



Strategic Plan

2025-2029

*Shaping Futures
Together*



www.muiriosa.ie

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Chairperson's Message

It is a great honour to share this Strategic Plan for 2025–2029 as the newly appointed Chairperson of Muiríosa Foundation. Since joining the Board late last year, I have been deeply inspired by the passion, integrity, and commitment that define this organisation.



From the people we support, to our staff, families, and wider community partners, there is a shared determination to build a society where everyone is included, respected, and empowered to thrive. This plan marks a significant milestone in our journey. It's the first of its kind for Muiríosa, and it sets out an ambitious and person-led vision for the years ahead. Grounded in the values of the UN Convention on the Rights of Persons with Disabilities, it reflects our belief that every individual should have the opportunity to live a life of dignity, choice, and connection.

One of the things that most impressed me during the development of this plan is the depth of engagement across our community. Whether through conversations with individuals we support, feedback from families, or staff insights, every voice helped shape the direction we've taken. That spirit of co-production and inclusion will continue to guide us as we bring this strategy to life.

The Board of Directors is fully committed to supporting Muiríosa's leadership, ensuring we deliver on this vision with transparency, accountability, and ambition. We will work closely with the Executive Team, our partners in the HSE, and all stakeholders to foster innovation, drive improvement, and hold ourselves to the highest standards.

This plan is a collective effort. It reflects not just where we are going, but who we are. Together, we will continue to build a future where every person has the support they need to live a meaningful, self-directed life.

Thank you for your continued trust and support.

Hugh Kane
Chairperson Muiríosa Foundation

CEO Statement

At Muiríosa Foundation, our unwavering commitment is to the people we support, people with intellectual disabilities and autism, whose voices, choices, and rights must shape every aspect of our work. As we look to the future, we are guided by the principles of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), which affirms the right of every person to autonomy, inclusion, and full participation in society.



This strategic plan marks a transformative chapter in our journey. It is a call to action to embed the voice of the person we support at the centre of all decision-making, across governance, service design, delivery, and evaluation. We will deepen our commitment to co-production, ensuring that the people supported are not only heard but are active partners in shaping the supports and opportunities that matter most to them.

We recognise that meaningful change is only possible through strong relationships. That's why we will continue to build and strengthen partnerships with the HSE, our local communities, advocacy groups and families. Together, we will create inclusive environments where everyone is respected, valued, and empowered.

Innovation will be a cornerstone of our strategy. We will embrace new technologies and approaches that enhance quality of life, promote independence, and remove barriers to inclusion. At the same time, we will invest in our workforce, ensuring that every team member feels supported, skilled, and appreciated. A valued workforce is essential to delivering on our mission and sustaining a culture of dignity, compassion, and excellence.

Muiríosa Foundation has long championed inclusion, equality, and human rights. With renewed purpose, we now move forward, guided by the voices of those we support, grounded in the values of the UNCRPD, and united by a shared vision of a society where everyone belongs.

Thank you for your continued trust, collaboration, and belief in this vital work.

Siobhán Bryan
CEO Muiríosa Foundation

About Muiríosa

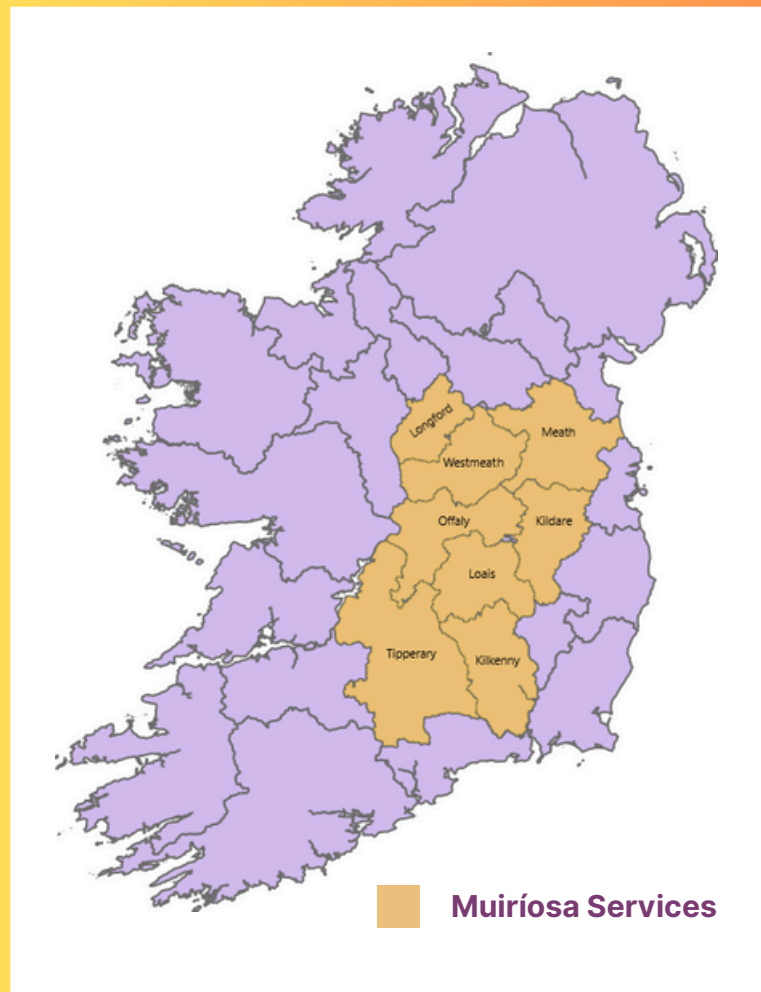
Muiríosa Foundation is an established voluntary disability organisation dedicated to empowering Autistic individuals and people with intellectual disabilities to live self-directed, connected and fulfilling lives. We are proud to provide person-centred services, publicly funded by the Health Service Executive (HSE).

Muiríosa Foundation originated from the Sisters of Charity of Jesus and Mary, an international religious order founded in 1804 in Belgium. The order established its first Irish presence in 1946 at Moore Abbey, Co. Kildare. On January 1, 2012, the services transitioned to the Muiríosa Foundation.

Where We Operate

Muiríosa provides services in over 200 locations across the Midlands of Ireland. We currently **support over 1,100 people** across the following counties:

- Longford
- Westmeath
- Meath
- Laois
- Offaly
- Tipperary
- Kildare
- Kilkenny



Our Context

Muiríosa Foundation operates within a dynamic and evolving environment that shapes how we deliver person-led, rights-based supports. Political, economic, social, technological, legal, and environmental factors present both challenges and opportunities over the next four years.

As a publicly funded organisation, we must stay agile in response to shifts in policy, funding, and service demand. Inflation, workforce shortages, and growing expectations for inclusive, community-based supports require strategic focus on sustainability, innovation, and workforce development.

Technological advances, particularly in assistive tools and digital systems, offer real potential to improve accessibility and communication, while continued investment in data protection and infrastructure remains vital. We remain firmly committed to legal compliance in disability rights, safeguarding, and governance, and to embedding environmental sustainability across our operations.

By engaging with these external forces, Muiríosa will continue to deliver high-quality, inclusive supports and advocate for a society where every individual can lead a connected, meaningful life.



What We Do

- Support Autistic individuals and people with intellectual disabilities across the Midlands of Ireland.
- Provide a range of services, including **residential, day services, respite** and **home supports**.
- Empower people supported to lead meaningful lives in line with the UNCRPD.
- Employ approximately **1,600 dedicated staff** committed to delivering high-quality, person-centred support.
- Focus on inclusive participation, enabling people supported to actively engage in society and form meaningful roles and relationships.

Our Support Services



Our Vision

Individuals living out a life which:

- Best reflects the individual's will and preference;
- Connects the individual to a rich network of relationships, with a nucleus of strong, committed, personal relationships at its core;
- Is inclusive and valued;
- Is meaningful and fulfilling.



Our Mission

Focusing and organising our resources and capacities to ensure that the individual has access to the range and level of supports which he / she requires to experience a self-directed, connected, inclusive, meaningful and fulfilling life.

Muiríosa's mission will span a range of engagements with, and on behalf of, the individual: providing direct supports; liaising and aligning with others to ensure necessary and appropriate supports are available, advocacy.

Our Values

- 1 Respecting the **dignity** of the individual.
- 2 Actively valuing the **uniqueness** of each individual.
- 3 Respecting the capacity for **autonomy** of the individual.
- 4 Working in **collaboration** with families.
- 5 Building **inclusive** and **diverse** communities.

“ I feel our work in Muiríosa has really developed into person-centred and person-led, which in turn is creating meaningful & fulfilled lives.

- Feedback from Staff Member through anonymous survey



Our Process

As part of the Strategic Planning process, the Board of Directors and Senior Leadership Team engaged with a comprehensive SWOT analysis, highlighting the organisation's internal strengths and weaknesses, as well as external opportunities and threats. We carried out a PESTLE analysis - an assessment of the Political, Economic, Social, Technological, Legal, and Environmental factors shaping our external environment. This helped us identify key influences, risks, and opportunities that will inform our direction over the next four years.

We also undertook a comprehensive feedback process involving all key stakeholders over a 5 month period. We invited all people supported by the organisation to participate, engaging people through their preferred means, in existing groups or one-to-one meetings. Families were also invited to share their views via an anonymous questionnaire. An anonymous survey was distributed to all staff, followed by one-to-one and focus group discussions. One-to-one meetings were also held with the Board of Directors to obtain feedback. External stakeholders were invited to contribute through an anonymous survey. In addition, Muiríosa met with representatives from the HSE to gather further input.

We received feedback from:



Strategic Pillars

Muiríosa Foundation's strategy is built on **three core pillars** that reflect our commitment to quality, person-centred support, and sustainable growth. These pillars guide our actions and help us stay focused on what matters most.

These pillars form the foundation of our strategic vision and drive our mission to enable people supported to live self-directed, connected lives in their communities.



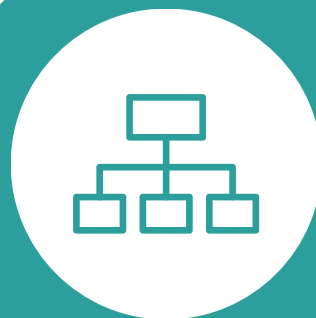
People Supported

Everything we do is grounded in the rights, choices and goals of the people we support. We work in partnership to promote autonomy, inclusion, and lives of meaning and connection.



Workforce

Our staff are central to delivering excellent support. We invest in their development, wellbeing, and engagement to foster a compassionate, skilled, and resilient workforce.



Governance

We are committed to strong leadership, transparency & continuous improvement. Through effective governance, we ensure services are safe, effective, and meet the needs of those we support.

Strategic Goals

The next phase of Muiríosa Foundation's journey is defined by a clear set of strategic goals that guide our vision for 2025-2029. These goals are designed to deepen our impact, enhance the quality of our services, and adapt to the changing needs and aspirations of the people we support.

Each goal is underpinned by clear **objectives**, providing a strong framework for action, accountability, and continuous improvement.

In the sections that follow, we outline the key strategic goals under each of our three pillars, along with the objectives that will drive their achievement.





Pillar: People Supported

1. Amplifying the Voices of the People We Support.

Objectives:

- 1.1:** Develop a Total Communication strategy.
- 1.2:** Further develop and support peer-led advocacy networks and create formal structures to influence decision making.
- 1.3:** Facilitate and enable people supported to participate in public forums and policy consultation.
- 1.4:** Enhance person-centred supports that empower individual choice, involving families in line with the person's will and preference.
- 1.5:** Enable meaningful involvement of people supported in staff recruitment processes.
- 1.6:** Promote planning processes that reflect each person's will and preference.

What success looks like:

- Peer-led advocacy, involvement in recruitment decision making, and formal input structures ensure people supported shape the organisation.
- A Total Communication strategy that focuses on all available methods of communication to enable people supported to express their will and preference.
- Embed individual choice and autonomy in all planning activities.

“ *I want to learn more and get a new job.*

- Feedback from a Person Supported through focus groups





Pillar: People Supported

2. Meeting the Needs of the People We Support.

Objectives:

- 2.1:** Strengthen transition planning across all life stages.
- 2.2:** Develop a comprehensive aged care and dementia support strategy.
- 2.3:** Work in partnership with HSE to expand access to specialist and multi-disciplinary supports.
- 2.4:** Promote understanding, respect and inclusion of neurodivergent people.
- 2.5:** Develop supports around training for the people we support, to promote community inclusion and employment opportunities.
- 2.6:** Work in partnership with external stakeholders to improve access in the community.

What success looks like:

- Transitions, ageing, and neurodiversity are planned for through dedicated strategies, education, and inclusive practices.
- Improved access to multi-disciplinary, accessible, and inclusive services.
- Training, service design, and employment supports align with personal goals of the people we support and value for money principles.



I want to be out and about more.

- Feedback from a Person Supported through focus groups





Pillar: Workforce

3. Investing in Workforce Development, Wellbeing & Retention.

Objectives:

- 3.1:** Develop and implement a workforce wellbeing strategy.
- 3.2:** Define pathways for career progression.
- 3.3:** Attract and retain the best people to provide the best service.
- 3.4:** Foster Equality, Diversity & Inclusion across the organisation.
- 3.5:** Streamline workflow processes to reduce administrative burden.
- 3.6:** Ensure staff are educated and supported in efficient use of ICT systems to enhance their work.
- 3.7:** Enhance communication and engagement across the organisation.
- 3.8:** Introduce initiatives to promote staff recognition.



What success looks like:

- A culture of wellbeing, open communication, and appreciation is embedded, and staff feel valued and heard across the organisation.
- Clear pathways for progression are in place, and staff have access to the training, mentorship, and opportunities they need to thrive.
- Administrative tasks are streamlined through digital solutions, and staff are equipped with access to ICT systems, training, and support.



Pillar: Governance

4. Strengthening Governance & Leadership.

Objectives:

- 4.1:** Foster and maintain a positive culture where teams collaborate and share knowledge across the organisation.
- 4.2:** Maintain and improve on clear, open communication and transparent processes across all levels of the organisation.
- 4.3:** Embed continuous quality improvement and assurance to support decision making and oversight.
- 4.4:** Enable positive risk-taking that supports autonomy, while ensuring clear systems are in place to manage organisational risk.
- 4.5:** Deliver transparent and compliant reporting for sustainable growth and financial resilience.
- 4.6:** Review the organisation's vision, mission and values statement.
- 4.7:** Develop services in line with value for money initiatives.

What success looks like:

- Knowledge is shared across the organisation, communication is open, and decision-making is clear at all levels.
- Quality improvement and positive risk-taking are rooted in everyday practice, supporting better outcomes and informed oversight.
- Financial reporting is transparent and robust, risks are well managed, and efficiencies are continually improved to support future growth.



Implementation & Monitoring

This Strategic Plan will be implemented through a detailed **Operational Plan** that outlines the actions, responsibilities, and timelines required to achieve each strategic objective. The plan is grounded in the Vision, Mission, and Values of the Muiríosa Foundation and is underpinned by a strong commitment to the UN Convention on the Rights of Persons with Disabilities (UNCRPD).

Key Performance Indicators (KPIs) will be developed to track progress, measure impact, and ensure that supports remain person-centred, rights-based, and aligned with the will and preference of people supported.

Implementation will be overseen by the Board of Directors, supported by regular reviews with the Executive Management Team. Progress will be reported quarterly and reflected annually in the organisation's Annual Report, reinforcing transparency, accountability, and a culture of continuous improvement.

Governance & Risk Mitigation

Strong governance underpins the delivery of Muiríosa Foundation's strategic objectives by ensuring that risks are identified, assessed, and managed in a proactive and values-driven manner. Strategic risks are reviewed regularly through formal governance processes, informed by stakeholder engagement, service-level insights, and regulatory developments. Mitigation strategies are aligned to our strategic priorities, with progress monitored through the corporate risk register and reported to senior leadership and the Board.

This approach embeds accountability, adaptability, and transparency across the organisation. By linking risk oversight to strategic delivery, Muiríosa fosters a culture of continuous learning and resilience, ensuring we remain responsive to change while staying firmly grounded in our commitment to person-centred, rights-based support.



What's Next?

With our Strategic Plane for 2025-2029 now in place, we are entering a new phase of purposeful action. This next chapter will be defined by collaboration, innovation and accountability as we bring our shared vision to life.

Over the coming months, we will translate our strategic goals into clear operational actions through the development of work plans. These will include defined timelines, roles and responsibility to ensure that our objectives are implemented in a structured and measurable way. We are committed to maintaining open and transparent communication throughout the lifetime of this plan, ensuring we stay focused on improving the lives of those we support.

Putting the Strategy into Action

Implementation will be grounded in:

- **Partnership:** we will continue to work closely with the people we support, their families, our staff and key stakeholders to ensure that co-production remains at the heart of everything we do
- **Accountability:** Each objective will be monitored through robust governance and reporting systems, including the development of KPI's that reflect what matters most to the people we support.
- **Responsiveness:** As the external environment evolves, we will remain agile - adapting our actions where necessary while staying rooted in our mission and values.



Acknowledgements

As we present our Strategic Plan for 2025-2029, we would like to extend our heartfelt thanks to everyone who has been involved in its development. We are incredibly grateful to the people we support, whose insights and experiences have been invaluable in shaping our goals and objectives.

To the families who participated and supported us - thank you. Your feedback has helped enrich our understanding and helped shape our strategic direction.

We would also like to thank our dedicated staff, whose contributions, feedback, and ongoing commitment to excellence have been instrumental in informing this plan. Your expertise and passion for the work you do ensure that we remain focused on delivering high-quality, person-centred services.

We are also thankful for the support of our Board of Directors and external partners who provided valuable perspectives, direction, and support throughout this process. Your collective input has helped us create a strategic plan that reflects our shared vision for the future.

Together, with the involvement and collaboration of all our stakeholders, we are confident that this plan will guide us in continuing to make a meaningful difference in the lives of those we support.

Feedback & Contact Details

As we begin implementing our Strategic Plan, we welcome feedback, ideas and reflections from all stakeholders.

If you want to share feedback or have any questions, please email QRS@muiriosa.ie



“ Thank you for including us, please keep meeting with us.
– Feedback from a Person Supported through focus groups



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