ST. MICHAEL'S HOUSE
Services For People With Disabilities

ANNUAL REPORT 2025



Celebrating 70 years

1955 - 2025

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CHAIRPERSON'S FORWARD | 2025

2025 was a very busy year where St. Michael's House worked tirelessly to progress the key pillars identified in its Strategic Plan 2022–2026. While financial restraints were again a factor during this year, the organisation, through the commitment of the CEO, the Executive Management Team and the dedicated staff, worked closely together to underpin the Vision, Mission and Values of St. Michael's House to ensure the provision of quality services to service users and families alike.

This year was a significant year in the history of St. Michael's House as it celebrated its 70th year of providing quality services to the children and adults we support. This milestone was celebrated with a number of key events throughout the year showcasing the incredible work of service users and staff alike.

For the first time, members of our Templeogue Rights Group and Self-Advocacy Learners spoke at Leinster House. Government representatives from a number of different parties attended this session where they got a chance to listen firsthand to the issues, challenges and barriers facing people with disabilities on a daily basis which will help influence government policy.

Another achievement was the graduation of the very first cohort of St. Michael's House-trained Registered Nurses in Intellectual Disabilities (RNIDs), marking a significant investment in the future of our services.

A number of Government Ministers visited St. Michael's House throughout 2025, with Minister Moynihan officially opening the Ballymun Special National School, Minister of State Hildegarde Naughton TD officially opening Caisleán Day Service in Northside Shopping Centre and the turning of the sod marking a transformative development of a new Special National School building in Skerries, Co. Dublin. All these developments will have a positive impact on present and future users of the services of St. Michael's House.

The hard work and dedication of service users and staff alike at Belcamp and Riverside Day Services was recognised by receiving a Certificate of Distinction at Bloom 2025 while Templeogue Day Service were national finalists in a Re-Turn national competition.

Every year the Health Information and Quality Authority (HIQA) monitors the care provided by St. Michael's House in our residential services and they determine where they feel service improvement can be made. The organisation works on the recommendations made through workplans that are agreed with HIQA to ensure that the highest possible standards are achieved.
I am delighted that the hard work of the staff paid off as we achieved a compliance rating of 90% for 2025.

Like many organisations across the health and disability sector, St. Michael's House continues to face significant workforce challenges. Recruiting and retaining skilled staff remains an ongoing issue, placing considerable pressure on service delivery. To ensure the continuity, safety and quality of supports for the people who rely on our services, we have had to make greater use of agency staff. While this has been essential to maintaining services. However, it comes at a significant financial cost, and we are working to find ways to reduce our costs without impacting service users in this area.

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

One of our Board of Directors, Maírtín Mac Aodha, six years term expired in December 2025. Maírtín had a real passion and drive in the area of disability, and he worked tirelessly on behalf of St. Michael's House to ensure quality service provision. We would like to sincerely express our thanks to Maírtín for the contribution he made while serving as a director and as the Chair of Special National Schools Parton Body.

We were delighted that our Board of Directors recruitment drive attracted three new Board members, Mary Walshe, Lorna Mackey and Kevin Wilson, who bring a wealth of experience and knowledge with them, and I look forward to working with them throughout 2026.

Finally, I would like to express my gratitude to my fellow Board Directors who serve on a voluntary basis, to support, and guide St. Michael's House CEO and the Executive Management Team, in turn supporting the staff who continue to deliver exceptional quality services despite the financial constraints the organisation continually faces.

We remain confident that our main funders, the Health Service Executive, will continue to work in partnership with us to provide the appropriate funding for St. Michael's House to remain as a leading service provider in the area of disability.



ST. MICHAEL'S HOUSE
Services For People With Disabilities

Our Vision

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

Our Mission

To work 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, Creative

Our Promise

We will always remember that for service users it is 'Their Lives, Their Rights, Their Choices'

ABOUT ST. MICHAEL'S HOUSE

St. Michael's House is one of Ireland's leading providers of community-based services and supports for children and adults with disabilities, supporting approximately 2,300 individuals and positively impacting thousands of family members across the greater Dublin area. Working in partnership with the Health Service Executive (HSE), TUSLA and the Department of Education, the organisation delivers a broad range of person-centred services designed to support inclusion, participation and quality of life within local communities.

As St. Michael's House continues to evolve and grow, its commitment to a rights-based approach remains central to all aspects of service delivery. This approach ensures that the people supported by St. Michael's House are empowered to make choices about their own lives, with services shaped around individual strengths, aspirations, needs and goals. Through this model, the organisation seeks to promote dignity, independence, inclusion and meaningful participation in society.

Embedded within communities across Dublin, St. Michael's House services are designed to strengthen natural supports and connections, enabling individuals and families to build relationships, access opportunities and participate fully in community life. This commitment is guided by the organisation's vision of "a society in which people of every ability can live the life of their choosing" and its mission to work in partnership with service users to understand their aspirations and support them in achieving their goals.

The values of Respect, Kindness, Honesty, Excellence and Creativity continue to underpin the culture and strategic direction of St. Michael's House. These values inform decision-making at every level of the organisation and reflect a longstanding commitment to delivering responsive, innovative and high-quality supports. As the organisation reflects on its long history of service and progress, 2025 also provides an opportunity to recognise the enduring impact of St. Michael's House within communities and the continued dedication of the people, families, staff, volunteers and partners who contribute to its mission each day

For more information on St. Michael's House visit our website, www.smh.ie



ANNUAL REPORT 2025



We are pleased to present the 2025 Annual Report for St. Michael's House, marking a significant milestone in our organisation's history as we celebrate 70 years of service, support and advocacy. This report reflects a year of continued progress, collaboration and commitment to delivering high-quality, person-centred services, while also recognising the enduring legacy of the people, families, staff and communities who have shaped St. Michael's House over the past seven decades.

Guided by our Strategic Plan 2022–2026, this report highlights how our organisational priorities continued to translate into meaningful outcomes for the individuals, families and communities we support throughout 2025. As we reflect on our 70-year journey, we also looked forward with ambition and purpose, building on strong foundations while continuing to evolve to meet the changing needs of the people we support.

Throughout the year, our Strategic Plan continued to provide a clear framework for action, supporting innovation, accountability and continuous improvement across all areas of our work. Our strategic goals remained central to our decision-making and to our shared commitment to promoting dignity, inclusion, independence and opportunity for all.

Each section of this report demonstrates how these goals informed our activities and achievements during 2025. From service innovation and quality improvement initiatives to advocacy, community engagement and workforce development, the progress outlined in these pages reflects the dedication and collaboration of service users, families, staff, volunteers and partners across the organisation.

Our 70th anniversary provided an important opportunity to celebrate the history and impact of St. Michael's House and to recognise the many individuals whose vision, compassion and commitment have contributed to its development since 1955. Across the year, we celebrated not only organisational milestones, but also the everyday achievements, relationships and experiences that continue to define our community. Events and initiatives throughout 2025 reinforced the importance of inclusion, friendship, participation and belonging, values that have remained at the heart of St. Michael's House for 70 years. On behalf of St. Michael's House, we extend our sincere appreciation to our service users, families, staff, volunteers, supporters and partners for their ongoing trust, dedication and collaboration.

We invite you to explore this report through the lens of our strategic goals and join us in celebrating both the achievements of 2025 and the remarkable 70-year journey of St. Michael's House, while reaffirming our shared commitment to the values and vision that continue to guide us into the future.

ST. MICHAEL'S HOUSE
Services For People With Disabilities

From 1955 to Today: Supporting People to Live the Lives They Choose

1955

St Michael's House was established in 1955 by a group of parents who wanted better opportunities, education and support for their children with intellectual disabilities.

Established

A new approach to supporting people with intellectual disabilities

1990

During the 1990s, St Michael's House continued to move away from traditional institutional models towards community-based services and supports. People increasingly lived, worked, learned and took part in their local communities.

Community Based Settings

Moving into the Community

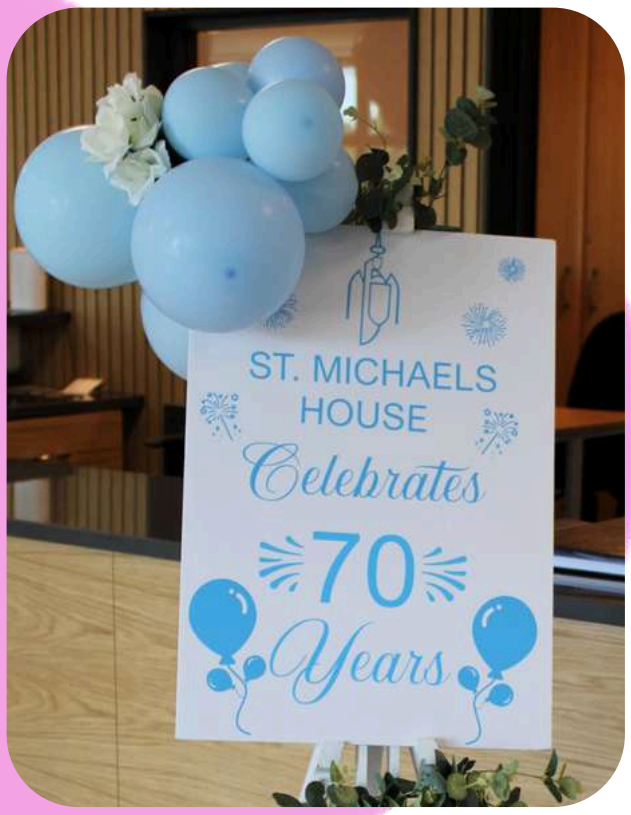
2025

Today, St Michael's House is committed to rights-based, person-centred support. People are supported to have choice and control in their lives, build relationships, participate in their communities and pursue their own goals and aspirations.

Rights-Based & Person Centred

People at the centre of their own lives

CELEBRATING 70 YEARS



In 2025, St. Michael's House marked its 70th anniversary with a year-long programme of celebrations that reflected the organisation's history, values and the strong sense of community across its services. A key highlight of the celebrations was a series of summer events that brought together service users, families and staff from across Dublin.

Two summer barbeques were held at Ballymun Headquarters and Templeogue Day Services, creating inclusive opportunities for people from both the north and south of the city to come together. These events provided a relaxed and welcoming environment to celebrate shared experiences and recognise the contribution of everyone involved in the life of the organisation. The gatherings featured food, live entertainment and music, with strong participation from service users and staff, reflecting the vibrancy and social connection within services.

As part of the celebrations, a joint birthday tea party was also held at Ballymun Headquarters to mark both the organisation's 70th anniversary and the milestone 70th birthdays of several adults supported by St. Michael's House. The event was held in recognition of the importance of shared milestones and lifelong connections.

These events highlighted the importance of community-based celebration and reflected the organisation's ongoing commitment to supporting people to live full and connected lives. They also demonstrated the strength of relationships built over time between individuals, families and staff across St. Michael's House.

The 70th anniversary programme formed part of a broader reflection on the organisation's history and future direction, reinforcing core values of respect, inclusion and person-centred support. It also aligned with strategic priorities focused on strengthening community participation, promoting social connection and enhancing quality of life for the people supported.

As St. Michael's House continues its journey beyond 70 years of service, these celebrations serve as a reminder of the importance of community, shared experience and the ongoing commitment to supporting individuals to lead fulfilling and self-directed lives of their choosing.










ST. MICHAELS
HOUSE
Celebrates
70
Years



FAST FRIENDS

Black Tie Ball

On 10th October 2025, St. Michael's House Fast Friends hosted the inaugural Fast Friends Black Tie Ball at Clontarf Castle, marking a significant milestone in the development of inclusive social opportunities for adults supported by the organisation.

The event represented the culmination of a year-long planning process led through the Fast Friends initiative, a programme designed to support adults with disabilities to build friendships, strengthen social networks and participate in meaningful leisure and community-based experiences. The concept for a formal celebration emerged directly from service user consultation, reflecting the organisation's commitment to listening to the voices of the people we support and responding to their aspirations.

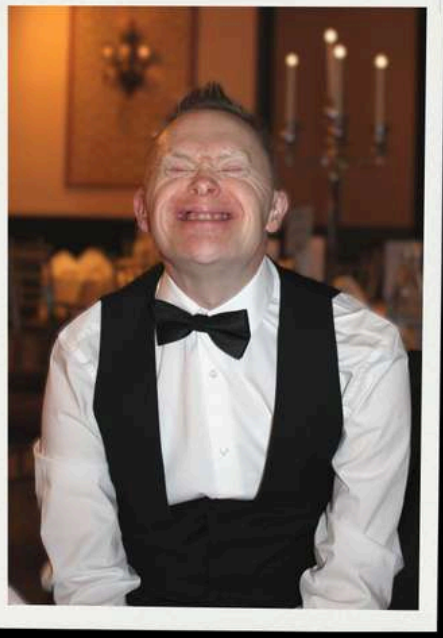
The Black Tie Ball provided an opportunity for adults from across services to come together in a fully inclusive and celebratory setting. Guests attended in formal attire and participated in a shared dining experience followed by an evening of music, dancing and social engagement. The event demonstrated the impact of structured social inclusion initiatives in supporting relationship-building, confidence and participation in community life. It aligned closely with St. Michael's House strategic priorities, particularly in relation to promoting inclusion, enhancing wellbeing and supporting individuals to lead active and socially connected lives.

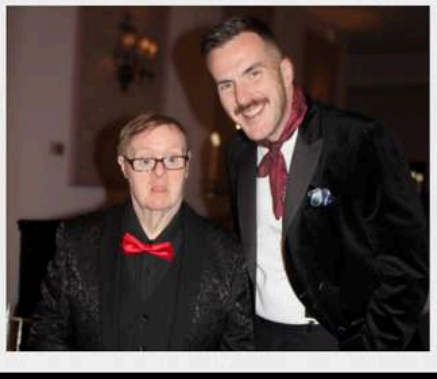
Fast Friends continues to provide a strong platform for developing meaningful relationships and creating opportunities for social participation. The success of this event highlighted the value of co-designed initiatives that reflect the preferences and aspirations of service users.

The organisation extends sincere thanks to all those who contributed to the success of the evening, including the Fast Friends Committee for their leadership and planning, event partners and suppliers for their support, families and carers for their assistance in preparations, and staff across services who supported individuals to attend and participate fully.

Most importantly, St. Michael's House acknowledges the service users who made the evening such a success. Their enthusiasm, energy and participation were central to creating a truly memorable occasion.







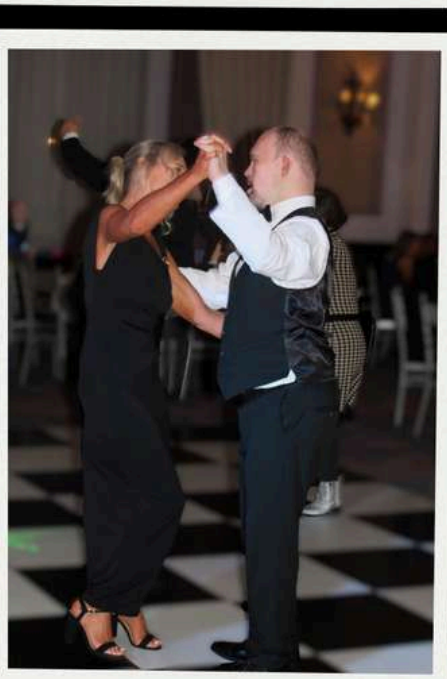




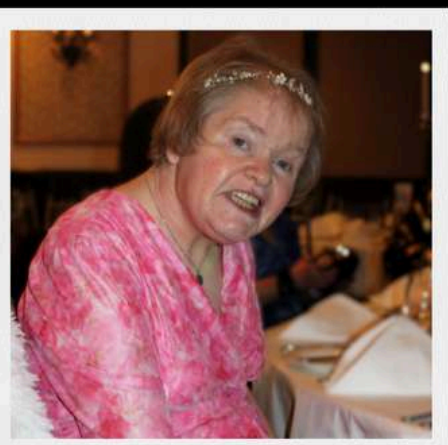


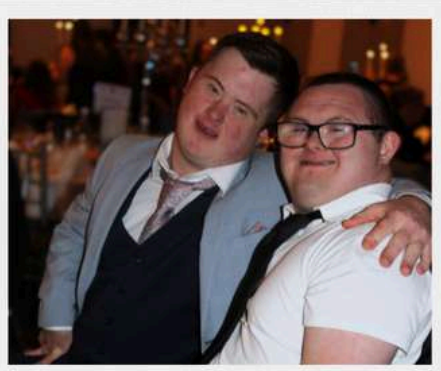














GOAL 1

A Rights Based Service for Service Users



Human Rights in Everyday Life

At St. Michael's House, human rights are at the heart of everything we do. They are not abstract principles, but everyday essentials that support people to live meaningful lives, make choices and exercise their rights at every stage of life. As we marked Human Rights Day 2025, we reflected on how a rights-based approach is embedded across our services and brought to life through the voices and experiences of the people we support.

A rights-based approach means recognising each person as an individual with their own identity, preferences and goals. It is about listening carefully, responding to changing needs, and ensuring that the right supports are in place so that people can live the life they choose. Across St. Michael's House, this approach is reflected in everyday practice, from supporting decision-making and participation, to enabling inclusion in community life and access to meaningful opportunities.

A powerful example of this approach in action is Betty, who attends Templeogue Day Services. Betty participated in a visit to Leinster House with the Templeogue Rights Group and QQI Level 3 Self-Advocacy learners, where she shared a video reflecting on her life story and experiences of changing support needs.

In her video, Betty spoke about her time working in Dunnes Stores, her active involvement in her local community and her enjoyment of a busy, independent life. She also spoke openly about how her needs have changed over time and the importance of having the right supports in place when out and about so she can continue to live life on her own terms.

Betty's story reflects a core human rights principle, while support needs may change, a person's identity, value and rights remain the same. Access to appropriate and responsive supports is essential in enabling people to continue participating in their communities with dignity, confidence and choice.

Through a continued focus on rights-based practice, St. Michael's House remains committed to strengthening inclusion, participation and respect across all services, ensuring that people are supported to live full and meaningful lives in their communities.



View Betty's Story Here

GOAL 1 | BUILDING A RIGHTS BASED SERVICE

The delivery of rights-based services remained a key strategic priority for St. Michael's House throughout 2025 and continued to underpin organisational decision-making, service development and quality improvement initiatives across the organisation. Guided by the Strategic Plan 2022–2026, St. Michael's House maintained a strong focus on ensuring that the rights, dignity, voice and individual choices of the people we support are embedded within all aspects of service delivery.

In line with the principles of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), the organisation continued to strengthen approaches that promote autonomy, inclusion, participation, safeguarding and access to meaningful opportunities within communities. This strategic goal reflects St. Michael's House's commitment to fostering a culture where people are supported to exercise choice and control in their daily lives and where services are responsive to individual needs, aspirations, and outcomes.

As St. Michael's House marked its 70th anniversary in 2025, the organisation reflected on seven decades of service development, advocacy and progression in supporting people with disabilities and their families. This milestone year provided an important opportunity to acknowledge the evolution of disability services while reaffirming the organisation's commitment to advancing modern, inclusive and rights-based models of support into the future.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic objective.

Adult Services

In 2025, St. Michael's House continued to strengthen its commitment to delivering rights-based, person-centred adult services across Service Areas 1 and 2. The organisation remained focused on ensuring that the voices, choices, rights and aspirations of adults were central to service delivery, while progressing key strategic priorities aligned with New Directions, ASD (Abhainn) recommendations, Local Centre Reviews and supported employment initiatives.



Rights, Advocacy and Participation

Adults supported by St. Michael's House actively participated in advocacy, leadership, and community inclusion initiatives throughout 2025.

Highlights

- Adults from Templeogue Day Service visited Leinster House and met with members of Dáil Éireann, including the Ceann Comhairle, to discuss rights and inclusion.
- Rights Groups remained active across centres, supporting individuals to understand and exercise their rights.
- Adults from Glencree presented at the organisations Assisted Decision-Making Steering Group.
- An individual supported by Coolfin residential achieved his goal of independent living and moved into his own apartment in October 2025
- Individuals from Coolfin and Collins Park residential achieved a personal goal of travelling to Disneyland Paris.
- An individual from Clew Bay residential performed original music at the PIC Forum, while another presented on his experience of the WorkAbility Programme and securing employment.

Service Developments and Outcomes

Alignment with New Directions

- Monthly Day Opportunities meetings with CHO9 and ongoing reviews with CHO7 supported monitoring of service agreements, waitlists, contractual hours and implementation of New Directions.
- Additional funding approvals supported increased hours for four adults in Southside services and a new placement within CHO8.

Rights-Based Governance and Advocacy

- Service Area 1 achieved 100% EASI tool submission compliance to the HSE, demonstrating a rights-based and person-centred approach.
- Nine DSMAT applications were submitted to the HSE to support individuals with changing needs.
- Management teams supported 26 individuals engaging with the National Advocacy Service during 2025.

ASD and Local Centre Review Implementation

- 70% of Abhainn Review recommendations were completed or in progress during 2025.
- The ASD Steering Group continued to meet monthly in collaboration with CHO7 and CHO9.
- Feedback from service users and families informed ongoing service development and future models of support.
- QQI programmes, health promotion initiatives, and the re-establishment of the An Cosán programme supported lifelong learning and wellbeing.
- Seventy-five local centre upgrade projects were completed across Service Areas 1 and 2.



Supported Employment

8 additional adults accessed voluntary or part-time employment opportunities.

11 adults secured paid employment during the year.

26 adults completed manual handling training through the Workability Project.

In 2025, St. Michael's House continued to make strong progress in embedding a rights-based approach across Adult Services. Through advocacy, increased community participation, expanded employment opportunities and continued investment in service development, adults were supported to achieve meaningful personal goals and participate more fully in their communities. These achievements reflect the organisation's continued commitment to inclusive, person-centred and evidence-informed practice aligned with national policy and best practice.



Children & Young Persons Services and Support Services

In 2025, the Directorate of Children and Young Persons Services and Support Services at St. Michael's House continued to strengthen a rights-based and family-centred approach to service delivery.

Key priorities included improving access to services, reducing waiting times, strengthening interdisciplinary supports, and enhancing participation and inclusion for children, young people and their families.

Improving Access to Services

Throughout 2025, Children and Young Persons Services focused on improving access pathways, reducing waiting lists and supporting timely intervention.

Highlights

- In January 2025, 1,395 children were open to teams, increasing to 1,457 by December.
- A total of 265 new referrals were received during the year, while 340 children were discharged following completion of supports or transition to appropriate services.
- Waiting lists reduced by 201 children during 2025, decreasing from 497 in January to 296 by December, representing an overall reduction of approximately 59.5% since CDNT reconfiguration in 2021.

Interdisciplinary Pathways and Supports

Teams strengthened interdisciplinary pathways and delivered a broad range of targeted clinics and interventions including:

- Developmental pathways and early intervention supports.
- Sleep, feeding, communication and emotional regulation clinics.
- AAC, Lámh, and Hanan communication supports.
- Post-diagnostic programmes including EarlyBird Plus and Teen Life.
- Transition to school supports.
- Parent support groups and baby/toddler groups.
- Motor management, toilet training and puberty support programmes.
- Coolock CDNT secured HSE funding to establish an Occupational Therapy equipment loan library due to launch in 2026.

Waitlist and Early Intervention Initiatives

Teams continued to provide targeted waitlist initiatives including advice clinics, post-diagnostic supports, screening appointments and online family resources.

- A new early intervention pilot for children aged 2–4 years commenced across two CDNTs, with the aim of reducing waiting lists for children under six years.
- The CDNT online resource platform continued to expand, with over 600 families accessing evidence-informed resources during 2025.

These initiatives strengthened equitable access, supported earlier intervention and improved coordinated interdisciplinary care for children and families.

Horizons Programme and Independence Supports

The Horizons Programme continued to promote independence, life skills, and community participation.

Highlights

- Horizons supported 38 individuals during 2025, delivering 118 overnight sessions and 243 day sessions across the year.
- Workshops on coping skills, assertiveness, and problem-solving were delivered in partnership with the SMH Psychology Department.
- “Financial Capabilities for All” training was delivered to 23 staff across hubs and day centres to support financial inclusion and independence skills.
- Adults participated in health promotion programmes and presented at the SMH Share the Learning event in October 2025.
- Two participants secured their own apartments through the housing application process, while several others progressed toward independent overnight stays at home.

Summer Supports and Link Services

Summer and Link supports continued to provide flexible, family-centred services throughout 2025.

Highlights

- Summer supports were enhanced across children’s services, with an additional 27 children attending programmes during July and August.
- Link Services supported 143 adults and 16 children across Northside and Southside services.
- Recruitment initiatives with Coláiste Dhúlaigh resulted in eight new staff joining services during 2025.

Through improved the Children and Young Persons Services and Support Services continued to promote inclusion, participation, autonomy and positive outcomes for children, young people and their families throughout 2025.



Nursing

In 2025, the Directorate of Nursing at St. Michael's House continued to strengthen a rights-based and person-centred approach to healthcare delivery for people with disabilities. Through the development of specialist nursing roles, enhanced clinical governance, workforce development and improved access to equitable healthcare supports, the Directorate remained focused on promoting dignity, inclusion, health equity and quality of life for individuals using SMH services.

Advancing Rights-Based Healthcare and Clinical Practice

Throughout 2025, the Directorate of Nursing progressed a number of strategic initiatives designed to improve healthcare access and strengthen clinical supports.

Highlights

- Development of an Advanced Nurse Practitioner (ANP) role in Chronic Disease Management for people with intellectual disabilities, supporting equitable healthcare access, health promotion, and proactive management of multi-morbidity.
- Establishment of a Steering Group and Working Group on Ageing to support strategic planning and responsive service development for older adults using services.
- Completion of a comprehensive healthcare needs audit across non-nursing residential services, identifying increasing complexity of healthcare needs and informing future workforce planning and skill mix development.
- Funding secured for a permanent Clinical Education Facilitator post to support service users and staff in areas including diabetes management, gastrostomy care and catheter care, promoting care closer to home and reducing avoidable hospital presentations.
- Twenty-six service users were supported to develop skills in managing their own health needs and diagnoses, promoting independence, self-management, and health literacy.
- Continued provision of advice, advocacy, and clinical support through the Out-of-Hours Nurse Manager On-Call service.
- Expansion of nurse-led specialist clinics including:
  - A Metabolic Monitoring Clinic developed in partnership with Psychiatry and ANP-MHID services to ensure appropriate screening and follow-up treatment in line with best practice.
  - Paediatric Neurodisability ANP clinics with an initial focus on Down Syndrome surveillance.
  - Further development of the CAMHS-ID Advanced Nurse Practitioner role supporting ADHD assessment, treatment, prescribing, monitoring, and non-pharmacological interventions for children and adolescents with moderate, severe, and profound intellectual disability.
- ADHD-specific clinics and resources were established across the nine CDNTs supported by CAMHS-ID St. Michael's House.
- Implementation of the Registered Nurse Pronouncement of Death Policy in Cara, supporting dignity, compassionate care and best practice at end of life.
- Continued focus on reasonable accommodations and person-centred healthcare supports to ensure individuals accessed healthcare services in line with their assessed needs, will and preference.
- A review of the Safe Administration of Medication practices across St. Michael's House was completed, with 15 new Nurse Coaches trained to strengthen medication safety and clinical governance.

In 2025, the Directorate of Nursing made significant progress in advancing rights-based healthcare across St. Michael's House. Through specialist nursing development, enhanced clinical pathways, workforce investment and person-centred healthcare initiatives, the Directorate continued to strengthen healthcare quality, accessibility and safety for individuals using services.


Kappa

Quality, Safety & Service Improvement

The Quality, Safety & Risk Directorate continued to strengthen a culture of rights, safety, quality and person-centred practice across St. Michael's House in 2025. Through strengthened safeguarding, person-centred planning, Assisted Decision-Making, open disclosure and quality assurance processes, the Directorate supported continuous improvement and greater accountability across the organisation.

Highlights

- Assisted Decision-Making | Embedded the principles of Assisted Decision-Making across organisational activity, with a dedicated resource available on the St. Michael's House website.
- Person-Centred Planning | Completed a Person-Centred Planning Services Audit and established two PCP stakeholder groups to strengthen participation, oversight and learning.
- Safeguarding | Continued organisation-wide safeguarding awareness, contributing to a 47% increase in safeguarding reporting and supporting a stronger culture of openness and accountability.
- Open Disclosure | Continued to embed the Open Disclosure process across all services, supporting transparency, communication and learning when things go wrong.
- Incident Reporting | Continued awareness-raising on incident reporting, resulting in a 22% increase in reporting and strengthening organisational learning and risk management.
- Quality Assurance | Revised the Day Services Audit Tool, with a particular focus on the EASI Tool, achieving 100% compliance with HSE submission requirements.
- Regulatory Compliance | Regulatory compliance continued to exceed the strategic target of 80%, demonstrating the organisation's ongoing commitment to quality, safety and regulatory standards.

The Quality, Safety & Risk Directorate will continue to build on this work, with a focus on strengthening rights-based practice, supporting meaningful participation, learning from experience and maintaining high standards of quality and safety.



Access, Integration & Adult Clinical Services

In 2025, the Access, Integration & Adult Clinical Services Directorate at St. Michael's House continued to strengthen a rights-based approach to service delivery by promoting equitable access, person-centred clinical supports, meaningful participation and opportunities for independence and inclusion. Across Access & Integration, Adult Clinical Services, Workability, Leisure Services and the Activity Hub, the Directorate focused on ensuring that adults experienced timely, responsive, and coordinated supports aligned to their assessed needs, preferences and personal goals.

Access & Integration

Throughout 2025, Access & Integration continued to support fair and transparent access to adult services while strengthening transition planning for young adults moving into adult supports.

Highlights

- Monthly reviews of day and residential service waitlists were completed, with accurate and up-to-date data maintained to support equitable service access and resource planning.
- Action plans were developed for services experiencing extended waitlists, supporting prioritisation based on assessed need and timely access to supports.
- The School Leaver Strategy continued to be implemented, providing structured and person-centred transition pathways into adult day and residential services.
- Capacity reviews across day services supported effective allocation of placements and alignment with available funding and service capacity.

These initiatives strengthened rights-based access to services by ensuring that individuals experienced transparent, timely, and planned pathways into adult supports while enabling improved service coordination and future planning.

Adult Clinical Services

Adult Clinical Services continued to place service users at the centre of all clinical decision-making through enhanced communication systems, assisted decision-making processes and participatory clinical interventions.

Highlights

- Comprehensive clinical and personal information was collated to support Assisted Decision-Making (ADM) discharge processes and Ward of Courts transitions during 2025.
- Engagement with legal and advocacy services supported a structured and rights-based approach to care planning and decision-making.
- A centralised Speech and Language Therapy referral pathway was implemented for FEDS and communication supports across Adult Services, improving coordination and access to services.
- Monthly Occupational Therapy wheelchair clinics were maintained to support individualised assessment, review and equipment selection aligned to individual needs and preferences.

These developments strengthened autonomy, communication, participation and person-centred clinical practice, ensuring that individuals were supported to engage meaningfully in decisions relating to their care and daily lives.

WorkAbility Programme

The Workability Project continued to support adults to access employment, develop practical skills, and increase independence and community participation.

Highlights

- Adults in St. Michael's House accessed paid employment placements, job-shadowing opportunities, and structured work experience programmes across community settings.
- Peer-to-peer learning initiatives were implemented across day and residential services, supporting the sharing of workplace experiences, skills, and learning.
- Employment-focused workshops and training sessions were delivered covering interview skills, CV preparation, workplace etiquette, manual handling, and time management.

The Workability Project strengthened employability, confidence and social inclusion while supporting individuals to achieve meaningful employment goals and greater independence.









Activity Hub, Community Sports & Leisure Centre

The Activity Hub continued to promote health, wellbeing, digital inclusion, and social participation through accessible and structured programmes.

Highlights

- Digital inclusion initiatives enhanced access to technology, digital learning, and online engagement opportunities for service users.
- Health and wellbeing initiatives were embedded across programmes, promoting healthy lifestyles and preventative health awareness.
- Multidisciplinary teams delivered programmes focusing on Bone Health, Falls Awareness, Health Promotion, and Active Healthy Me.
- Staff and service users worked collaboratively to integrate health promotion strategies into everyday activities and routines.

These initiatives promoted independence, participation, wellbeing, and digital literacy while supporting inclusive access to recreational, social, and health-focused activities across the community.

In 2025, the Access, Integration & Adult Clinical Services Directorate continued to make significant progress in embedding a rights-based approach across services. Through strengthened access pathways, participatory clinical supports, employment initiatives and wellbeing programmes, the Directorate supported adults to exercise greater choice, autonomy, and inclusion within their communities.



Estates

Estates continued to develop and maintain safe, accessible and person-centred environments that support people to live, work and participate in their communities. Investment in housing and service locations remained focused on improving the quality and suitability of existing premises while progressing longer-term plans for modern, accessible facilities that respond to changing needs.

Highlights

- Supporting quality homes | Continued implementation of the Five-Year Housing Plan, supporting the provision of suitable residential environments for people supported by St. Michael's House.
- Supporting community-based living | Continued work with the HSE to progress the decongregation agenda, with alternative locations being explored following the refusal of planning for the previous proposal.
- Improving service environments | Completed a number of refurbishment and improvement projects, including the new Caisleán Day Centre at Northside Shopping Centre, Raheny Local Centre roof replacement and refurbishment of the Ballymun HQ reception.
- Future-proofing services | Progressed the development of new and improved facilities to ensure environments remain responsive to the changing needs and preferences of people supported.

Through continued investment in housing and service environments, Estates supported St. Michael's House in creating safe, accessible and suitable places where people can live, work and participate as equal members of their communities.



Advocating Rights & Self-Advocacy

In September 2025, adults from St. Michael's House, including members of the Templeogue Rights Group and QQI Level 3 Self-Advocacy learners, visited Leinster House to share their experiences and speak about the barriers faced by people with disabilities as their needs change over time.

The visit provided an important opportunity for individuals to raise key issues directly at national level, including challenges relating to inaccessible environments and the need for appropriate, flexible supports as people age or experience changing physical or medical needs.

The group used their voices to advocate for greater awareness, inclusion and systemic change, reflecting the importance of lived experience in shaping policy and practice.

This engagement formed part of St. Michael's House's broader strategic commitment to rights-based practice, active citizenship and strengthening service user voice. It demonstrated the organisation's focus on supporting individuals to participate meaningfully in advocacy and decision-making processes at local and national level.

The delegation was supported by staff from Templeogue Day Services and members of the Service User Engagement and Advocacy team, alongside senior organisational representation. The group was facilitated to present their views to elected representatives and had the opportunity to meet with the Ceann Comhairle, further reinforcing the value of direct engagement with democratic institutions.

This initiative reflects St. Michael's House's commitment to empowering individuals to advocate for themselves and to ensuring that service user voice is central to organisational learning and sectoral change. It also highlights the importance of collaboration between service users, staff and advocacy supports in advancing equality, inclusion and rights.

The visit was a significant example of active citizenship in practice and demonstrated the strength and impact of self-advocacy within St. Michael's House.

The message shared by the group was clear and consistent "My Life, My Choices, My Rights."




PLUNKET
COLLEGE
OF FURTHER
EDUCATION

Celebrating Lifelong Learning and Achievement



St. Michael's House proudly hosted its annual QQI Graduation Ceremony in June 2025, celebrating the achievements of 47 learners who successfully completed accredited training programmes within the National Framework of Qualifications (NFQ). The awards were formally conferred by Dr. Karen Finnerty, Director of Open Training College.

The event marked a significant milestone in the organisation's commitment to lifelong learning, inclusion, and personal development. Learners from across SMH day services were recognised for their dedication and progress. In total, 89 portfolios were submitted for assessment, reflecting a wide range of modules designed to support independence, confidence and active participation in community life. Speaking at the ceremony, St. Michael's House CEO highlighted the importance of education within SMH, stating that lifelong learning remains a core value and a key enabler of independence and inclusion for the people we support.

A number of key achievements were recognised during the event. A total of 47 learners received QQI awards, with several individuals achieving more than one award. Fourteen learners attained a Major Award at Level 2, requiring the completion of six QQI modules. In addition, 15 learners achieved a Minor Award at Level 3 marking the first time St. Michael's House conferred Level 3 awards. These formed part of the Active Citizenship Programme, which includes modules such as Community Participation, Advocacy, and Work Experience.

Throughout the year, SMH staff across all services played a central role in delivering high-quality, inclusive education programmes aligned with national standards. The QQI external examiner commended the quality of portfolios submitted, noting the depth of learning, strong community focus, and emphasis on personal development.

St. Michael's House extended sincere thanks to all those involved in making the programme a success, including trainers, PICS, Service Managers, Programme Design Teams, families, and most importantly, the learners themselves, whose commitment and enthusiasm were central to the success of the 2025 programme.

GOAL 2

Participation of service users and families/supporters



Goal 2 | Participation of Service Users & Families/Supporters



The participation and involvement of service users, families and supporters remained a key focus for St. Michael's House throughout 2025 and continued to inform the organisation's approach to service planning, delivery and evaluation.

In line with the Strategic Plan 2022–2026, St. Michael's House remained committed to promoting meaningful engagement and ensuring that the voices of those who use our services are central to organisational decision-making and continuous service improvement.

Throughout the year, the organisation continued to strengthen opportunities for consultation, feedback and collaboration across a range of services and initiatives. This included supporting service users to actively participate in decisions affecting their lives and ensuring that families and supporters were recognised as important partners in the delivery of high-quality, person-centred services.

St. Michael's House recognises that effective participation contributes to stronger outcomes, improved service experiences and greater transparency and accountability across the organisation. By fostering a culture of openness, inclusion and partnership, the organisation continues to support meaningful involvement at both individual and strategic levels.

The following section outlines some of the key developments and initiatives progressed during 2025 in support of this strategic objective.

Adult Services

In 2025, St. Michael's House continued to strengthen participation and collaboration across Adult Services in Service Areas 1 and 2, ensuring that adults and their families/supporters remained central to service delivery. Through structured engagement, peer-led initiatives, family involvement and meaningful opportunities for participation, services continued to promote inclusion, empowerment, and partnership.

Service User Participation and Engagement

Adults supported by St. Michael's House actively contributed to decision-making, forums, events and service development throughout 2025.

Highlights

- 65% of day and residential services across Service Areas 1 and 2 actively engaged individuals regarding their will and preference for Service User Forums, with participation tailored to individual choice through group forums, "Chat Time," or one-to-one meetings.
- Residential services continued to hold regular resident meetings, with agendas identified by residents and, in some services, meetings chaired by residents themselves.
- Wellbeing meetings were established across day and residential services, supporting individuals to identify who they wished to include in discussions regarding their supports and goals.
- Hub centres in Service Area 2 hosted peer-only forums throughout the year, encouraging peer-led discussion and engagement.

- Adults from Templeogue and Goatstown day services participated in developing Health Passports to support communication and healthcare planning.
- Service users presented at PIC Forums, 70th Anniversary “Share the Learning” events, Abhainn training days and cluster meetings, sharing personal experiences and achievements.
- A individual from Abhainn presented on achieving his goal of taking a helicopter trip, while another shared her experience of achieving a holiday to Spain.
- Adults from Goatstown day service won the Re-Turn national competition and featured in a national advertising campaign.
- A number of adults participated in St. Michael’s House recruitment evenings by supporting employment initiatives and promoting inclusive recruitment practices.

These initiatives strengthened self-advocacy, participation and personal autonomy, ensuring adults had meaningful opportunities to influence their services, share their experiences and achieve personal goals.

Family Engagement

Families and supporters continued to play an active role in service development, evaluation and community engagement.

Highlights

- Families and supporters from Abhainn Services contributed to service reviews and co-designed future models of service delivery.
- The Abhainn Steering Group hosted family engagement events, supporting collaboration and feedback on service strengths and areas for improvement.
- Local centres across Service Area 2 piloted ‘sharing meetings’ to gather feedback from service users and families.
- Larger day services including Goatstown, Templeogue and Moyle Road hosted family and service user forums.
- Families engaged with feedback questionnaires to inform service evaluation and continuous improvement.
- Annual coffee mornings, garden parties, BBQ’s, Christmas gatherings and family events strengthened relationships and community connection across services
- 70th Anniversary celebration events were held for families and service users
- Bon Accord hosted a coffee morning to celebrate returning to its newly refurbished building, alongside a bake sale and Christmas market.

Families and supporters continued to be recognised as valued partners in care, contributing important insight, feedback and lived experience that informed service planning and strengthened collaborative relationships.

Participation and Community Inclusion

Adults across Service Areas 1 and 2 participated in a wide range of social, recreational, educational and travel opportunities during 2025.



Highlights

- Adults attended shows, events, football matches and stadium tours, including visits to Liverpool and Manchester United stadiums.
- Adults participated in holidays and mini-breaks throughout Ireland and abroad, including trips to Center Parcs, Budapest and Spain.
- Annual trips to Belfast, spa breaks and countryside retreats supported social connection, wellbeing and reconnection with peers and friends.
- Nine case studies were developed across Service Areas 1 and 2, documenting examples of participation, personal outcomes and rights-based practice.

In 2025, St. Michael's House continued to make strong progress in embedding participation and family engagement across Adult Services. Through peer-led initiatives, structured forums, collaborative family engagement, and meaningful community participation, adults and their supporters remained central to service planning, delivery, and evaluation.

Children & Young Person Services and Support Services

In 2025, the Directorate of Children and Young Persons Services and Support Services at St. Michael's House continued to strengthen participation, engagement and partnership with children, young people and their families/supporters. Through family forums, structured feedback, participation initiatives and enhanced communication supports, services remained focused on ensuring that the voices and experiences of children and families informed service planning and delivery.

Family Engagement and Feedback

Throughout 2025, Children and Young Persons Services continued to provide structured opportunities for families to engage with and inform service development.

Highlights

- Ten Family Forums took place during 2025, attended by 99 families. Feedback was highly positive.
- An annual evaluation of Preschool Support Services was completed with over 30 families surveyed.
- Over 200 surveys were issued to families using respite services. Feedback highlighted high levels of satisfaction with the care and support provided by staff, while also identifying the need for increased respite opportunities, longer breaks and greater notice of planned respite periods.

These initiatives strengthened communication, partnership, and responsiveness across services while ensuring that family feedback continued to shape service planning and improvement.



Participation and Inclusion Initiatives

Services continued to promote participation and inclusion for children, young people, and families across clinical, respite, and community supports.

Highlights

- Regular resident meetings continued within respite services, supported by communication support plans and keyworker planning meetings focused on individual goals and preferences.
- An application was submitted to the DCDE Supporting Parents Peer Support Fund to support the further development of parenting and peer-led family support groups during 2026.
- Ballymun CDNT continued to facilitate a monthly Social Work Family Support Group throughout 2025.
- A Child and Youth Participation Steering Group was established and engaged with Hub na nÓg, the national centre for child and youth participation.
- Fourteen SMH staff members completed pilot Child and Youth Participation training delivered in line with the Lundy Model.
- Staff across CDNTs and respite services contributed examples of participation-focused practice, which are now informing the development of national participation resources and online disability training through Hub na nÓg.

These initiatives strengthened participation, inclusive practice and opportunities for children and young people to have their voices heard in decisions affecting their lives.

Digital Engagement and Resource Development

Highlights

- Staff and families participated in the evaluation of the OTC Family Resource online platform during 2025, with over 100 surveys completed.
- Approximately 650 families and over 300 staff accessed the platform during the year.
- Usage data demonstrated strong engagement with resources relating to communication,
- toileting, sensory processing, eating and drinking, and fine motor skills.
- Feedback highlighted strong satisfaction with content quality while also identifying barriers including login complexity, digital literacy challenges, and clinician time constraints.
- Progress continued on the development of CDNT websites, with pilot launch anticipated in
- Quarter 1 2026.
- Introductory videos for all CDNT locations were completed and circulated to families following requests from the Family Representative Group.
- Quarterly newsletters continued to issue to all families across Open and Waitlist services.

Transforming Special Education | Skerries School Development



St. Michael's House, as Patron Body, was proud to mark a major milestone in the development of special education with the official turning of the sod for a new 16-classroom Special National School at Blacklands, Skerries, Co. Dublin in 2025. This significant development represents a transformative step forward for the St. Michael's House Skerries school community and reflects a broader commitment to expanding high-quality, inclusive educational provision for children with complex additional needs.

The new purpose-built facility has been designed to support a growing and diverse student population and will significantly increase capacity, with the potential to accommodate an additional 60 children. The building has been carefully planned to ensure it meets a wide range of needs and includes specialist classrooms, a Home Economics and Daily Living Skills room, an Art room, a General Purpose Hall, multi-sensory rooms, and dedicated therapy and clinician spaces.

Located on a four-acre greenfield site, the project is supported by a €15 million investment from the Department of Education and Youth. It represents a strong commitment to ensuring that children with complex needs have access to environments that are not only educationally appropriate, but also supportive in nature.

This development aligns closely with the St. Michael's House Strategic Plan, particularly in relation to advancing inclusive education, responding to demographic need, and working in partnership with key stakeholders to deliver sustainable, high-quality services for children and families. It reflects the organisation's ongoing commitment to ensuring that each child is supported to reach their full potential in an environment that values individuality, dignity and inclusion.

Congratulations were extended to Principal Karen Deans, her dedicated staff team, Chairperson of the Board Cllr Tony Murphy, and the Board of Management, as they embarked on this significant phase of the project. The turning of the sod in 2025 marked the beginning of construction on a landmark school that will enhance educational opportunities and outcomes for current and future generations of students attending St. Michael's House Special National School Skerries.


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Quality, Safety & Risk

The Quality, Safety & Risk Directorate continued to strengthen opportunities for people supported and relevant stakeholders to have their voices heard and contribute to quality improvement and person-centred practice in 2025. A key focus was creating more meaningful opportunities for participation and improving access to resources that support people to understand, communicate and exercise their rights.

Highlights

- Strengthening participation in PCP | Two PCP stakeholder groups were established, providing opportunities for people supported and relevant stakeholders to contribute to the ongoing development and review of person-centred planning.
- Digital access and learning | Funding was secured for the Open Future Learning platform, providing accessible learning modules and opportunities for side-by-side individual and group engagement.

The Directorate will continue to support greater participation by people supported and families in the design, review and improvement of services. By creating accessible opportunities for people to share their views, contribute to decision-making and shape the supports they receive, St Michael's House will continue to strengthen a culture where people's voices, choices and experiences are valued and reflected in practice.



Access, Integration & Adult Clinical Services

In 2025, the Access, Integration & Adult Clinical Services Directorate at St. Michael's House continued to strengthen participation, engagement and collaboration with service users and families/supporters. Through enhanced communication systems, peer-led initiatives, collaborative clinical pathways and advocacy projects, services remained focused on ensuring that individuals and families were informed, empowered and central to service delivery.

Access & Integration

Access & Integration continued to focus on improving transparency, communication and participation regarding service access and planning.

Highlights

- The referral process was streamlined through the HSE Disability Management Team, providing a more coordinated and centralised approach to incoming referrals.
- A unified response system was established to ensure that service users, families and referrers received consistent and timely information regarding service availability, waiting times and access pathways.

These initiatives improved communication, reduced uncertainty regarding access to services and strengthened informed participation for service users and families. Enhanced transparency and responsiveness supported greater confidence in service planning and reinforced a collaborative, rights-based approach to service delivery.

Adult Clinical Services

Adult Clinical Services continued to promote participation, wellbeing and collaborative care through structured health promotion and multidisciplinary initiatives.

Highlights

- PAIRS Monthly Movie Nights provided structured opportunities for social engagement, peer interaction and wellbeing.
- Multidisciplinary teams collaborated to develop a joint Postural Management pathway, supporting coordinated and consistent clinical service delivery.

These initiatives strengthened participation, promoted wellbeing and enhanced multidisciplinary collaboration. Adults, families and guardians were supported to engage more actively in health promotion and clinical decision-making processes.

WorkAbility Programme

The WorkAbility Programme continued to promote participation, empowerment and peer learning through employment-focused initiatives.

Highlights

- Peer-to-peer learning objectives were implemented across services, supporting individuals to share experiences, employment skills and workplace strategies.
- Peer learning was integrated into employment workshops, work experience placements and job-shadowing opportunities.

The programme strengthened confidence, employability and self-efficacy while fostering collaboration, mutual support and meaningful participation in employment and community activities.

Activity Hub, Community Sports & Leisure Services

The Activity Hub and Community Sports & Leisure Centre continued to promote inclusion, advocacy, and active participation for service users.

Highlights

- A weekly Service User Advisory Group provided opportunities for individuals to contribute to programme planning, decision-making, and service development.
- Paid work opportunities within the Hub supported practical skill development, confidence, and employability.
- In collaboration with external agencies, service users helped develop an accessibility auditing tool for community swimming pools nationwide.

These initiatives strengthened advocacy, empowerment and inclusion while ensuring that service users remained active participants in shaping services and promoting accessibility within the wider community.

In 2025, the Access, Integration & Adult Clinical Services Directorate continued to strengthen participation and engagement across St. Michael's House. Through improved communication systems, collaborative clinical initiatives, peer-led learning and advocacy projects, services supported individuals and families to participate meaningfully in decisions affecting their lives and supports.

Learning, Research & Education

The Open Training College continued to strengthen participation, learning and inclusion in 2025, creating opportunities for people supported to develop skills, achieve qualifications, contribute to research and have greater choice and involvement in their communities.

- Improving access to information | A collaborative SMH/OTC project with AVISTA, the HSE and CRC developed an online CDNT resource providing families and clinicians with access to more than 7,000 resources. The resource was shortlisted for the Irish Healthcare Awards 2025 for Best Use of IT/eLearning in Healthcare.
- Building confidence and independence | 30 people supported completed online fire safety training and achieved certification, supporting greater confidence, independence and inclusion.
- Supporting achievement through education | More than 100 people supported engaged in QQI Level 2 and Level 3 modules, with 84 learners achieving a QQI award in 2025. This included 25 Level 2 major awards and 15 Level 3 minor awards.
- Expanding learning opportunities | Two Level 3 courses in Advocacy and Community Participation were completed, while new Level 2 modules in Craft, Habitats and Data Handling were developed as part of the QQI revalidation process.
- Increasing community participation | New relationships with local services supported learners to complete QQI modules in community settings, creating opportunities to learn and participate outside traditional service environments.
- Strengthening participation in research | Three people supported were recruited to join the Inclusive Research Network, supporting greater involvement of people with intellectual disabilities in research.
- Embedding participation | The Personal & Public Involvement (PPI) Framework was refreshed and re-adopted by the EMT, reinforcing the role of people supported in influencing the development of St Michael's House.

Through education, digital inclusion, research and meaningful participation, the Open Training College continued to support people to develop their skills, have their voices heard and play an active role in shaping their own lives and services.



Estates

Estates continued to contribute to the development of environments that support participation, choice and inclusion, working with service areas to ensure property planning responds to the needs of people supported.

- Responding to changing needs | Property and housing planning continued to take account of changing service requirements and the future needs of people supported.
- Supporting service planning | Estates maintained representation on the Adult Day Waiting List and Residential Approvals Committees, supporting coordinated decision-making around access to services and accommodation.
- Supporting community inclusion | Investment in community-based residential and day service locations continued to support opportunities for people to live and participate within their local communities.

In 2025, Estates played an important role in ensuring that the physical environment supports people's choices, participation and inclusion, with future developments shaped by changing needs and service requirements.

Building a Greener Future Together at St. Michael's House



In May 2025, St. Michael's House marked an important milestone in its sustainability journey with the launch of the SMH Green Team Charter. This initiative represents a key step in strengthening our commitment to environmental responsibility and embedding sustainable practices across our services.

The Green Team Charter provides a clear framework for action, outlining shared goals and responsibilities for staff and service users involved in the Green Team, and participating services. It supports a coordinated approach to reducing environmental impact and promoting more sustainable ways of working across all SMH locations.

The launch event was well attended, bringing together service users, staff and colleagues from across the organisation, alongside representatives from senior management and the HSE. The event provided an opportunity to share information about ongoing sustainability work, explore practical ideas and encourage wider participation from day and residential services. Interactive displays and discussions helped to generate engagement and highlight the role everyone can play in supporting environmental change.

The SMH Green Team, established in 2023, is a collaborative group of adults and staff working together to promote sustainability across the organisation. The team focuses on raising awareness of energy use and waste reduction, while encouraging environmentally conscious practices within services.

This work aligns with St. Michael's House's broader strategic priorities, particularly in relation to quality, innovation and creating inclusive opportunities for participation. It reflects a shared belief that small, consistent actions can contribute to meaningful and lasting change.

The Green Team Charter continues to support services in taking practical steps towards a more sustainable future, with opportunities for involvement open to all areas of the organisation.

Together, St. Michael's House is working towards a more sustainable and environmentally responsible future for all.



View our Green Team Charter here

Share the Learning | Celebrating Participation, Achievement & Inclusion

As part of St. Michael's House's 70th Anniversary celebrations, the organisation hosted its first Share the Learning event in 2025, bringing together adults who use services from across residential, day, individualised and training programmes to celebrate their experiences and achievements.

This half-day event provided a platform for individuals to share personal stories of growth, independence and participation. Presentations reflected a wide range of experiences, including independent living, development of digital skills, communication through Lámh, advocacy in action and engagement in community life through sport and leisure. Individuals also shared significant personal milestones, including new experiences such as independent travel, highlighting the impact of supports in enabling greater confidence and autonomy.

The event created a unique opportunity to bring together a broad range of initiatives and programmes in one space, showcasing the depth and diversity of work across the organisation. It highlighted the strong relationships between the people supported and staff, and demonstrated the meaningful outcomes being achieved in supporting individuals to live more independent and self-directed lives.

Information stands were also available throughout the event, providing access to key organisational initiatives including person-centred planning, supported employment, environmental sustainability, assisted decision-making, consent and local service achievements.

These elements reinforced St. Michael's House's ongoing commitment to rights-based practice, active participation and continuous development in line with national policy and best practice.

The Share the Learning event aligned closely with the organisation's strategic priorities, particularly in promoting inclusion, strengthening the voice of the people supported and fostering a culture of shared learning and innovation. It demonstrated how services are supporting individuals not only to achieve personal goals, but also to actively participate in and contribute to their communities.

The success of the event reflects the commitment of staff and the engagement of the people supported and highlights the value of creating opportunities to share experiences, celebrate achievements and strengthen connections across the organisation.




ST MICHAEL'S HOUSE
Green Team
Green Team






ST. MICHAEL'S
HOUSE
#SMHRights


WorkAbility: Inclusive
Pathways to Employment
Programme



GOAL 3

Valuing & Investing in Staff



Goal 3 : Valuing and Investing in Staff

Valuing and investing in staff remained a central strategic priority for St. Michael's House throughout 2025. In line with the Strategic Plan 2022–2026, the organisation continued to focus on supporting and developing a skilled, engaged and sustainable workforce capable of delivering high-quality, person-centred services across all areas of the organisation.

Recognising that staff are fundamental to the achievement of organisational objectives and positive outcomes for the people we support, St. Michael's House remained committed to promoting a positive workplace culture, supporting staff wellbeing and investing in workforce development, learning and leadership. The organisation also continued to respond to the evolving challenges and opportunities within the disability and healthcare sectors through ongoing workforce planning and organisational development initiatives.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic objective.

Human Resources

In 2025, the Human Resources Directorate continued to strengthen how St Michael's House attracts, supports, develops and retains its staff. Progress was made in implementing the organisation's longer-term HR strategy, strengthening workforce planning and reporting, improving the employee experience and investing in staff wellbeing, professional development and career support.

Highlights

- Strategic HR Planning | Established a five-year HR strategic direction and implemented a three-year workplan, with 62% of planned activity completed during the reporting period.
- Strengthening workforce planning | Established six core HR workstreams and introduced clearer KPIs and measures to improve accountability and demonstrate the impact of HR initiatives.
- Investing in the employee experience | Reintroduced onsite employee induction, with a greater focus on St Michael's House values, culture, purpose and organisational connection from the beginning of an employee's journey.



- Supporting staff wellbeing | Continued to develop employee wellbeing supports, including the Employee Assistance Programme, wellbeing initiatives and work to strengthen the wider employee benefits offering.
- Supporting staff throughout their careers | Introduced pension workshops and one-to-one consultations, providing staff with information and support to plan for their future.
- Supporting professionalisation | Worked with staff on CORU registration requirements for social care work, providing information, guidance and dedicated support.
- Strengthening HR data and workforce planning | HR reporting was enhanced to provide the Board and EMT with greater visibility of workforce numbers, vacancies, recruitment, turnover, absence, agency usage, overtime and workforce risks.
- Reducing agency reliance | Data-led workforce planning, increased contracted WTEs, expanded relief panels, improved monitoring and the use of HSE framework rates contributed to a €1.04 million reduction in year-to-date agency expenditure compared with the same period in 2025.
- Digital transformation | Continued digitalisation of HR processes, including probation and employee information, improving the accessibility, consistency and quality of workforce data.
- Benchmarking our employee experience | St Michael's House continued its participation in the Ireland's Best Employers process, maintaining a commitment to benchmarking and continuously improving the employee experience.

Through strategic workforce planning, investment in development and wellbeing, and a growing focus on data-led decision-making, HR continued to strengthen the organisation's commitment to valuing its people. This work provides a stronger foundation for attracting and retaining staff, developing leadership and building a sustainable workforce for the future.



Ireland's Best Employers 2025

In 2025, St Michael's House was again recognised in the Sunday Independent's Ireland's Best Employers ranking, rising 13 places from 98th to 85th position. The ranking is based on independent employee surveys, with more than 12,000 employees and 95,000 individual recommendations contributing to the assessment. This recognition reflects the commitment of our staff and the organisation's continued focus on building a positive, inclusive and values-driven workplace.

As part of our Strategic Goal of Valuing and Investing in Our Staff, we remain committed to supporting our people through professional development, strong leadership, wellbeing initiatives and a culture of respect and collaboration. Our continued recognition as an employer demonstrates the progress being made towards creating a workplace where staff can develop, contribute and thrive.

Adult Services

At St. Michael's House, we recognise that a skilled, motivated, and supported workforce is fundamental to the delivery of high-quality, rights-based adult services. In 2025, Adult Services across Service Areas 1 and 2 continued to invest in staff through professional development, leadership opportunities, workforce planning and staff engagement initiatives designed to strengthen skills, resilience and service quality.

Staff Engagement and Professional Development

Throughout 2025, a range of initiatives supported staff learning, collaboration and leadership development across day and residential services.

Highlights

- Three PIC Forums were held across Service Areas 1 and 2, focusing on areas identified by Persons in Charge and supporting shared learning, collaboration and service improvement.
- Two Abhainn training days were delivered during 2025, covering topics including co-regulation versus self-regulation, New Directions, emergency intervention techniques, risk assessment and allocated funding supports.
- Abhainn staff completed WorkAbility training to support employment-focused opportunities for adults using services.
- Local centre closures facilitated dedicated staff training days, ensuring opportunities for professional learning and compliance with mandatory training requirements.
- Quarterly training days were held across day centres, covering a range of operational and service topics, with presentations delivered by departments across the organisation.
- ADM training was provided to Service Management Teams to support operational leadership and service delivery.
- Service Managers facilitated 19 cluster meetings across Service Areas 1 and 2, supporting communication, organisational objectives and shared goals across day and residential services.

These initiatives created structured opportunities for staff engagement, reflective practice, collaboration, and continuous learning, strengthening staff confidence, knowledge, and leadership capacity across services.





Talent Development and Workforce Capacity

St. Michael's House continued to support career progression and workforce development through qualifications, leadership opportunities, and operational experience.

Highlights

- 17 Direct Support Workers across Service Areas 1 and 2 progressed toward Social Care Worker qualifications.
- Thirty-three staff members commenced or completed management qualifications to support future leadership development.
- 31 Social Care Workers undertook deputising responsibilities for Day Service Managers and Persons in Charge, gaining valuable operational leadership experience.
- One Social Care Leader gained experience in a specific-purpose Service Manager role, while another supported the transition of services from Castle to Caisleán, strengthening experience in service transformation and operational management.
- The Service Area 1 Administration Manager delivered 30 roster management sessions across four service areas, providing guidance and support in workforce planning and management of WTE complements.
- The Service Management Team in Service Area 1 conducted 186 interviews during 2025 as part of ongoing recruitment and workforce development initiatives.

These initiatives strengthened workforce capacity, supported succession planning, and created clear pathways for career progression while enhancing the organisation's ability to deliver consistent, high-quality person-centred services.

In 2025, St. Michael's House continued to make significant progress in valuing and investing in staff across Adult Services. Through professional development opportunities, leadership experience, staff engagement initiatives, and workforce planning supports, the organisation strengthened its capacity to deliver safe, responsive, and rights-based services.

National Recognition for Innovation in Children's Sleep Support



St. Michael's House was delighted to announce that our Interdisciplinary Sleep Pathway for Children with Complex Sleep Difficulties was named winner of the Healthcare Initiative – Disability Services category at the Irish Healthcare Centre Awards 2025.

This national award recognised the development and implementation of an innovative, evidence-informed pathway designed to support children with complex sleep difficulties and their families. The initiative reflected best practice in interdisciplinary collaboration and person-centred care and demonstrated St. Michael's House's ongoing commitment to quality improvement and innovation in service delivery.

The successful pathway was the result of close collaboration between the Ballymun Children's Disability Network Team (CDNT), CAMHS-ID and the Paediatric Neurodisability Team. This cross-disciplinary work highlighted the strength of partnership working across services in addressing complex clinical needs and improving outcomes for children and families.

This achievement demonstrated the value of investing in and recognising our staff, a key objective of Goal 3 of the St. Michael's House Strategic Plan. The award recognised the expertise, dedication and collaborative approach of staff St. Michael's House highlighting the contribution of staff in developing innovative approaches, sharing knowledge and improving outcomes for the children and families we support.

This award reflected the dedication of all staff involved, and the organisation's continued commitment to excellence, innovation, and improved outcomes and we were honoured to be recognised among such distinguished peers in the disability services sector.

Children & Young Persons Services and Support Services



In 2025, the Directorate of Children and Young Persons Services and Support Services at St. Michael's House continued to prioritise workforce recruitment, retention, professional development and staff wellbeing to support the delivery of high-quality, family-centred services.
A strong focus remained on building workforce capacity, supporting career progression and strengthening staff skills across Children and Young Persons Services.

Recruitment and Workforce Capacity

Throughout 2025, significant progress was made in strengthening staffing levels across CDNT and frontline services.

Highlights

- Over 50 recruitment campaigns were completed across CDNT services, with staffing levels reaching their highest point since reconfiguration, with 70 staff working across the four CDNTs by year end.
- Recruitment initiatives supported the appointment of new graduate clinicians across Occupational Therapy, Social Work, Psychology and Nursing.
- Across CYP Services, there were 69 starters during 2025, including internal promotions, with continued onboarding underway at year end.
- Recruitment and workforce planning initiatives contributed to reduced vacancy levels and improved service continuity across teams.

Staff Development and Professional Learning

The Directorate continued to invest in professional development and specialist training opportunities for staff.

Highlights

- Reflective practice sessions and quarterly discipline meetings supported staff wellbeing, peer learning and sharing of best practice.
- Staff accessed a broad range of conferences, study days and specialist training opportunities in areas including neuro-affirmative practice, trauma-informed care, feeding, sleep, autism and family-centred practice.
- Family-Centred Practice workshops were delivered across all four CDNTs, supporting clinicians and managers to strengthen collaborative practice with children and families.
- Senior clinicians and managers continued to undertake postgraduate and advanced professional education programmes.

Investment in training and professional development strengthened staff capability, supported evidence-based practice, and enhanced the quality and consistency of service delivery.

Workforce Planning and Future Development

- CYP Services continued to support student placements and workforce pipeline development across disciplines.
- Work progressed on redefining therapist competencies and career pathways to support future workforce planning and progression opportunities.
- Collaboration with the HSE continued on the development of national HSCP Assistant initiatives and training programmes.

Nursing



In 2025, the Directorate of Nursing at St. Michael's House continued to prioritise investment in its nursing workforce through professional development, education partnerships, leadership opportunities and strengthened clinical learning environments. The focus remained on building a skilled, supported and sustainable workforce capable of delivering high-quality, evidence-based and rights-focused care.

Workforce Development and Professional Learning

Throughout 2025, significant progress was made in strengthening nursing capability, supporting advanced practice, and enhancing workforce sustainability across services.

Highlights

- St. Michael's House celebrated the graduation of its first cohort of newly qualified nurses, marking a significant milestone in workforce development and professional growth.
- The organisation successfully completed its first Nursing and Midwifery Board of Ireland (NMBI) site inspection, with no recommendations identified in the preliminary report, reflecting strong clinical governance and quality standards.
- Two nurses commenced the nurse prescribing pathway, strengthening advanced nursing practice capacity within services.
- Continued investment in professional development supported nursing staff to complete postgraduate qualifications across a range of specialist disciplines, with several progressing to MSc-level study.
- Staff continued to access Continuing Professional Development (CPD) opportunities including conferences, webinars, study days, specialist training, and short courses, supporting evidence-based practice and ongoing clinical learning.
- The "Tools of Safe Practice" programme continued to roll out across services, with approximately 85 staff trained across four sessions, receiving highly positive feedback.
- These initiatives strengthened workforce capability, professional confidence, and clinical competence while supporting safe, high-quality, and person-centred nursing care

Education Partnerships and Future Workforce Planning

- Recruitment commenced for an additional Clinical Placement Coordinator (CPC) post, supporting enhanced student nurse learning environments and future workforce development.
- Partnership with Dublin City University (DCU) continued to support clinical placements for Registered Nurse Intellectual Disability (RNID) students, including the development of expanded and specialist placement opportunities.
- A mentoring programme for newly qualified nurses supported transition into practice, professional confidence, and staff retention.
- Continued expansion of HSE Quality Care Metrics (QCM) implementation strengthened quality assurance and benchmarking across nursing services.
- Low nursing vacancy levels were maintained throughout 2025 through proactive recruitment initiatives, workforce planning, and strong support from senior nursing leadership.

In 2025, the Directorate of Nursing continued to make strong progress in valuing and investing in staff across St. Michael's House. Through professional development, advanced practice pathways, education partnerships, and strengthened clinical governance systems, the organisation reinforced its commitment to building a skilled, confident, and supported nursing workforce.



Advancing Nursing Practice in Intellectual Disabilities



On Friday 29th August 2025, St. Michael's House marked a significant milestone with the graduation of its first cohort of Registered Nurses in Intellectual Disabilities (RNIDs), during its 70th anniversary year.

This inaugural group represented the first RNIDs to complete their training through St. Michael's House in partnership with Dublin City University (DCU), reflecting a key development in the organisation's role in nurse education and workforce development.

The programme demonstrated the value of strong collaboration between service providers and academic partners in preparing specialist practitioners for practice. Through structured clinical placements, mentorship and supervised learning environments across St. Michael's House services, students were supported to develop the skills, knowledge and confidence required for contemporary nursing practice in intellectual disability services.

This achievement reflects a broader commitment to investing in staff development and creating high-quality learning environments that support professional growth. It also highlights the organisation's role in contributing to the development of the wider sector through education, partnership and shared learning.

Mentors, preceptors and clinical leaders across services played a central role in supporting students throughout their training, ensuring a consistent focus on safe, person-centred and evidence-informed practice. The collaboration between education and practice settings strengthened the overall quality and impact of the programme.

The RNID role remains central to supporting the health and wellbeing of people with intellectual disabilities, bringing specialist knowledge and a holistic approach to care that helps address health inequalities and improve outcomes. As these newly qualified nurses began their RNID careers, they were recognised for their contribution to strengthening the future workforce and for their potential to influence and enhance practice within services.

This milestone reflects St. Michael's House's ongoing commitment to developing its workforce, strengthening partnerships and contributing to innovation and improvement across intellectual disability nursing in Ireland.

Staff Education, Training & Development and Open Training College

The Open Training College, Training and Research functions continued to invest in staff learning, professional development and wellbeing throughout 2025, supporting staff to build their skills, progress their careers and strengthen practice across St. Michael's House.

- Investing in professional development | 14 TIPS trainers achieved a Level 6 Award in Training and Development, strengthening internal training capacity and expertise.
- Building management and practice skills | In partnership with SETDD, supervision training was delivered to 88 staff, while 147 staff completed report writing training. A new Certificate in Human Service Management Skills was also launched as the first of a new suite of management micro-credentials.
- Supporting staff wellbeing | The OTC delivered resilience and wellbeing sessions to staff groups across St. Michael's House.
- Supporting professionalisation | The OTC worked closely with HR to support staff completing CORU registration requirements for social care work, providing information sessions and dedicated phone and email support.
- Strengthening essential training | SETDD delivered more than 11,327 minimum required training sessions, modules and programmes during 2025, supporting an average of approximately 1,500 staff through required and refresher training.
- Developing internal expertise | The internal trainer network was maintained and strengthened, with approximately 40 staff trainers and 12 new Manual Handling trainers added during the year.
- Improving staff learning systems: A major review of the Orientation and Induction process was undertaken, alongside reviews of key training areas including Open Disclosure, Supervision, Risk Assessment, TIPS and Manual Handling. Work also began on the development of an online Training Hub.
- Supporting research and professional growth | The research function and Research Committee were re-launched, with staff representation and engagement with colleagues interested in research and further study.

Through investment in learning, professionalisation, wellbeing and research, the directorate continued to support staff to develop their knowledge, skills and careers while strengthening the quality of practice across St. Michael's House.





Quality, Safety & Risk

The Quality, Safety & Risk Directorate continued to support staff to develop their knowledge, skills and confidence in key areas of quality, safeguarding, risk management and safe practice during 2025. Through awareness-raising, learning opportunities and the continued development of open and transparent approaches, the Directorate supported staff to identify concerns, respond appropriately and contribute to ongoing organisational learning.

Highlights

- Building awareness and confidence | Continued organisation-wide awareness-raising on safeguarding and incident reporting, supporting staff to recognise, report and learn from concerns and incidents.
- Supporting a culture of openness | Continued to embed Open Disclosure, supporting staff to communicate openly and transparently with people supported, families and colleagues when things go wrong.
- Digital learning | Secured funding for the Open Future Learning platform, providing staff with access to a range of accessible learning modules across key areas of practice and supporting ongoing professional development.

The Directorate will continue to invest in staff knowledge and learning, recognising that confident, well-informed staff are central to delivering safe, high-quality and rights-based services. Through accessible learning, continued awareness-raising and opportunities to learn from experience, the Directorate will support staff to strengthen practice and contribute to a culture of continuous improvement across St. Michael's House.

Access, Integration & Adult Clinical Services

Access, Integration and Adult Clinical Services continued to strengthen the structures, guidance and supports available to staff throughout 2025, enabling teams to manage placements, referrals and service pathways more consistently and effectively.

- Strengthening staff practice | Developed and implemented Standard Operating Procedures (SOPs) for residential and day service admissions, transfers and discharges, providing staff with clearer and more consistent processes.
- Supporting effective decision-making | New procedures for Risk Escalation, Quantum of Services and the Day Attendee Database strengthened staff guidance, oversight and information management.
- Supporting school leavers planning | Developed an SOP for additional funding for school leavers, supporting staff to navigate funding processes and plan appropriate supports.
- Strengthening case management | Reviewed internal structures and supports for case management of the Adult Day Service waiting list and Clinic Only cohort, helping staff to manage pathways and changing service needs more effectively.

Through clearer processes, improved guidance and strengthened case management structures, Access, Integration and Adult Clinical Services continued to equip staff with the tools and supports needed to deliver effective, coordinated services.



Estates

Investment in the St Michael's House estate throughout 2025 also supported staff by providing safe, functional and fit-for-purpose environments in which to deliver services and carry out their work.

- Improving working environments | Refurbishment and reconfiguration projects, including the Ballymun HQ reception, contributed to improved and more functional working environments.
- Fire and electrical safety: Safety works continued across the estate, with works prioritised on a risk-based approach as funding became available.
- Supporting future service delivery | The Property Plan continued to progress the development of modern facilities designed to support effective service delivery and staff wellbeing.
- Energy and sustainability | Continued compliance with SEAI monitoring and reporting requirements, with the organisation's current trajectory indicating progress towards its 2030 energy target.

By investing in safe, functional and sustainable facilities, Estates continued to provide the physical infrastructure needed to support staff wellbeing and effective service delivery.



Shared Learning Day | Advancing Clinical Practice through Collaboration & Innovation

The Adult Clinical Services Team at St. Michael's House hosted a Shared Learning Day in 2025, bringing together staff from across disciplines to reflect on practice, share learning and explore innovation in service delivery. The event was described by attendees as "enriching, informative and thought-provoking," highlighting its value as a space for professional reflection and collaboration.

The day opened with a welcome from senior leadership, setting a positive tone focused on learning, development and shared purpose. A keynote address was delivered by an academic partner from the Centre for Disability Studies, University College Dublin, who provided an overview of research, teaching and community engagement activities, and their relevance to disability services practice.

Under the theme Innovation and Possibility, the programme showcased a wide range of work taking place across St. Michael's House. Presentations highlighted creative, needs-led approaches across clinical and support services, including trauma-informed care, family support initiatives, peer-led health promotion, ICT developments in clinical planning, transition supports from school to adult services, inclusive employment pathways and social opportunities designed to build friendships and community participation. The inclusion of service user perspectives within presentations was noted as a particular strength, reinforcing the organisation's commitment to person-centred practice.

The Shared Learning Day directly supported key strategic priorities within St. Michael's House. It contributed to Valuing and Investing in Our Staff by strengthening professional knowledge, fostering collaboration across disciplines and creating opportunities for reflective practice and shared learning. It also advanced the goal of Learning from and Influencing the Sector, Government and Society through engagement with academic partners, the sharing of innovative practice, and the promotion of evidence-informed, person-centred approaches aligned with sector development.

The event was organised and coordinated through strong internal collaboration, with support from training and education partners, reflecting the organisation's commitment to building capacity and strengthening continuous professional development.

The success of the Shared Learning Day demonstrated the value of creating structured opportunities for reflection, knowledge exchange, and innovation. It reinforced St. Michael's House's ongoing commitment to high-quality, person-centred services and to developing a workforce that is supported, connected and engaged in shaping future practice.





Celebrating Inclusion, Creativity & Accessibility through Gardening

St. Michael's House was proud to highlight the selection of Belcamp and Riverside Day Services to exhibit at Bloom 2025 in the Phoenix Park. Their entry, "Edible and Accessible," was chosen as one of just ten postcard gardens from a highly competitive national process, reflecting the creativity, collaboration and commitment of all involved.

Aligned with the St. Michael's House Strategy, this initiative demonstrates our focus on inclusion, participation and enabling people we support to live meaningful and self-directed lives. The garden showcases practical and innovative ways to make gardening accessible for people with disabilities, while promoting health, wellbeing and community engagement.

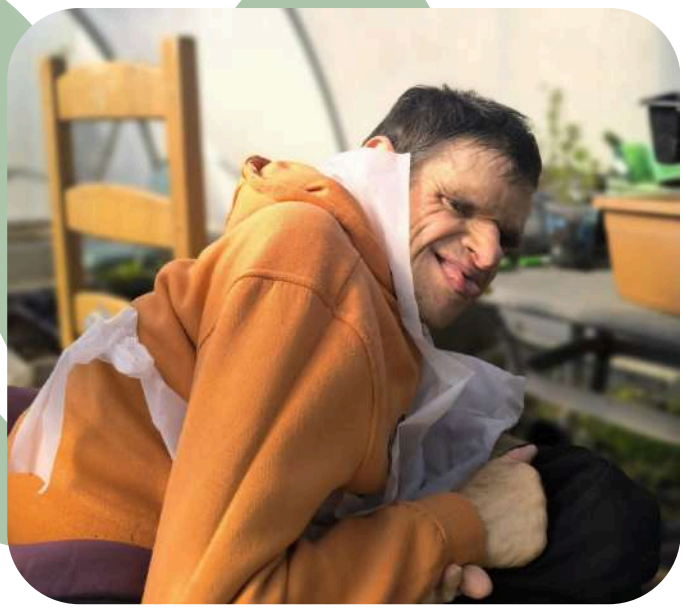
"Edible and Accessible" illustrates the full journey of food production, from seed to harvest, with all plants grown by adults in Belcamp and Riverside. Through the use of adaptive tools, raised planting areas and sensory-friendly design, the garden addresses barriers to participation and highlights how inclusive approaches can support independence and skill development.

Collaboration has been central to the success of this project. Adults from Belcamp and Riverside played a leading role in selecting, planting and nurturing the produce, fostering a strong sense of ownership and pride. This work was supported by a multidisciplinary team, including staff, volunteers and technical services, alongside contributions from families and the wider St. Michael's House community.

We extend our sincere thanks to volunteer garden designer Emily Moorcroft for her expertise and dedication in bringing the vision to life, and to all those who contributed their time, creativity and skills to the project.

With features such as accessible tools, raised planters, and Lámh-supported signage, the garden offered an inclusive and engaging experience for all visitors. It stands as a strong example of how thoughtful design and collaboration can remove barriers and create opportunities.

This achievement reflects St. Michael's House's ongoing commitment to inclusion, innovation and partnership. The "Edible and Accessible" garden not only represents our organisation at a national level but also reinforces our belief in a society in which people of every ability can live and participate in the life of their choosing.









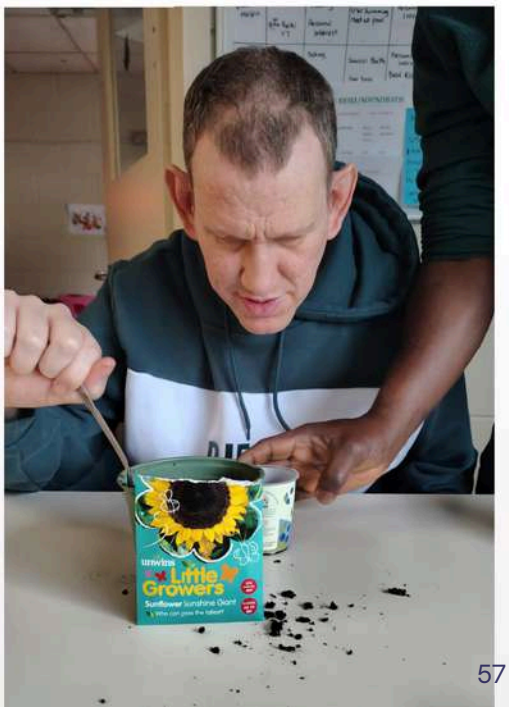




Bloom

Edible & Accessible





Caisleán | Advancing Person-Centred Community Based Supports



St. Michael's House was proud to formally open the Caisleán Day Service in 2025, a modern, purpose-built community facility representing a significant milestone in the ongoing development of rights-based, person-centred disability services. The centre was officially launched by Minister of State at the Department of Children, Equality, Disability, Integration and Youth, Hildegarde Naughton TD, with responsibility for Disability. The opening marked an important step forward in the delivery of community-based supports that enable adults with disabilities to live meaningful, connected and self-directed lives.

The development of Caisleán Day Service reflects the strategic direction of St. Michael's House in transitioning towards contemporary models of service delivery in line with the HSE's New Directions framework. This approach places choice, inclusion and participation at the centre of service design and delivery, supporting individuals to shape their own daily lives within their communities. Caisleán supports 31 adults and has been co-designed with service users, ensuring that lived experience directly informed the development of the service model and environment. Since its relocation in February 2025, the service has received strong positive feedback from service users, families, and staff reflecting its focus on accessibility, inclusion and meaningful engagement.

The name Caisleán, the Irish word for "Castle", was chosen by service users, acknowledging the history of the original Castle Industries Training Centre while symbolising a new chapter in the evolution of the service. This continuity reflects both respect for legacy and commitment to progressive, future-focused development.

Speaking at the official opening, Minister Hildegarde Naughton TD highlighted the importance of the development in advancing inclusive, rights-based supports and recognised the role of St. Michael's House in delivering innovative, community-based services that promote participation and belonging.

The opening event was attended by service users, families, staff, Chairperson Ciarán Bolger, Director of Adult Services, HSE representatives, members of the Executive Management Team and project partners. The successful delivery of Caisleán Day Service was achieved through strong collaboration with the HSE, with architectural design by John Duffy Design Group and construction by Elliott Properties Ltd. The partnership approach ensured the co-creation of a high-quality, accessible and future-focused facility that aligns with national policy direction and the strategic objectives of St. Michael's House.

Caisleán Day Service stands as a key example of the organisation's commitment to transforming services, strengthening community inclusion and delivering supports that enable people to live the life of their choosing.

GOAL 4

Learning from & Influencing the Sector, Government & Society



Sustainability in Action | National Recognition for Community Impact



In 2025, St. Michael's House Goatstown Services received national recognition for their contribution to sustainability and community engagement through participation in the Small Town, Big Difference campaign, led by Re-turn as part of Ireland's Deposit Return Scheme.

The initiative was showcased as part of a national media campaign across television, print and outdoor advertising, highlighting the positive environmental and social impact of community-led action. This recognition reflected the growing profile of sustainability work across St. Michael's House and its alignment with wider environmental and social responsibility goals.

A key feature of the initiative was the leadership of Ann and Alan from Goatstown Services, who developed and led the project. Through their work, bottles and cans were collected from local sites, including Airfield Estate and the Goatstown campus, with all proceeds directed to a local food bank supporting homelessness services in Dublin. Their initiative demonstrated strong leadership, commitment to sustainability and a clear focus on community benefit.

The project was formally recognised at a celebratory event held at Goatstown Services, attended by representatives from Re-turn, Airfield Estate and the wider community.

This achievement reflects St. Michael's House's strategic commitment to sustainability, inclusion and active citizenship, as well as the importance of supporting service users to lead community-based initiatives. It also highlights the value of partnership working in delivering initiatives that create both environmental awareness and tangible social impact.

St. Michael's House extends its congratulations to Ann and Alan for their leadership and dedication and to all those involved in supporting the success of this initiative.



Goal 4 | Learning & Influencing the Sector, Government & Society

Learning, collaboration and influencing continued to be important strategic priorities for St. Michael's House throughout 2025. In line with the Strategic Plan 2022–2026, the organisation remained committed to contributing positively to the wider disability sector through leadership, innovation, partnership working, and the sharing of knowledge, expertise and best practice.

Throughout the year, St. Michael's House continued to engage with sectoral partners, government agencies, academic institutions and representative bodies to support service development, policy advancement and improved outcomes for people with disabilities and their families. The organisation also maintained a focus on continuous learning and organisational improvement, recognising the importance of evidence-informed practice, collaboration and innovation in responding to the evolving needs of the sector.

By actively contributing to national discussions, strategic initiatives and cross-sector partnerships, St. Michael's House continued to advocate for inclusive, person-centred and sustainable services while supporting broader societal awareness and understanding of disability and inclusion.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic objective.

Adult Services

People supported by Adult Services continued to have a strong voice in shaping communities, influencing decision-makers and sharing their lived experience. Throughout 2025, people engaged directly with Government, local authorities, education providers and wider society, demonstrating the valuable contribution of people with disabilities to public life and community development.

Highlights

- Influencing Government | People supported by Templeogue visited Dáil Éireann, meeting with members of the Dáil, including the Ceann Comhairle, and speaking about rights and issues that matter to them.
- Changing perceptions | People supported by Goatstown won the Re-Turn competition and featured in a national advertising campaign, raising the profile and visibility of people with intellectual disabilities.
- Sharing knowledge | People from a number of centres participated in Lámh mornings and teaching sessions at Airfield Estate, sharing their knowledge and supporting greater awareness of communication.
- Shaping the next generation | People supported by Adult Services visited colleges to speak with social care students, sharing their lived experiences and perspectives on working in the disability sector.
- Building inclusive communities | A person supported by Abhainn officially opened an Autism-friendly town, sharing their experience and speaking at the event.
- Influencing local services: People supported by Abhainn met with Fingal County Council to contribute to discussions on its access strategy.

These opportunities strengthened the voice of adults supported by St Michael's House and demonstrated our commitment to ensuring people are active participants in influencing the services, communities and society in which they live.

Corporate Champion Volunteers | Lydon



St. Michael's House was pleased to officially open a new sensory garden at Rogha and Templeogue Adult Day Services in 2025, delivered through collaboration with corporate champion, Lydon, as part of the St. Michael's House Corporate Champion Programme. The project was delivered over a six-week period and forms part of the organisation's broader strategic approach to partnerships and community engagement.

This garden provides a calm, accessible outdoor space designed to support sensory engagement, relaxation and wellbeing for the people who attend both services. In addition to its therapeutic benefits, it also creates opportunities for learning and skill development, including gardening and planting activities aligned with QQI learning pathways.

The development also aligns with the organisation's strategic priorities in relation to enhancing quality of life, promoting inclusion and creating environments that support wellbeing, participation, and personal development. It highlights the importance of partnership approaches in delivering innovative and person-centred outcomes.

The successful delivery of the project was only made possible through strong collaboration between staff, service teams and Lydon, with coordination support provided through the Corporate Champion Co-Ordinator.

The sensory garden now forms a valued part of daily life within both services and will continue to support the wellbeing, learning and engagement of individuals for years to come.

The Corporate Champion Programme continues to play a key role in connecting services with external partners, enabling the development of projects that enhance environments and support positive outcomes for the people we support. The programme has involved contributions from thousands of volunteers across a range of sectors, reflecting strong and sustained engagement with the initiative.


SWORDS
AUTISM
FRIENDLY TOWN
As I Am
IRELAND'S AUTISM CHARITY


SWORDS AUTISM FRIENDLY TOWN
As I Am
IRELAND'S AUTISM CHARITY
EDUCATION
We need your help now more than ever.
Support Autistic people to have the same Chance.
Supporting Autistic people & families in all stages of life
RECREATION

Children & Young Persons Services and Support Services

Children & Young Persons Services and Support Services continued to actively influence national policy, strengthen sector partnerships and contribute to the development of services and education throughout 2025. The Directorate shared its expertise and experience through national working groups, research and sector initiatives, while also progressing important developments in special education.

Highlights

- Influencing national policy and practice | CYP colleagues contributed to national and regional groups supporting the implementation of the National Roadmap for Disability Services, including work on referral pathways and the national policy for prioritising children on CDNT waiting lists.
- Sharing innovation and expertise | Ballymun CDNT received a national Healthcare Initiative Award for its interdisciplinary sleep pathway for children with complex sleep difficulties.
- Contributing to service development | The Ballymun team shared its experience with the National Disability Authority as part of its review of the PDS model, including learning from its approach to IFSPs and team capacity.
- Supporting the development of special education | CYP Services worked closely with the Department of Education and Youth on the expansion and development of St Michael's House special schools, including significant progress on Foxfield, Ballymun and Skerries.
- Building future partnerships | The Education Officer and school principals strengthened links with TCD, Marino College, UCD, Maynooth University and Hibernia College, supporting greater understanding of special education and encouraging students to consider careers in the sector.

Through these partnerships and initiatives, CYP Services continued to share knowledge, influence national and local developments, and contribute to better outcomes for children and young people with disabilities.



Strengthening Inclusive Education | Ballymun SNS

St. Michael's House proudly marked the official opening of the new extension at St. Michael's House Special National School in Ballymun on 12 November 2025. This significant development represents a key milestone in the ongoing enhancement of inclusive, high-quality educational provision for children and young people with disabilities.

Funded by the Department of Education and Youth, the project delivered newly constructed classrooms and upgraded facilities, creating a fully integrated school environment by linking the upper and lower buildings. This development has brought the entire school community together under one roof, improving accessibility, connection and the overall learning experience for the 64 students attending the school.

As patron body, St. Michael's House was represented by senior leadership and members of the Board of Directors, who joined students, families, school staff, members of the Children's Disability Network Team, Department of Education representatives and local community stakeholders.

The extension was officially opened by the Minister of State for Special Education and Inclusion, Minister Michael Moynihan, who highlighted the importance of ensuring that every child has access to an inclusive, supportive and high-quality learning environment. The development was recognised as part of the wider national commitment to strengthening special education provision and improving outcomes for children with additional needs.

School leadership reflected on the significance of the project, noting that the new facilities represent an important step forward in unifying the school community and enhancing collaboration between students, staff and families. This development supports a continued focus on inclusive education and the creation of environments where children can learn, develop and thrive.





Nursing

The Nursing Directorate continued to support innovation, inclusion and improved health outcomes in 2025, working with national partners to develop initiatives that benefit people with disabilities and contribute to wider sector learning.

Highlights

- Advancing digital inclusion | St. Michael's House was awarded €125,000 through the CREATE III funding stream to support enhanced digital inclusion and digital skills development for people with disabilities.
- Improving oral health | In partnership with FEDVOL and Dublin Dental University Hospital, St. Michael's House supported the Keep My Teeth research initiative, helping to improve oral healthcare knowledge and outcomes for people supported and staff.
- Sharing expertise and strengthening partnerships | These initiatives brought together St. Michael's House, research and healthcare partners to develop practical approaches that can contribute to improved health and inclusion across the disability sector.

Through these partnerships and initiatives, the Nursing Directorate continued to support evidence-based practice, promote inclusion and contribute to improvements in health and wellbeing for people with intellectual disabilities.

Improving Oral Health Outcomes | Keep My Teeth Project

St. Michael's House is pleased to participate in the Keep My Teeth Project, a research initiative led by Trinity College Dublin and the Dublin Dental Hospital, in collaboration with the Federation of Voluntary Service Providers (FEDVOL). This work reflects the organisation's ongoing commitment to evidence-informed practice and to improving health and wellbeing outcomes for the people who use our services.

The project aligns with St. Michael's House strategic priorities, particularly in relation to learning from sector-wide research and contributing to the development of improved practices across health and social care services. It supports a broader commitment to enhancing quality of life and promoting better health outcomes for people with intellectual disabilities.

The Keep My Teeth Project focuses on improving daily oral hygiene practices for adults with intellectual disabilities, recognising the strong link between oral health and overall health and wellbeing. The initiative is designed to strengthen staff knowledge, confidence and skills in supporting effective mouth care within daily routines.

The programme is being delivered in three phases. The first phase involves specialist training delivered by dental professionals through interactive workshops, including practical demonstrations and discussion on oral hygiene and healthy diet. The second phase focuses on cascading learning, with trained staff sharing knowledge and good practice within their own services to strengthen consistency of care. The final phase involves follow-up and evaluation to assess impact and support sustained improvements in practice.

The first Train the Trainer session was held at the Dublin Dental Hospital in November 2025, with participation from staff across St. Michael's House services. This marked an important initial step in the implementation of the programme and was met with very positive feedback from participants.

St. Michael's House acknowledges the contribution of the project leads and partners involved in the development and delivery of this initiative and recognises the value of cross-sector collaboration in advancing practice and improving outcomes.

Through participation in Keep My Teeth, St. Michael's House continues to support innovation in health education, strengthen staff capacity, and contribute to broader sectoral learning focused on improving the health and wellbeing of people with intellectual disabilities.





Access, Integration & Adult Clinical Services

Access and Integration continued to work across St. Michael's House and with external partners throughout 2025 to support better planning, coordination and access to services. The Directorate contributed to HSE planning processes, strengthened collaboration with key stakeholders and supported the effective use of available residential and day service capacity.

Highlights

- Supporting national planning | Contributed to the HSE Schools Leavers Working Group and HSE IMR operational meetings, supporting coordinated planning for people moving into adult services.
- Strengthening collaboration | Improved the sharing and use of residential and day service occupancy data with relevant stakeholders, supporting more informed planning and decision-making.
- Supporting access to residential services | Through the Residential Approvals process, vacancies were actively progressed for people on the residential waiting list.
- Planning for future provision | Worked closely with the Estates Directorate to identify suitable properties to support the development of residential placements.

Through this work, Access and Integration continued to support strategic capacity planning, strengthen partnerships and help ensure available services and resources are used effectively to meet the needs of people supported by St. Michael's House.

Adult Clinical Services

Adult Clinical Services continued to contribute to the development of Home Sharing nationally in 2025, working in partnership with the National Home Sharing Network to promote awareness and support the growth of the model.

- Influencing national practice | Active involvement with the National Home Sharing Network (NHSN), contributing clinical expertise and experience to the development of Home Sharing.
- Promoting Home Sharing | Supported efforts to increase national awareness of Home Sharing and its benefits for people with intellectual disabilities.
- Supporting recruitment | Contributed to initiatives aimed at recruiting more Home Sharing families nationally, helping to expand opportunities for people to live and participate in family and community life.

Through its involvement with the NHSN, Adult Clinical Services continued to share expertise, strengthen national collaboration and support the development of Home Sharing as an important model of support.



Find out more about Homesharing here

Leisure Centre, Community Sports and Activity Hub

The Community Sports and Leisure team continued to promote inclusion, participation and innovation throughout 2025, working with people supported and external partners to improve access to digital, sporting and physical activity opportunities.

- Promoting digital inclusion | Developed partnerships with disability-focused organisations to support greater digital inclusion and accessibility.
- Listening to people supported | Continued research and engagement with people supported to inform website development and service improvements, ensuring their experiences and priorities shaped future developments.
- Driving inclusive sport | Strengthened collaboration with external organisations in sport and physical activity to develop innovative inclusion programmes and initiatives.
- Influencing national accessibility | Supported the Swim Access Project, a national accessibility audit tool designed to improve the experience of people with disabilities using swimming pools. The project was led by adults supported by St Michael's House, ensuring lived experience was central to its development.

Through these initiatives, the Community Sports and Leisure team continued to champion participation, accessibility and the voice of people with disabilities, while contributing to wider improvements in inclusive sport and community life.



Improving Access to Sport & Recreation | Swim Access Project

In 2025, St. Michael's House Leisure Centre team participated in the development of Swim Access, a national accessibility audit tool designed to improve the experience of people with disabilities using swimming pools.

The project was led in partnership with Swim Ireland, Active Disability Ireland, Dublin City Council, Ireland Active and Access Earth, and was funded through Sport Ireland Dormant Accounts.

Swim Access is a digital tool that assesses the full journey of a person with a disability when visiting a swimming pool, including online information, external and internal accessibility, and the in-pool experience. The aim is to provide practical, real-time feedback to facilities, support improvements in accessibility and encourage greater participation in swimming and aquatic activities among people with disabilities.

A central feature of the project was the meaningful involvement of people with lived experience of disability. Supported by the Leisure Centre team, an audit group from St. Michael's House played an active role from the outset as co-designers, assessors and users of the tool. They participated in focus groups, completed training, supported the refinement of the assessment process and contributed feedback to ensure the tool was accessible and practical in real-world settings.



The group also took part in pilot assessments across selected Dublin City swimming pools, providing structured feedback to facility managers, supported by detailed reports developed through the project partnership. This approach ensured that lived experience directly informed service improvement and strengthened the relevance and impact of the findings.

The project reflects a collaborative and inclusive approach to improving community access and aligns closely with strategic priorities focused on inclusion, independence and participation in everyday community life. It demonstrates the value of co-production and partnership in identifying and addressing barriers to access in public services.

Looking ahead, there is a shared ambition to expand Swim Access nationally and further develop accessible feedback mechanisms for ongoing use across swimming facilities. This will support continued improvement in accessibility standards and promote greater participation in sport and recreation.
St. Michael's House is proud to be part of this initiative, which reflects a commitment to ensuring that people with disabilities can access and enjoy community facilities on an equal basis, while also actively contributing to service design and improvement.

The Open Training College

The Open Training College continued to contribute to the wider disability and social care sector in 2025 through education, professional development, knowledge sharing and engagement with external partners. Its work supported the development of skills and practice across the sector, while creating opportunities to share learning and influence how services are delivered.

- Supporting professional development | Continued to provide accessible, specialist education and training for people working across disability and social care services, supporting the development of a skilled and knowledgeable workforce.
- Sharing expertise | Used the expertise of the Open Training College to contribute to wider sector learning, promoting good practice and person-centred approaches across disability and community services.
- Building sector partnerships | Strengthened relationships with external organisations and education partners, supporting collaboration and the sharing of knowledge and experience.
- Influencing practice: Through its education and training programmes, the College contributed to developing the knowledge, skills and confidence of staff and professionals working with people with disabilities.
- Supporting lifelong learning | Continued to provide opportunities for learners to develop professionally and enhance their practice, contributing to better outcomes for people supported across the sector.

Through education, partnership and knowledge sharing, the Open Training College continued to play an important role in strengthening practice, developing the workforce and contributing to positive change across the disability and social care sector.



Quality, Safety & Risk

The Quality, Safety & Risk Directorate continued to use learning, assurance and regulatory information to strengthen organisational practice and support wider quality and safety standards across the disability sector in 2025. Through robust monitoring, reporting and risk management, the Directorate supported greater organisational oversight and accountability while using learning from practice to inform continuous improvement.

Highlights

- Strengthening regulatory compliance | Regulatory compliance continued to exceed the strategic target of 80%, demonstrating a sustained commitment to quality, safety and regulatory standards.
- HSE quality requirements | Achieved 100% compliance with Day Services EASI Tool submissions to the HSE, supporting effective external assurance, accountability and monitoring of quality standards.
- Sharing learning | Increased reporting of safeguarding concerns and incidents strengthened the organisation's ability to identify themes, learn from experience and use this learning to improve services and practice.
- Strengthening organisational risk management | The Corporate Risk Register was revised and enhanced with traffic-light reporting, providing clearer oversight of organisational risks and supporting informed decision-making at an organisational level.

The Directorate will continue to strengthen how St Michael's House captures, analyses and shares learning from quality, safeguarding, incidents and regulatory activity. By using evidence and learning to inform decision-making, strengthen risk management and improve practice, the Directorate will continue to contribute to a culture of accountability and continuous improvement within St. Michael's House and the wider disability sector.



Estates

In 2025, Estates continued to work collaboratively with Government agencies, local authorities, the HSE and housing partners to support the development of appropriate housing and service provision for people with disabilities.

Highlights

- Strategic partnerships | Maintained regular engagement with HSE Estates teams, local authorities, the Housing Agency, SEAI and other Approved Housing Bodies, supporting collaboration and knowledge sharing.
- Influencing housing provision | Continued engagement with the Capital Assistance Scheme, submitting two proposals with relevant local authorities during 2025.
- Supporting sector planning | Continued to contribute to internal strategic committees, including the Residential Approvals Committee and Adult Day Waiting List Committee, linking estates planning with wider service capacity requirements.
- Supporting decongregation | Continued collaboration with the HSE to progress the transition from the organisation's remaining congregated setting towards more appropriate community-based provision.
- Environmental responsibility | Continued to meet SEAI legislative monitoring and reporting requirements and progress towards the organisation's 2030 energy target.

Through collaboration with the HSE, local authorities and housing and environmental partners, Estates continued to contribute to wider efforts to develop sustainable, community-based and inclusive provision for people with intellectual disabilities.



STRATEGIC ENABLERS



Enabler 1: Robust Structures and Resourcing

Robust structures, effective governance and sustainable resourcing continued to be key organisational priorities for St. Michael's House throughout 2025. As a core strategic enabler within the Strategic Plan 2022–2026, this objective supports the organisation's ability to deliver safe, high-quality and responsive services while ensuring strong operational oversight, accountability and long-term sustainability.

Throughout the year, St. Michael's House continued to strengthen organisational structures, systems and processes to support effective decision-making, service delivery, workforce planning, financial stewardship and regulatory compliance. The organisation also maintained a focus on ensuring that resources are aligned to strategic priorities and service needs in an increasingly complex and evolving operating environment.

By continuing to invest in governance, infrastructure, technology and organisational capacity, St. Michael's House aims to ensure the organisation remains well positioned to support future service development and deliver positive outcomes for the people who use our services and their families.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic enabler.

Quality, Safety & Risk

The Quality, Safety & Risk Directorate supported the development and maintenance of robust structures, systems and resources that underpin safe, effective and accountable services across St. Michael's House in 2025.

Through quality assurance, regulatory monitoring, risk management, safeguarding and incident reporting, the Directorate provided oversight and assurance to support informed decision-making and continuous improvement.

The revision of the Corporate Risk Register and introduction of traffic-light reporting strengthened organisational oversight of key risks, while improvements to audit and quality assurance processes supported consistent monitoring of standards across services.

Together, these structures and resources help ensure that quality, safety and risk are embedded in organisational planning, governance and day-to-day practice.

Finance

In 2025, 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 IG4 has been deferred to 2026. A strategic decision was made to upgrade the existing Dynamics system to mitigate the increasing risk posed by the current platform and ensure business continuity in advance of the transition of IFMS.

The department continues to demonstrate its commitment to valuefor money, through the delivery of 2025 KPIs, and ongoing discussions with the HSE regarding supplementary funding. Opportunities for continuous improvement remain under active exploration. A number of financial management processes were reviewed and updated. This included the ongoing development of a financial and procurement training programme aimed at strengthening financial oversight.

Further progress was achieved in maximizing the benefits of the Human resources Information System (HRIS) to support electronic rostering and staff deployment. HRIS is now operational in residential units, with further rollout to Day Services in development. In addition, 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.

The procurement function continued to mature 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.



Enabler 2: Highest Quality Homes & Premises

Providing high-quality homes, facilities, and environments for the people we support remained a key organisational priority for St. Michael's House throughout 2025. As a core strategic enabler within the Strategic Plan 2022–2026, this objective supports the organisation's commitment to delivering safe, accessible, inclusive and person-centred services across all settings.

Throughout the year, St. Michael's House continued to invest in the maintenance, development and improvement of residential, day, clinical and community-based premises to ensure they meet the evolving needs of service users, staff and families. The organisation also maintained a focus on enhancing accessibility, compliance sustainability, and overall quality within service environments, recognising the important role that physical surroundings play in supporting wellbeing, independence, participation and quality of life.

Through ongoing capital development, estate management, and environmental improvement initiatives, St. Michael's House continued to strengthen its infrastructure and create environments that support dignity, safety and positive outcomes for the people who use our services.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic enabler.

Estates

The Estates Directorate continued to invest in safe, accessible and high-quality homes and premises that support the needs, choices and aspirations of people supported by St. Michael's House. Through planned investment, housing development and ongoing maintenance, the Directorate progressed the organisation's commitment to modern, community-based environments.

Highlights

- Five-Year Housing Plan | Continued implementation of the Five-Year Housing Plan, with annual KPI reporting to monitor progress and ensure housing priorities remain aligned with organisational needs.
- New and improved premises | Completed a number of significant projects, including the new Caisleán Day Centre at Northside Shopping Centre, fire remedial works at Goatstown Head Office, refurbishment and reconfiguration of the Ballymun reception area, and a new roof at Raheny Local Centre.
- Future developments | Progressed major projects at Lakeside (Northbrook) and Raheny Adult Day Centre, with completion planned for 2026.
- Decongregation | Continued work with the HSE to progress the transition from the remaining congregated setting and identify suitable community-based locations.
- Housing development | Worked with local authorities and housing partners to identify opportunities for new residential provision and submitted two Capital Assistance Scheme proposals during 2025.
- Safe and sustainable environments | Continued fire and electrical safety works on a risk-based basis, alongside ongoing energy efficiency and sustainability measures in line with SEAI requirements.
- Stakeholder engagement | Worked closely with the HSE, local authorities, Housing Agency and other Approved Housing Bodies to support the development and maintenance of appropriate homes and premises.

Through this work, the Estates Directorate continued to provide and develop environments that are safe, accessible, sustainable and fit for purpose, supporting people to live and participate in their communities.

Quality, Safety & Risk

The Quality, Safety & Risk Directorate continued to support the delivery of safe, suitable and high-quality homes and premises across St. Michael's House in 2025.

Regulatory Compliance and Quality Assurance

Quality assurance and regulatory oversight continued to support the maintenance of safe, suitable and high-quality environments for people supported across St. Michael's House. Regulatory compliance remained above the organisation's strategic target of 80%, while strengthened audit and assurance processes provided ongoing oversight of standards across services. The continued use and development of quality assurance tools supported the identification of areas for improvement and ensured that actions arising from monitoring and review were appropriately followed up.

Risk Management and Incident Reporting

The Directorate continued to strengthen organisational approaches to identifying and managing risks that may impact the safety and wellbeing of people supported within their homes and service environments. Increased incident reporting provided greater visibility of concerns and emerging themes, supporting services to learn from incidents and take appropriate action. The enhancement of the Corporate Risk Register, including the introduction of traffic-light reporting, further strengthened oversight of key risks and supported informed decision-making and preventative action across the organisation.

This work complements the organisation's ongoing investment in its homes and premises, ensuring that quality and safety remain central to the environments in which people live, work and receive support.



Enabler 3: Effective Information, IT and Data Management

Effective information management, digital development, and the use of data continued to be key organisational priorities for St. Michael's House throughout 2025. As a core strategic enabler within the Strategic Plan 2022–2026, this objective supports the delivery of safe, efficient, and responsive services through strong information governance, reliable systems, and informed decision-making.

Throughout the year, St. Michael's House continued to strengthen its IT infrastructure, digital systems, and data management practices to support service delivery, organisational oversight, communication, and operational efficiency across the organisation. There was an ongoing focus on enhancing data quality, cybersecurity, system integration, and accessibility of information to support compliance, governance, and continuous improvement initiatives.

The organisation also continued to recognise the increasing importance of technology and data in supporting innovation, workforce effectiveness, service planning, and positive outcomes for the people who use our services and their families.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic enabler.

Access, Integration & Adult Clinical Services

Information Technology

The Information Technology team continued to strengthen the digital infrastructure, security and systems that support St. Michael's House in 2025. Significant investment and development across the IT environment enhanced the reliability, resilience and security of organisational systems, while ensuring that services had the technology and infrastructure required to operate effectively. These developments strengthened the organisation's ability to protect information, respond to emerging cyber threats and provide staff with secure and reliable access to the systems they need.

Highlights

- Strengthening IT Infrastructure | Successfully migrated to a new Server and Storage Area Network (SAN) infrastructure, delivering a faster, more resilient and stable virtual environment and strengthening the reliability of core IT services.
- Enhancing Network Security | Implemented a new high-availability firewall platform, significantly strengthening network resilience and security and improving the organisation's ability to maintain secure and reliable connectivity.
- 24/7 Cybersecurity Monitoring | Deployed a 24/7/365 Security Operations Centre (SOC) and Security Information and Event Management (SIEM) solution, enabling continuous monitoring, early threat detection and rapid response to potential cybersecurity incidents.
- Investing in End-User Technology | Secured approval for a major investment in end-user devices in response to the Windows 10 end-of-life in October 2025, with the rollout of new devices planned throughout 2026.
- Supporting Service Development | Successfully delivered all IT systems and infrastructure required to support the launch of Caisleán Day Service, ensuring a secure and fully operational digital environment from day one.
- Microsoft 365 Migration | Completed the migration of the St Michael's House Exchange email system to Microsoft 365, providing a more robust, scalable and reliable platform for organisational communication.

The organisation will continue to invest in secure, resilient and fit-for-purpose technology to support effective information and data management. The planned rollout of new end-user devices, together with ongoing investment in cybersecurity, infrastructure and digital systems, will ensure that St. Michael's House is well positioned to meet the organisation's evolving technology needs and support staff to work effectively and securely.



Quality, Safety & Risk

The Quality, Safety & Risk Directorate continued to support effective information and data management through strengthened reporting, quality assurance and digital learning resources in 2025.

Strengthened reporting and use of data

Increased safeguarding and incident reporting supported the identification of trends, emerging risks and areas for improvement, strengthening organisational learning and decision-making.

Digital learning resources

Funding was secured for the Open Future Learning platform, providing accessible digital learning modules for staff and supporting the development of knowledge and practice across the organisation.

Together, these developments supported a more informed, consistent and evidence-based approach to quality, safety and continuous improvement across St Michael's House.

Enabler 4: Quality Enhancement, Integrity and Regulatory Compliance

Quality enhancement, organisational integrity, and regulatory compliance remained central priorities for St. Michael's House throughout 2025. As a key strategic enabler within the Strategic Plan 2022–2026, this objective supports the organisation's commitment to delivering safe, accountable, high-quality and person-centred services across all areas of operation.

Throughout the year, St. Michael's House continued to strengthen quality assurance systems, governance processes and compliance frameworks to support continuous improvement, effective risk management and adherence to regulatory and statutory requirements. The organisation maintained a strong focus on promoting a culture of openness, accountability, learning and continuous quality improvement across services.

Ongoing engagement with regulatory standards, audit processes, policy development and organisational oversight mechanisms continued to support the delivery of services that are responsive, safe, and aligned with best practice. St. Michael's House also remained committed to ensuring that integrity, transparency and quality are embedded within all aspects of service delivery and organisational practice.

The following section outlines key developments and initiatives progressed during 2025 in support of this strategic enabler.

Quality, Safety & Risk

The Quality, Safety & Risk Directorate continued to strengthen quality, integrity and regulatory compliance across St Michael's House in 2025. A strong focus was placed on quality assurance, safeguarding, incident reporting and using learning to support continuous improvement across services.

Regulatory compliance continued to exceed the organisation's strategic target of 80%, while strengthened quality assurance processes supported consistent monitoring of standards and accountability across the organisation.

Regulatory Compliance

Regulatory compliance continued to exceed the strategic target of 80%, demonstrating a sustained commitment to maintaining high standards of quality, safety and regulatory compliance across St. Michael's House.

Quality Assurance

The Day Services Audit Tool was revised, with a particular focus on the EASI Tool, strengthening the organisation's approach to monitoring and improving quality. 100% compliance was achieved with HSE Day Services EASI Tool submission requirements, supporting effective external assurance and accountability.

The Directorate will continue to build on these foundations by strengthening quality assurance, regulatory compliance and organisational learning. Through robust oversight, transparent reporting and a continued focus on continuous improvement, St Michael's House will support the delivery of safe, high-quality services and maintain the confidence of the people we support, families, staff, regulators and wider stakeholders.

Finance

In 2025, the Finance Department continued to strengthen financial governance, oversight and regulatory compliance, with a particular focus on safeguarding client monies and ensuring robust internal financial controls.

The Department continued to monitor financial practices and follow up on internal audit recommendations to support accountability, transparency and continuous improvement.

- Strengthening financial oversight | Audits of client monies and household expenditure were conducted on a random basis throughout the year to ensure appropriate controls and financial practices were maintained.
- Supporting accountability | Continued focus on the implementation and monitoring of internal audit recommendations, strengthening financial governance and organisational assurance.
- Safeguarding client monies | Regular review of client money management supported the protection of funds belonging to people supported and reinforced compliance with internal financial procedures.

Through these measures, the Finance Department continued to strengthen financial integrity, accountability and assurance across St Michael's House, supporting effective governance and compliance.

Children & Young Persons Services and Support Services

Children & Young Persons Services and Support Services continued to strengthen quality, governance, regulatory compliance and evidence-based practice throughout 2025. A strong focus was placed on inspection readiness, audit and assurance, safeguarding, clinical governance and the effective use of data to inform service planning and improvement.

- Strengthening digital governance | All SMH CDNTs migrated to CDNTIMS in Q4 2025, with the CYP Directorate working closely with the HSE and Data Protection Officer to support a safe and compliant transition. Maximising the benefits of the system will be a key focus for 2026.
- Maintaining regulatory standards | All five children's residential and respite services underwent re-registration inspections, with all five units also subject to HIQA inspection during 2025.
- Robust quality assurance | A programme of biannual house audits was completed, alongside targeted safeguarding, hygiene and financial audits. Additional IPC and Person-Centred Planning audits were also undertaken.
- Strengthening clinical governance | Case file reviews, supervision compliance monitoring and annual self-audit processes supported ongoing oversight across CDNTs.
- Using data to improve services | Ballymun CDNT developed a detailed picture of direct and indirect staff activity, supporting a more realistic understanding of intervention capacity for children with complex needs and providing a benchmark for future workload and service planning.
- Supporting safeguarding | Regular monitoring of CDNT waiting lists and safeguarding practices continued throughout the year. Children's First e-learning compliance increased by 10%, with 88% of frontline staff and 95% of CYP staff compliant during 2025.
- Reducing restrictive practices | PAMG reviewed 44 requests during 2025 and developed new guidance, Promoting the Reduction in the Use of Restrictive Practices in Children and Young Persons, with implementation, training and support planned for 2026.

In 2025, CYP Services continued to strengthen assurance, accountability and regulatory compliance while using audit, data and learning to drive continuous improvement across services.

Estates

The Estates Directorate supported organisational quality and regulatory compliance through effective governance, risk management, statutory reporting and oversight of the organisation's property portfolio. This included maintaining appropriate standards across homes and premises and ensuring investment and maintenance decisions were informed by risk, compliance and organisational priorities.

- Met mandatory reporting and regulatory obligations relating to the organisation's property portfolio.
- Maintained Approved Housing Body status and continued to demonstrate sound financial and governance arrangements.
- Progressed risk-based fire and electrical safety works across the organisation's properties.
- Continued oversight of the Five-Year Property Plan to support planned investment and effective management of the estate.
- Maintained engagement with regulators, the HSE and local authorities to ensure property-related requirements were identified and addressed.
- Continued monitoring of energy performance, legislative requirements and SEAI reporting obligations, with the current trajectory indicating that the organisation remains on track to meet its 2030 energy target.

This work strengthened assurance, accountability and risk management across the Estates function, supporting the organisation to maintain safe, compliant and well-managed homes and premises.





CORPORATE GOVERNANCE



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 withing 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 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 to the Charities Regulator. Again, this is to prove that as an organisation we operate at a significantly high level in relation to 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 3 years.

There were no instances or arrangements during 2025 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 meetings are now always held via a hybrid model which facilitates a more flexible way for Directors to support the work of the organization.
requires Statement of Interests for the purposes of Section 17 of the Ethics in Public Office Act 1995.

Board/Committee appointments/resignations

During 2025 we lost a number of our Directors, either due to their terms expiring or for personal reasons. We would like to acknowledge their valuable contributions towards service improvement while they were on our Board. Sincere thanks to the following individuals. Both Maírtín Mac Aodha and Dee Moran had to step down as their six-year terms on the Board came to an end. Both of them worked tirelessly to help improve the lives of people with disabilities. Maírtín was also the Chair of the Schools Parton Body where he had a significant impact in terms of developing the schools under the St. Michael's House Patronage. Dee was chair of our Audit and Finance Committee and she oversaw the expenditure of the organization. Sincere thanks also to Dr. Susan Kent, Shahla Sabetnia and Sarah Judge.
However, with forward planning the Board also recruited three new directors during 2025. We were delighted to welcome Mary Walshe, Lorna Mackey and Kevin Wilson as new Board Directors and we wish them the best of luck in their new positions.

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.

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.

Active Board Members (2025)

Mr. Ciarán Bolger (Chairperson), Mr. Ray Mc Kenna (Vice Chairperson), Mr. Máirtín Mac Aodha, Mr. Ken Gormley, Dr. Jean Lane, Mr. Pat Flynn, Mr. Gerry Keenan, Mr. Eoin Mc Vey, Ms. Mary Walshe, Ms. Lorna Mackey, Mr. Kevin Wilson, Me. Dee Moran, Dr. Susan Kent, Ms. Shahla Sabetnia, Ms. Sarah Judge and Mr. Denis O'Connor.

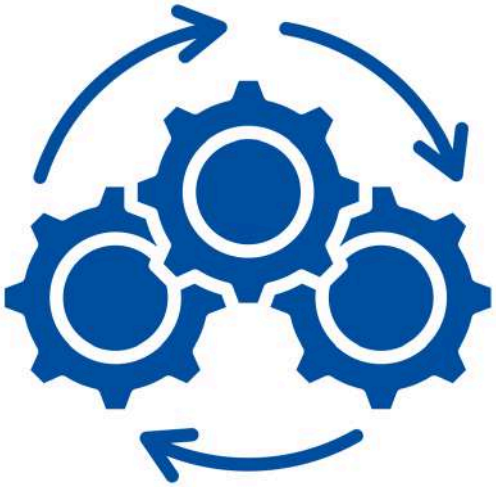
Board Member Attendance

	SMH Board Meetings		Quality, Safety & Risk Committee		Audit & Finance Committee		Governance Committee		Patron Committee		Properties & Estates Committee		Executive Approvals Committee	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Mr Ciaran Bolger (Chair)	7	7					1	1					7	7
Mr Ray McKenna (Vice Chair)	7	5											7	7
Ms Dee Moran (finished on 2025-09-03)	7	4			6	4							7	5
Dr Susan Kent (finished on 2025-02-25)	7	0												
Mr Eoin McVey	7	7			6	5								
Mr Kenneth Gormley	7	6	6	5			1	1			4	4		
Mr Martin Mac Aodha (finished on 2025-12-16)	7	7					1	0	7	7				
Ms Shahla Sabetnia (finished on 2025-04-28)	7	0									4	0		
Dr Jean Lane	7	7	6	6										
Mr Denis O' Connor (appointed to EAC on 2025-09-18)	7	7			6	6							7	2
Ms. Sarah Judge (finished on 2025-06-11)	7	0												
Ms. Mary Walshe (appointed on 2025-08-25)	7	2												
Ms. Lorna Mackey (appointed on 2025-10-25)	7	1												
Mr. Kevin Wilson (appointed on 2025-10-25)	7	1												
Mr. Pat Flynn	7	7					1	1						
Mr. Gerry Keenan (appointed to Patron on 2025-05-06)	7	5							7	3				

A = Number of meetings

B = Number of meetings attended

REVIEW OF OPERATIONS



Board Sub-Committees

SMH has number of sub-committees, which are chaired by one of the Board Directors. 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 by the Governance Committee. Any recommendations in relation to changes to the Terms of Reference are brought to the Board for approval. All sub-committee meetings 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.

2025 Committee Members: Dr. Jean Lane (Chairperson), Mr. Liam O'Donohoe (Committee member), Mr. Ken Gorman (Board member), Professor Anthony Staines (Committee), Dr. Susan Kent, Dr. Regina McQuillan (Committee member), Ms. Eileen O' Mahony Bowe (Committee member),

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: Ms. Dee Moran (Chairperson and Board member), Mr. Denis O' Connor (replaced Dee Moard as Chairperson and is a Board member also), Mr. Eoin Mc Vey (Board member), Mr. Pat Cullen (Committee member), Dee Moran (Committee member) 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.

2025 Committee Members: Mr. Ciarán Bolger (Chair of committee and Chair of SMH), Mr. Pat Flynn (Board member), Mr. Maírtín MacAodha (Board member), Mr. Ken Gormley (Board member).

Schools Patron Committee (Patron)

This committee was established to give guidance and support to the Boards of Management to the six Special National Schools that St. Michael's House is Patron to and to work with Boards of Management Chairs to ensure the schools operate in compliance with the Education Act 1998

2025 Committee members: Mr. Máirtín Mac Aodha (Chairperson and Board member), Mr. Pat Cullen (Board member).

Properties and Estates Committee (P&E)

The Properties and Estates committee supports the Board in managing all property of St. Michaels House, including in particular those facilities that are occupied by service users under S. 38 of a Care Organisation and Approved Housing Bodies.

2025 Committee members: Mr. Ken Gormley (Chairperson and Board member), Mr. Pat Cullen (Committee member, Ms. Deirdre Kane (Committee member), Mr. Paddy Gray (Committee member), Mr. Tom Kileen (Committee member), Ms. Shahla Sabetnia, Mr. Paul Shine (Committee member) and Mr. Ronan Baxter (Committee member).



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