including Artane, Green Street, Northwood, Work Options, Omni, and Coolock. Participants regularly used the training apartments to practice daily living skills and work towards personal goals, and over the course of the year, there were 77 overnight stays, including both solo stays and shared experiences with peers, providing practical exposure to independent living.

A central element of Horizons' work in 2024 was the collaboration with the SMH Psychology Department, which developed bespoke, participant-centred training to address emotional wellbeing, assertiveness and resilience. A key component of this training was the innovative Stress Bucket model, which helps participants understand stress, identify triggers, and learn coping strategies to manage their mental and emotional health effectively. Thirty service users engaged in five groups, each attending three two-hour workshops covering coping skills, assertiveness, problem-solving, and understanding stress through the Stress Bucket approach. This training provided participants with practical tools to navigate everyday challenges, enhancing their confidence and independence. The workshops were delivered in a supportive, interactive environment, with emphasis on peer-supported learning. Workshops were designed to support participants have real life practical skills to support their engagement with the primary goals of the Horizons programme - to increase independence with the long term goal of living independently outside the family home. Additional material for between workshop learning and reinforcement was designed for participants and there is now a comprehensive suite of suitable materials for rollout across all SMH services. A recap session in November reinforced learning and highlighted the tangible impact of this initiative.

Horizons also prioritised financial capability as a core skill for independent living. In partnership with Northside Partnership and J.P. Morgan, the project delivered the Financial Capabilities for All toolkit, designed to support individuals at risk of financial exclusion. The toolkit was developed from the bespoke Money Made Sense programme, which reached 25 participants in 2024 through weekly one-hour sessions over six weeks. Delivered in small groups with interactive visual aids and role-playing exercises, these sessions enabled participants to explore money management, understand entitlements, and set personal financial goals. In addition, SMH staff were offered upskilling opportunities through a "train the trainer" model, ensuring knowledge and best practice could be embedded across the organisation. Horizons' work in this area was highlighted on Near FM in September, and SMH is now registered as a community group with Northside Partnership, opening access to broader community training and networking opportunities.



Communication and promotion were a central focus for Horizons in 2024. Working with the SMH Communications team, the project ensured information was shared via the intranet, social media, cluster meetings, and service newsletters. Participants were actively encouraged to complete housing applications, and families were supported to plan proactively for future housing needs. Individual achievements were notable, with service users linking to Employment & Training Forums, identifying job opportunities, engaging in social housing applications, and collaborating with social workers to progress personal goals. By building capacities in areas such as daily living, social participation, financial literacy, and problem-solving, Horizons empowers participants to reduce their future reliance on full-time residential supports.

Horizons also fostered community collaboration throughout 2024. Participants attended courses delivered by Northside Partnership, including Healthy Food Made Easy, Food Dudes, and Money Made Sense, creating meaningful community engagement and opportunities for skill development. Psychology workshops, small-group learning, and real-life skill-building exercises enabled participants to reflect on personal goals, understand what is important to them, and take ownership of their development in a supportive environment. By combining structured learning, practical experience, and personalised support, Horizons continues to make a tangible difference in the lives of participants, equipping them with the skills, confidence, and vision to pursue a more independent and fulfilling life.

In summary, Horizons in 2024 successfully expanded its reach, introduced innovative workshops in partnership with SMH Psychology, strengthened financial literacy initiatives, and deepened community connections, all while maintaining a person-centred approach that focuses on building independence, autonomy, and life skills.

Through these efforts, Horizons not only enhances individual capabilities but also contributes to the long-term vision of supporting adults to live independently and meaningfully within their communities.







# GOAL 4

Learning from and influencing the  
sector, government and society



# Goal 4: Learning & Influencing Government & Society

## Children and Young Person Services

In alignment with Strategic Goal 4, the Children and Young Persons (CYP) Directorate remained actively engaged in shaping the future of disability and therapy services through local and national collaboration in 2024.

### National Access Policy

SMH staff played a key role in the establishment of a central referrals office in CHO9, contributing to an integrated model for managing referrals across Primary Care, Children's Disability Network Teams (CDNTs), and CAMHS. In addition, Children's Disability Network Managers (CDNMs) from St. Michael's House supported the development and delivery of a regional workshop to CDNT and Primary Care staff on the implementation of the National Access Policy within the CHO area.

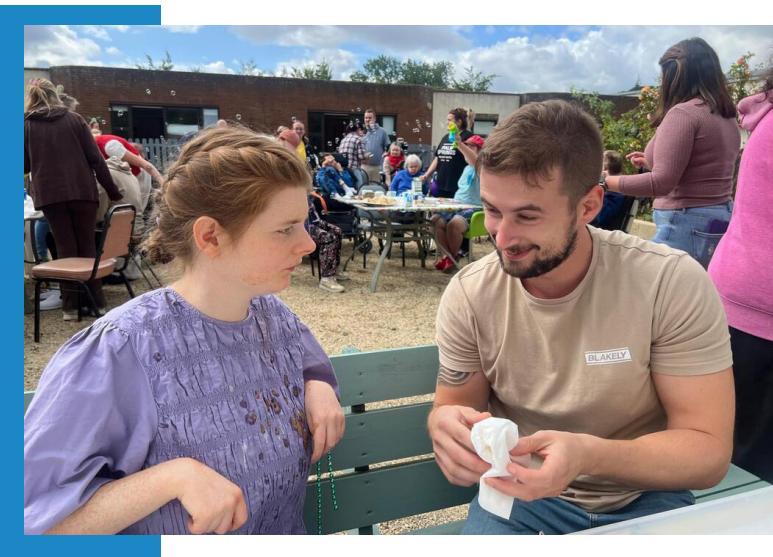
### Thought Leadership

Throughout the year, SMH staff contributed to thought leadership in the sector by presenting at a range of national and international conferences. These included the International Seating Symposium, the National Integrated Conference on Integrated Practice, the National Forum on Restrictive Practices, and the National Sleep Study Day, among others. These engagements positioned the service as a leading voice in innovative practice and policy dialogue.

### Influencing Government

Strategic engagement also continued with the Department of Education and Skills, focused on future planning for the expansion of St. Michael's House special national schools. Notably, two schools, Ballymun and Coastal, were selected to participate in the national pilot Schools Therapy Project, with significant progress made at Ballymun by the end of 2024.

The CYP Directorate maintained ongoing collaboration with the National Council for Special Education (NCSE) and St. Michael's House special national schools to support the implementation and evaluation of this initiative.



### National Involvement

The CYP team also contributed actively to key national structures tasked with advancing the action plan for CYP disability services.

These included participation on the Service Improvement Programme Board, National Workforce Planning Groups, National Clinical Governance Workstreams 1 and 2, and the National Review of the Prioritisation Policy for CDNTs.

In parallel, the Directorate sustained strong partnerships with educational institutions and stakeholders throughout 2024, reinforcing its commitment to integrated, evidence-informed service development that influences the broader system.

## Nursing

In 2024, the Nursing Department actively contributed to shaping policy and best practice through sustained participation in key local and national nursing and interdisciplinary working groups.

The department maintained membership and representation in influential forums including IADNAM, Shaping the Future, Pronouncement of Expected Death, Advanced Nurse Practitioner (ANP) and Clinical Nurse Specialist (CNS) groups, Irish Nurse Managers in Intellectual Disability meetings, the National Clinical Leadership Committee (NCLC), Infection Prevention and Control (IPC), National Practice Development Committee (NPDC), Higher Education Institution (HEI) Professional Advisory Groups, Clinical Education Learning Groups, and Undergraduate Programme Teams.

These engagements ensured that frontline nursing perspectives informed national policy and practice development.

Additionally, SMH Nursing staff continued to present at professional conferences and contribute to undergraduate and postgraduate nursing education programmes, further influencing the development of nursing practice and raising awareness of intellectual disability nursing at key academic and professional levels.

This ongoing collaboration underscores the Nursing Department's commitment to learning, advocacy, and leadership within the wider healthcare landscape.

## Staff Education, Training & Development & Open Training College

In 2024, the Staff Education, Training & Development Department and the Open Training College (OTC) played a strategic role in strengthening alignment with national regulation, professionalisation of the workforce, and sectoral influence, in line with Strategic Goal 4.

### CORU

A key milestone was achieved with CORU's formal approval of the OTC's BA in Social Care as part of the first tranche of programmes listed under the relevant byelaw.

This confirms the programme meets all required standards for registration of social care workers in Ireland. A total of 39 students graduated in 2024, and a cohort of 180 learners are currently progressing through the programme.

Following the regulation of social care workers by CORU in late 2023, OTC developed and implemented targeted support structures for registration, including internal briefings, a helpline, and a dedicated support email. Collaboration with SMH Human Resources Department remains key to this process.

### Open Training College

Progress also continued toward the strategic positioning of the OTC, with 80% of the review process completed. A detailed report was finalised guiding future direction within St. Michael's House and growth. Progress to date stands at 50%. The review work commenced in 2023 and was completed in 2024 with the publication of a report detailing a number of key recommendations for the College going forward.

### QQI Compliance

Finally, OTC maintained its commitment to quality and compliance through QQI, achieving 100% accreditation of role-critical programmes required for 2023/24, including the successful launch and QQI accreditation of a new Microcredential in Human Service Management Skills.

# Quality, Safety & Risk Department



In 2024, the Quality, Safety & Risk Department actively advanced Strategic Goal 4 by strengthening strategic alliances and partnerships at both national and sectoral levels.

## National Representation

Engagement with National Federation of Voluntary Service Providers (NFVSP) and other key agencies continued, supported by long-standing relationships with QSSI within the HSE. The department represented SMH at NFVSP forums and maintained a presence at the IMR conference while sustaining collaborative contact with the HSE.

## Shared Learning

Learning was shared widely through active support to services, reflective processes such as After Action Reviews (AAR), and participation in regulatory processes including HIQA, HSA, and Complaints reviews. SMH continue to advocate for access to HSELand data to support broader learning.

## Assisted Decision Making

The department played a leading role in Consent and Assisted Decision-Making (ADM) mentoring initiatives, with national presentations delivered by the Quality & Risk Manager.

Ongoing collaboration with the Open Training College ensures emerging training needs are explored and addressed.

Finally, SMH remains informed and responsive to national policy developments, including the Disability Capacity Review to 2032, ensuring alignment of service planning with broader sectoral priorities.

# Access, Integration & Adult Clinical Services

## Access & Integration

In 2024, the Access & Integration Department made significant progress in updating key organisational policies to align with emerging sector standards. An addendum to the NARD policy was completed, with a comprehensive review of the overall policy underway to ensure continued relevance and compliance.

Additionally, the department strengthened its external engagement by joining a key external steering group, fostering strategic partnerships that enhance service delivery and contribute to sector-wide learning and collaboration.

## Adult Clinical Services

In 2024, the Adult Clinical Services team made notable contributions to influencing the sector and broader society.

Dietetics and Speech & Language Therapy collaborated with Nutrica to develop a specialized recipe book and toolkit designed for children requiring modified diets, enhancing practical support for families and carers.

The SMH Changing Gears initiative gained international recognition by being shortlisted to present at the End PJ Paralysis Global Summit, showcasing our commitment to innovation in health promotion.

## Projects

**WorkAbility:** The WorkAbility Project continues to build meaningful partnerships to enhance employment opportunities for people with disabilities. In 2024, collaboration with the Irish Rugby Football Union (IRFU) included delivering mock interviews and disability awareness training, contributing to improved employability skills for service users.

The WorkAbility team, alongside service users, co-presented at the HSE New Directions Shared Learning Event, demonstrating the project's direct impact and empowering the voices of those it supports.

**Strengthening Disabilities:** The Strengthening Disabilities Project progressed through the Corporate Champion Programme, which fosters partnerships with leading Irish companies committed to corporate social responsibility (CSR). Over 10,000 corporate volunteers have engaged with St Michael's House services, making a significant positive impact on the lives of people with disabilities and their families. This programme strengthens community involvement and raises awareness of disability inclusion within the corporate sector.

## Activity Hub, Community Sports & Leisure Centre

The Activity Hub, Community Sports and Leisure Centre team continues to strengthen strategic collaborations with key external sporting stakeholders, enhancing opportunities for inclusive community engagement. Partnerships with Shelbourne Football Club, local councils including South Dublin County Council (SDCC), Dublin City Council (DCC), Fingal County Council (FCC), and disability-focused organisations such as Active Disability and Inclusion Ireland have been actively developed, fostering wider participation in sport for people with disabilities.

Digital inclusion remains a core focus, with ongoing advancement of partnerships through the Activity Hub and the Digital Inclusion Committee. These collaborations support the creation of accessible digital resources and initiatives, ensuring service users can fully engage with technology and sport.

The team's commitment to sector leadership is reflected in its recognition at national level, receiving the Active Disability Award for Best Community Engagement Initiative and the Best Disability Organisation Senior Management Award, underscoring the impact of their innovative and inclusive programmes.



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ST MICHAEL'S HOUSE

**WINNERS**

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# STRATEGIC ENABLERS



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# Enabler 1: Robust Structures and Resourcing

Strong organisational structures and effective resourcing are fundamental enablers that allow St. Michael's House to achieve its strategic goals and deliver high-quality supports to the people we support. Our organisational structure is continually reviewed and reconfigured to respond to the increasing complexity and scale of our services, ensuring clarity, accountability, and efficiency across all levels. Equally, resourcing, particularly financial management, is critical to sustaining and developing services. This includes multi-year budgeting, addressing the accumulated deficit, controlling costs, and allocating resources to meet evolving service needs. By strengthening both structure and resourcing, SMH ensures the organisation remains agile, sustainable, and capable of delivering on its mission now and into the future.

## Adult Services

Throughout 2024, Adult Services made significant progress in strengthening robust structures and resourcing across the service areas.

A revised roster management process was completed and successfully implemented across all day and residential services, introduced and supported through a Person in Charge (PIC) forum to ensure consistency and best practice in managing DSMAT hours.

Recruitment campaigns were actively supported, with clear pathways and business cases developed for DSMAT management, including ongoing monthly reviews of DSMAT hours in collaboration with Service Management teams to maintain appropriate staffing levels.

Considerable work was undertaken to review and update the Whole Time Equivalent (WTE) complement for all day and residential service locations, ensuring accurate resourcing aligned with service demands.

Additionally, the establishment of Service Area 4 progressed smoothly, with the safe and full handover of 20 nurse-led residential centres to the Director of Nursing completed by June 2024, reflecting strong collaborative governance and service continuity.

## Quality, Safety & Risk

In 2024, the Quality, Safety & Risk Department made significant progress in strengthening organisational structures and resourcing in alignment with Enabler 1. The implementation of recommendations from the McIlroy Report marked a key milestone, with Safeguarding now fully integrated under the operational remit of the Quality, Safety & Risk function, ensuring enhanced governance and oversight.

The department chaired the Roster Review Group as part of the broader Ten Centre Review, supporting service optimisation and the alignment of staffing resources with service user needs.

As part of ongoing efforts to improve efficiency and transparency, Quality, Safety & Risk contributed to strategic discussions at Executive Management Team (EMT) level regarding budget management, procurement planning, and addressing financial deficits, supporting the organisation's focus on value for money.

Additionally, rostering processes were reviewed in the context of the HRIS implementation, to ensure systems and practices remain fit for purpose in a dynamic care environment.

## Finance

In 2024, the Finance Department continued to strengthen the organisation's financial governance, control, and resourcing frameworks in alignment with the strategic enabler Robust Structures and Resourcing. While the implementation of the new financial management system under IG2 has been deferred to 2026 due to delays in the IG1 rollout, significant preparatory planning and resourcing have commenced. In the interim, a strategic decision has been made to upgrade the existing Dynamics system to mitigate the increasing risk posed by the current platform.

To ensure the continued demonstration of value for money, KPIs for 2024 were completed and ongoing discussions with the HSE regarding supplementary funding are in progress. Opportunities for continuous improvement remain under active exploration. A number of financial management processes have also been updated, with targeted enhancements rolled out to service managers and PICs. This includes the ongoing development of a financial and procurement training programme and the embedding of an updated Household Expenditure policy. The new Household Expenditure Tool has been deployed, accompanied by webinars and bi-monthly finance review meetings with service managers.

Progress has also been made in optimising the use of HRIS for electronic rostering and staff deployment. HRIS is now live in residential units, with further rollout to Day Services in development. Individualised budgets for each centre have been developed for 2025 allowing PICs and Service Managers to track actual performance against budget and drill down into individual transactions.

Finally, the procurement function has been strengthened, with the submission of a three-year plan and compliance statistics to the Audit and Risk Committee (ARC), reinforcing the organisation's commitment to transparency, efficiency, and value for money in all procurement activities.

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## Enabler 2: Highest Quality Homes and Premises

Providing service users with high-quality, safe, and appropriate environments is central to St. Michael's House's commitment to excellence. Our homes, day services, and administrative premises form the foundation for delivering exceptional supports and services. Immediate priorities include addressing the condition of several existing residential houses and service locations, while ongoing maintenance and planned upgrades remain essential across all properties. The evolving needs and demographics of our service users, combined with growth in demand, highlight the necessity for the strategic development of new residential and day service premises over the coming years. Ensuring that clinical services and administrative supports operate from modern, well-resourced, and fit-for-purpose facilities is critical to achieving service excellence and supporting the wellbeing of both service users and staff.

### Estates

In line with St Michael's House commitment to delivering the highest quality homes and premises, the Estates Department has made substantial progress across all nine KPIs under Enabler 2 of the SMH Strategic Plan 2022 - 2026.

#### Five Year Housing Plan

A comprehensive Five-Year Housing Plan has been developed and implemented, with ongoing annual KPI reporting. SMH attained Approved Housing Body (AHB) status in March 2025 and remains financially sound. In 2024, rent support income totalled €1,416,573, with €1,394,816 expended on building upgrades and maintenance, resulting in a surplus of €21,756. The AHBRA annual submission confirmed full compliance with performance standards.

#### Five Year Property Plan

A Five-Year Properties Plan is also being actively implemented. As of March 2025, income, driven by HSE funding and strategic asset sales, totalled €6.6 million, with €6.59 million committed to new and ongoing projects. Key developments included new Day Centres at Clarehall (Grattan House), Northside Shopping Centre (Caisleán), Templeogue (Rogha), Moyle Road (Abhainn), and Northwood (Northbrook, ongoing), as well as Raheny ADC (ongoing). Fire and electrical safety works were completed at Ballymun and Goatstown HQs, and ten Day Services were upgraded to increase capacity and enhance service delivery.

#### Stakeholder Engagement

Progress continued with the establishment of structured engagement channels including quarterly HSE meetings, regular coordination with Service Directorates, and Estates representation on Residential Approvals and Day Waitlist Committees. SMH also contributes to local authority housing steering groups and actively participates in national forums such as the FEDVOL housing committee. The Estates Department continue to align housing provision with service users' will and preference. While six of seven CAS applications were rejected, lobbying efforts with local authorities and the Department of Housing continue. Partnerships are being explored with housing bodies including Respond and Clúid Housing. Efforts to future-proof all premises remain ongoing, with universal design principles and assistive technologies being integrated into all developments where feasible.

#### De-Congregation

Regarding full decongregation, recent engagement with the HSE concluded that the Glens houses do not require decongregation, provided residents remain satisfied in their homes. A potential new residential site in Donabate for the Baldoyle group, although initially identified, faced a setback in late 2024 when planning permission was denied. The HSE is currently reassessing the project.

## Respite Services

In 2024, Estates also focused on expanding respite services which remain a challenge. While an expression of interest has been submitted to the HSE, progress is dependent on the provision of suitable premises. SMH has the capacity to propose properties for this purpose, pending an approved business case for both premises and service funding.

## Energy Monitoring

Finally, SMH, under the guidance of the Estates Department, continues to meet energy monitoring and reporting obligations through SEAI's M&R process. The organisation actively participates in SEAI-led training, webinars, and energy efficiency campaigns, contributing to year-on-year improvements in sustainability performance.

## Quality, Safety & Risk

In 2024, the Quality, Safety & Risk Department continued to support the delivery of the highest quality homes and premises, ensuring that accommodation and facilities reflect the will and preferences of service users.

A structured collaboration with the Estates Department has been established, with the Health & Safety Manager engaging regularly to address environmental issues raised by services, inspections, and/or complaints. A monthly scheduled forum is now in place to monitor, review, and respond to these matters in a timely and coordinated manner.

The department also played a central role in supporting services in response to external regulatory inspections from bodies such as HIQA and the HSA. Comprehensive multi-year databases have been maintained to track the implementation of action plans arising from these inspections, reinforcing a culture of continuous improvement.

In addition, complaints related to homes and premises, particularly those raised by service users, are actively monitored and followed up to ensure that quality and safety standards are upheld across all settings.



# Enabler 3: Effective Information, IT and Data Management

In 2024, St. Michael's House continues to prioritise the development of robust information management systems and ICT infrastructure as a critical enabler for delivering high-quality services. The scale and complexity of our organisation demand accurate, timely, and accessible data to inform operational, clinical, and strategic decisions. Building on significant advancements made in previous years, ongoing investment in these systems ensures that staff have the tools they need to work efficiently, supports transparency and accountability, and strengthens our capacity to negotiate new funding streams. Enhancing our data and IT capabilities also positions SMH to innovate, respond to emerging needs, and drive continuous improvement across all areas of service delivery.

## Access, Integration & Adult Clinical Services

### Information Technology

In 2024, the IT Department made significant strides in advancing St. Michael's House's digital infrastructure and capabilities, supporting the organisation's strategic enabler of robust information, IT, and data management. A business case requesting approximately €2 million funding was submitted to the HSE to further develop and enhance IT systems throughout the organisation, reflecting a forward-looking approach to digital transformation.

During the year, the department invested €800,000 across three critical priority projects:

1. Firewall Upgrade and High Availability Implementation: The existing firewall system was replaced and enhanced with high availability to strengthen network security and resilience.
2. Cyber Security Enhancements: Continued deployment of a managed detection and response service ensured proactive monitoring and mitigation of cyber threats, bolstering organisational security posture.
3. On-Premises Server and Storage Area Network (SAN) Upgrades: The migration of virtual servers to new hardware improved performance, reliability, and scalability of core IT infrastructure.

Further progress was made in optimising Microsoft 365 applications, leveraging the HR Digital Transformation initiative as a pilot for broader organisational adoption. This work supports greater efficiency, collaboration, and digital engagement across teams.

The IT Helpdesk handled over 500 monthly support calls, demonstrating a high level of responsiveness and user engagement, ensuring staff receive timely technical assistance. Beyond infrastructure and support, the IT team actively contributed to the organisation's digital inclusion efforts, providing expert advice, sharing knowledge, and representing their department at the Digital Inclusion Committee. This engagement underpins the commitment to enabling service users to benefit from accessible and effective digital technologies.

## Quality, Safety & Risk

In 2024, the Quality, Safety & Risk Department continued to prioritise the advancement of data competency and the strategic use of information to support organisational risk management and service improvement.

Key data challenges were identified in areas such as accident and incident tracking, risk registers, and health and safety compliance.

A cost-neutral quality improvement initiative was developed to address these needs, including the identification of an alternative to the current MAS system. This proposal was presented to EMT, the Board Quality Committee, and the Board, marking a significant step toward enhancing SMH's capacity to collect and use meaningful data.

In parallel, the department contributed to the development of a five-year IT and Communications Plan, and facilitated multiple strategic data presentations, strengthening organisation-wide data literacy.

Furthermore, the need to instil a digital transformation culture was recognised as critical to SMH's long-term sustainability.

While challenges related to funding remain, this initiative emphasises the importance of agility, collaboration, and innovation in how SMH operates, ensuring data and digital tools are leveraged to drive informed decision-making.



# Digital Inclusion | Empowerment through Technology

Digital inclusion is at the heart of St. Michael's House's commitment to equality, independence, and participation.

In 2024, the organisation took part in ALL DIGITAL Weeks, an annual campaign held across Europe to promote digital skills and empowerment in libraries, schools, community centres, and digital competence hubs.

To mark this initiative, the St. Michael's House Digital Inclusion Committee organised two in-house events showcasing how adults with disabilities and ASD use digital tools in their daily lives, as well as how St. Michael's House staff integrate technology across a range of services. The event created an engaging environment for learning and exchange, where staff and service users shared practical examples of how digital tools enhance both work practices and quality of life.

Through live presentations and demonstrations, service users highlighted how technology supports greater communication, improved access to information, and increased social participation. Staff also illustrated the role of digital solutions in making services more efficient, responsive, and personalised. Together, these perspectives underscored the value of technology in enabling independence and inclusion.

Key benefits highlighted included:

- Equal and meaningful access to technology can foster enhanced communication.
- Better access to information empowers individuals in daily decision-making.
- Assistive technologies improve independence and overall quality of life.
- Digital engagement supports greater social inclusion and participation in community life.



This initiative also allowed St. Michael's House to amplify our commitment to digital inclusion across our online platforms, ensuring visibility of our efforts to families, supporters, and partner organisations.

Our work aligns closely with both national and European strategies that emphasise the importance of digital access and skills development for all citizens, including people with disabilities:

#### National Policy Alignment:

- National Digital Strategy for Ireland
- The Comprehensive Employment Strategy for People with Disabilities
- Adult Literacy, Numeracy and Digital Literacy Strategy for Life



#### European Policy Alignment:

- The European Digital Strategy
- The European Skills Agenda
- The European Accessibility Act

By actively engaging with these frameworks, St. Michael's House continues to strengthen its role as a leader in promoting digital inclusion, ensuring that technology is a tool for empowerment and equal opportunity for every person in our services.



# Enabler 4: Quality Enhancement, Integrity and Regulatory Compliance

St. Michael's House operates across multiple entities, including the Section 38 organisation to which this strategy applies, each with its own legal identity and subject to a wide spectrum of regulatory and compliance requirements. Ensuring ongoing compliance is fundamental to demonstrating the organisation's reliability, integrity, transparency, and trustworthiness as a state-funded provider. Beyond meeting statutory obligations, SMH is committed to fostering a culture of quality enhancement, where excellence is embedded across all services. The introduction of regulatory standards for residential services and new standards for day services reinforces the need to go beyond mere compliance, driving continuous improvement and embedding best practice in all aspects of service delivery.

## Adult Services

In 2024, Adult Services maintained a strong focus on quality enhancement, regulatory compliance, and risk management.

The renewal of HIQA registrations progressed effectively, with 16 residential services in Service Area 1 and 20 in Service Area 2 successfully completing their renewal processes, ensuring ongoing compliance with national standards.

Operational Integrated Management Reviews (IMRs) continued to prioritize raising both service user and organisational risks, with high-risk cases escalated promptly to the HSE, supported by completed and submitted DSMAT business cases as required.

The Terms of Reference (TOR) for a joint Adult Services Management Team (ASMT) spanning both service areas were reviewed and finalised, strengthening governance and cross-service collaboration.

Furthermore, both service areas sustained their commitment to quality by actively implementing recommendations arising from various reviews and investigations, fostering continuous improvement and service integrity across all Adult Services.

## Estates

In 2024, St Michael's House continued to prioritise regulatory compliance and quality enhancement in line with national standards. As a fully registered Approved Housing Body (AHB), following amendments to the Housing Act in late 2024, SMH has maintained full compliance with the performance standards set out by the Approved Housing Bodies Regulatory Authority (AHBRA).

Mandatory reporting requirements are being met in full, and SMH continues to demonstrate that its housing stock is aligned with the needs, safety, and preferences of its residents. Ongoing engagement with the regulator and timely reporting remain key components of our commitment to integrity, transparency, and quality in housing provision.

## Finance

In 2024, the Finance Department continued to enhance financial oversight and regulatory compliance, with a strong focus on the management of client monies and the implementation of internal audit recommendations. While client money and household expenditure audits were conducted on a random basis throughout the past year, March 2025 marked the first month in which the department achieved its target of conducting three scheduled unit audits.

This frequency will now be maintained monthly, supported by the ongoing training of Finance staff to carry out audits in line with policy and best practice.

The Management of Client Monies policy is currently under review, with a revised version expected to be rolled out in 2025 to further strengthen governance and ensure consistency across all units. In parallel, the department has made significant progress in tracking and demonstrating the implementation of both internal and HSE audit recommendations. This is being systematically monitored through the Teamwork platform, ensuring accountability, transparency, and continuous improvement in financial compliance processes.

## Children & Young Persons Service

In alignment with Enabler 4: Quality Enhancement, Integrity, and Regulatory, the Children and Young Persons (CYP) Directorate maintained a strong focus on ensuring compliance, continuous improvement, and service integrity throughout 2024. A total of 10 biannual audits were completed across frontline respite and residential services, providing robust oversight and supporting high standards of care. In addition to these scheduled audits, a range of targeted reviews were conducted—including hygiene audits, money management audits, and safeguarding audits—further reinforcing a culture of accountability and proactive quality assurance.

Across all Children's Disability Network Teams (CDNTs), 5% of service user case files were reviewed to ensure accuracy, completeness, and adherence to best practice standards. Each CDNT also participated in the annual self-audit process, enabling local teams to reflect on practice, identify strengths, and address areas for development. Furthermore, an audit examining compliance with the supervision policy was conducted across all CDNTs, underscoring the Directorate's commitment to maintaining high standards of clinical governance and staff support. These activities reflect a systematic and sustained approach to enhancing service quality and regulatory compliance within CYP services.

## Quality, Safety, and Improvement

In 2024, the Quality, Safety & Risk Department continued to strengthen compliance structures and embed a culture of continuous improvement across SMH.

The organisation maintained a Strategic Compliance Rating target of 80%, with actual outcomes showing 88% Full Compliance, 9% Substantial Compliance, and 3% Non-Compliance. These outcomes were reviewed and trended on a quarterly and monthly basis, supporting a data-driven approach to risk management. Comprehensive risk registers, corporate, operational, local, and clinical, were maintained, with robust incident capture and review mechanisms in place.

Efforts also continued to enhance Quality of Life measurement tools, with a particular focus on ensuring inclusivity for all service users. In relation to premises and housing. The Health & Safety Manager worked closely with the Estates department to address issues identified through inspections, complaints, and service feedback, while the Quality, Safety & Risk department provided direct support to services in responding to HIQA and HSA action plans

Additionally, the department contributed substantively to the Annual HSE Compliance Statement and played a consultative role in discussions on the annual Service Arrangement, demonstrating a strong commitment to regulatory accountability and high standards in service delivery.



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# CORPORATE GOVERNANCE



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## Corporate Governance

Established in 1955 St. Michael's House is a company limited by guarantee and not having a share capital.

St. Michael's House and its activities have been granted charitable status by the Revenue Commissioners. St. Michael's House Company Registration Number is 27628. The Charity Registration Number is 20008932. The Registered Office for St. Michael's House and all the companies in the St. Michael's House Group is located at St. Michael's House, Ballymun Road, Dublin 9.

The constitution of St. Michael's House states that the Board must have at least three director's and no more than 13. The Board through the company secretary strive to ensure corporate governance practices are of the highest standard as there is a corporate governance committee in place to assist enhancing good practices.

St. Michael's House like the other Section 38 organisations operates in a very regulated environment and as a result we have a duty to ensure we work with the regulations in place along with our statutory and funding obligations. Every year a Service Arrangement is signed between St. Michael's House and our main funder, the HSE. This arrangement sets out the HSE conditions attached to the funding. An Annual Compliance Statement is also submitted by St. Michael's House to the HSE in order to reassure our funders that we are accountable for all the areas set out in the Statement.

Every October we submit a Charities Governance Compliance return along with the various St. Michael's House Group audited financial statements and our annual report. Again, this is to prove that as an organisation we operate at a significantly high level as regards our compliance.

### Board overview

St. Michael's House is governed by a voluntary Board of Directors/members who ensure that the vision, mission and core values of the organisation as expressed in its 'constitutional documents are upheld and realised in practice through the adoption, implementation and regular oversight of the St. Michael's House Strategic Plan 2022 – 2026. There is no renumeration or fees for the services provided by the Board members. Board members are elected for an initial three-year term with the possibility of extending it for a further three years.

There were no instances or arrangements during 2023 whereby a director was materially interested in the company's activities. There is a Conflicts of-Interest Policy in place which outlines the procedure and process to deal with and manage all potential and actual conflicts, as and when they arise. Conflicts of interests are also a standing item on all Board and subcommittee meetings. In addition, all Board directors are requested by the company secretary to complete an annual return to the Standards in Public Office Committee (SIPo). SIPo oversees compliance, including receiving statutory returns from individuals and organisations which requires Statement of Interests for the purposes of Section 17 of the Ethics in Public Office Act 1995.

As an organisation with professional staff, where Directors have no role in the day-to-day running of the company, the Board of St. Michael's House operates by devolving responsibility for the conduct of its business to the CEO and in turn through her to her Executive Management Team and other staff. These separations of duties are clearly set out in the organisations Corporate Governance manual. This manual is reviewed at least once a year by the Governance Committee. The purpose of the manual is to specify the internal written code of governance and conduct for the board. It also includes systems of internal controls and core governance standards to ensure compliance with all relevant statutory and regulatory obligations.

The Chairperson sets the agenda for each Board meeting in consultation with the CEO and Company Secretary. Executive management members attend Board meetings to update the Board members on the operational progress for their respective areas. The Board and Management are committed to maintaining a high standard of corporate governance in accordance with the organisations Corporate Governance Manual, the HSE Annual Compliance Statement for Section 38 Bodies and have used the Code of Practice for the Governance of State Bodies 2016 as a guide in drawing up the Corporate Governance Manual.

### **Board/Committee Appointments and Resignations**

The Board is generally made up of 13 Directors. During 2024 we were saddened to see a number of Directors who had to step down as a result of their term ending including Professor Anthony Staines who at time was also the Chair of St. Michael's House. We would like to thank him for all his tireless work and effort he put in as both an ex-chair and also as a director. Two other directors also left the Board during the year, Mr. Liam O' Donohoe and Mr. Tom Casey. Again St. Michael's House is very grateful for their very valuable contributions during their time as Board Members. However, towards the end of 2024 we were delighted to welcome both Mr. Pat Flynn and Mr. Gerry Keenan on to the Board and we wish them the best of luck in their new positions. Board meetings are now always held via a hybrid model which facilitates a more flexible way for Directors to support the work of the organization.

When recruiting new Directors, the Nominations Committee ensures that they are selected in line with the criteria set out in the Competency Framework of the Corporate Governance Manual. The Framework aims to create a diverse Board which is in compliance with the Equal Status Act. As well as recruiting Directors with the required expertise the Nominations Committee also try to attract individuals who are familiar with and/or are sensitive to the works of St. Michael's House, understand its operating environment, and are familiar with the lived experience of service users.

### **Board and Committee Evaluations and Review**

A comprehensive review of Board and committee proceedings was conducted in 2024 and any learnings from that review will be implemented fully.

### **Training**

A comprehensive on-line Directors Induction Training programme is available for all new Directors. The programme consists of an introduction video about St. Michael's House along with a variety of relevant reading material to assist them to carry out their functions in line with Corporate Governance. There are also a number of important training courses that Directors are requested to complete which include the following: Safeguarding, Children's First, Open Disclosure, Positive Behaviour Supports, GDPR, Person Centred and Rights training. St. Michael's House are members of the Institute of Public Administration and Directors can avail of any courses on their training calendar.

**Active Board Members (2024):** Mr. Ciarán Bolger (Chairperson), Mr. Ray Mc Kenna (Vice Chairperson), Professor Anthony Staines, Dr. Susan Kent, Ms. Shahla Sabetnia, Mr. Liam O'Donohoe, Mr. Tom Casey, Mr. Máirtín Mac Aodha, Ms. Dee Moran, Mr. Ken Gormley, Mr. Eoin Mc Vey, Dr. Jean Lane Mr. Pat Flynn, Mr. Gerry Keenan and Mr. Denis O'Connor.  
Company Secretary during 2024: Mr. Karl Wren

# Review of Operations 2024

## Board Sub-Committees:

St. Michael's House has number of sub-committees, the main ones include the following, Audit and Finance Committee, Quality, Safety and Risk Committee, Properties and Estates Committee, Schools Patron committee, Governance Committee, and an Executive Approvals Committee. The number of meetings held a year depends on the work of the various committees. Each of these committees also report on operational progress at each board meeting. Each Committee has a Customer Charter and they all establish their own terms of reference, which are reviewed annually. Any recommendations for changing the Terms of Reference are brought to the Board for approval. In addition, the other two sub-committees who meet as required, the Governance committee, and the Nominations committee. All Committees are attended by the CEO, the Company Secretary and the respective Director responsible for that area.

**Quality, Safety and Risk Committee (Q.S&R):** The Quality, Safety and Risk Committee provides assurance to the Board that there are appropriate and effective systems, structures and processes in place that cover all aspects of clinical, social care and occupational safety, and sets and monitors the delivery of key performance indicators for the quality, safety and risk functions at executive and local levels. All risks are highlighted on the organisational risk register and discussed at each committee meeting. Red risks are brought to the attention of the Board at the scheduled Board meetings. The Committee ensures that St. Michael's House is operating within the provisions and standards set out in the legislation or regulation which is material to the work of the company.

**2024 Committee Members:** Dr. Jean Lane (Chairperson), Mr. Liam O'Donohoe (Committee member), Mr. Ken Gorman (Board member), Professor Anthony Staines (Committee), Dr. Susan Kent (Board member), Dr. Regina McQuillan (Committee member), Ms. Eileen O' Mahony Bowe (Committee member), Ms. Liz Reynolds (CEO) and Donnchadh Whelan (Director of Quality, Safety and Service Improvement). The committee would like to thank Ms. Ann O' Connor who was the Director of Quality Improvement and Safety Development for the early part of 2024 and would also like to show their appreciation to both Ms. Tara Molloy, the Director of Access and Integration and Ms. Grainne Bourke, the then Director of nursing for covering until Mr. Donnchadh Whelan took over that post during the middle of 2024.

**Audit and Finance Committee (A&F):** The Audit and Finance Committee monitors and reviews all aspects of the financial performance of St. Michael's House. The Committee reviews and recommends for approval the annual overall operating budget for the company and keeps under review the management accounts including the cash flow position of the Company. All financial risks are brought to the attention of the Board at the scheduled Board meetings.

**2024 Committee Members:** Dee Moran (Chairperson and Board member), Mr. Eoin Mc Vey (Board member), Mr. Pat Cullen (Committee member), Mr. Denis O' Connor and Laura Beausang (Committee member).

**Governance Committee (Gov.):** The Governance Committee maintains the constitution of the company under regular review and provides recommendations to the Board as appropriate. It keeps under review the Competency Framework and ensures that the identification and nomination of candidates for approval by the Board for appointment as Directors is carried out in line with the Framework.

# Committee Meetings 2024

	Board Meetings		Quality, Safety & Risk		Audit & Finance		Governance		Patron		Properties & Estates		Executive Approvals	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Ciaran Bolger (Chair)	8	8					2	2					5	5
Ray McKenna (Vice Chair)	8	8											5	4
Dee Moran	8	7			7	7							5	2
Susan Kent	8	7	6	1										
Eoin McVey	8	6			7	5								
Kenneth Gormley	8	5	6	1			2	2			4	4		
Liam O'Donohoe	8	6	6	4										
Mártín McAodha	8	8					2	1	7	7				
Anthony Stains	8	4	6	4										
Shahla Sabentina	8	3									4	2	5	0
Tom Casey	8	6					2	1						
Jean Lane	8	7	6	6										
Denis O'Connor	8	8			7	7								

A | Invited to Attend

B | Attended



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