



One Step at a Time

Strategic Plan

2024-2028



Aiséirí believes in the priceless potential of people
and that recovery from addiction is possible for everyone.

We believe that:

“Everyone can recover
Everyone can have a fulfilled future”

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1. Introduction

Welcome to the Aiseiri Strategic Plan 2024 to 2028.

This document sets out our ambitions to further develop the capability and expertise built over these past 40 years since our Founder, Sr Eileen took the first brave steps to treat addiction in a new way.

From humble beginnings we now have centres of excellence at four locations throughout the South East where care is delivered in settings that retain their homely and tranquil atmosphere; where our clients and those closest to them, dealing with alcohol, drug and gambling addiction, find the help, counselling and specialist evidence-based support they need to recover.

This Strategic Plan is the result of months of reflection and extensive consultation and dialogue led by the Chief Executive and her Management Team in a true spirit of partnership with our stakeholders and culminating in what is a bold and innovative Plan which will govern our path as we move into the future one step at a time.



2. Our Vision, Core Purpose and Values

VISION

Aiséirí believes in the priceless potential of people and that recovery from addiction is possible for everyone.

CORE PURPOSE

Aiséirí provides community and residential services to help young people, adults and families overcome addiction and lead meaningful lives in recovery.

VALUES

Hope

By promoting abstinence, we inspire hope for recovery in a safe, non-judgmental environment.

Compassion

Compassion leads us to empathise with our clients as we journey with them in trust and confidence.

Respect

We honour the unique dignity of each person as we support them in addressing their needs.

Recovery

We believe everyone has the potential to recover and have a fulfilled, worthwhile future, transforming their lives and that of their families.

Excellence

Our innovative, evidence-based therapies are delivered with a quality that seeks the highest standards at all times.



3. Our Foundation

Sr Eileen Fahey, the Founder of Aiséirí explores the power and significance of the organizational ethos. She defines Ethos as “the beliefs, values and principles that are at the heart of all that we do... that underpins the therapeutic work that promotes recovery”. She outlines the 5 key guiding principles that together form the fabric of Aiséirí’s Ethos. The first principle is Welcoming – where the atmosphere and physical environment of each centre is warm and people feel valued. The second principle is Relational – a person centred approach to working with people where positive, compassionate relationships help promote recovery. The third principle is Therapeutic and stems from Alcoholics Anonymous (AA) 12 step programme of abstinence and the Minnesota Model. Sr Eileen highlights the importance of addressing the physical, intellectual and emotional needs of people and doing so in a safe environment. The fourth principle is Spiritual which is about the “transcendent meaning in our lives and informs our search to live well together as humans”. The fifth and final principle is Transformative where the primary aim of treatment is to empower people to transform their lives through recovery from addiction, thereby creating a more just and better world. Each one of these five principles is interdependent and together form the bedrock upon which Aiséirí is built.

The ethos of Aiséirí can be defined as the beliefs, values and principles that are at the heart of all that we do and the approach that underpins the therapeutic work that promotes recovery from addiction.

Our ethos can be summed up under five key themes or guiding principles: we are welcoming, relational, therapeutic, spiritual and transformative. Each is inter-dependent, each is borne out of our founding dream and 40 years of experience and learning, and each is integral to the journey to recovery and life fulfilment from addiction.

This ethos is embedded into the objectives and goals of this Strategic Plan, ensuring that our future is imbued with our past.

Welcoming

In all of our centres we strive to create an atmosphere that is warm and welcoming. From the first phone call or knock on the door people feel valued. Hospitality is a priority. The physical environment cultivates an atmosphere of comfort, ease and beauty. Rooms are bright and warm. Gardens are well tended and endowed with meaning that complements the aspirations of Aiséirí.

Relational

We understand the importance of relationships in promoting recovery from addiction. Our work is person centred and values each individual, regardless of background or status. We show respect and dignity to every person through relationships that are caring and compassionate, centre-staging the welfare of the individual and their families. Positive relationships promote mutual responsibility and accountability for actions.

Therapeutic

We offer a therapeutic programme, in accordance with best practice, that is based on the Alcoholics Anonymous (AA), 12 Step Programme of abstinence and the Minnesota Model. We do this in an environment that is safe, physically and psychologically. The physical, intellectual and emotional needs of our residents are addressed to the greatest extent possible.

Their on-going recovery is promoted through recovery support programmes, family programmes and the ‘self-help’ fellowships. Reintegration into society is carefully planned and tailored to each

person’s physical and mental health, education and employment needs, with links to external supports and care.

Spiritual

A spiritual ethos was central to the founding vision of the organisation and remains at the heart of Aiséirí. Attention to the spiritual dimension of human existence acknowledges the transcendent meaning in our lives and informs our search to live well together as human beings. This spiritual dimension is nurtured by putting a value on individual belief systems, for example, providing opportunities for special rituals, creativity, stillness, mindfulness and appreciation of the beauties of nature.

Transformative

The primary objective of the Aiséirí Treatment Programme is to transform the lives of the participants and the lives of their families and friends, through recovery from addiction. This objective places us alongside all those who strive to create a better world through personal and social change. Persons with addictions can feel isolated, marginalised, disempowered and discriminated. In trying to promote a more just society we commit ourselves, through our programme, to empowerment, equality and capacity building.

The Sisters of Mercy, have been a key factor in the establishment of our organisation through the provision of two of our key facilities, Aiséirí, Cahir and Aislínn, Kilkenny, rent free and in the provision of seed funding. This significant contribution in addition to the beliefs, values and principles described above, has indeed ensured that we have enjoyed the benefit of a solid foundation in more ways than one from the beginning.

*Sr Eileen Fahey
Founder of Aiséirí, 1983.*

Our work is person centred that values each individual, regardless of background or status. We show respect and dignity to every resident through relationships that are caring and compassionate, centre-staging the welfare of the individual and their families.



4. Our Present

We deliver services at four locations in the South East established over the past 40 years with belief in the priceless potential of people and that recovery from addiction is possible for everyone.

Our single aim is to bring about recovery from addiction one step at a time.

Aiséirí Cahir, Co. Tipperary

Aiséirí was originally founded by the Sisters of Mercy in Cahir, Co. Tipperary in 1983 as a high quality, residential treatment centre for adults and their families who are affected by addiction. For 40 years, we have changed innumerable lives, quietly, and unobtrusively, but with overwhelming success. In response to the changing landscape of addiction and the emerging needs of our clients, Aiséirí, Cahir provides residential, medically monitored detoxification off all substances. The multi-disciplinary team which includes 24-hour nursing care is highly experienced and supports people to become free of substances which allows them, to then progress into the 28-day treatment program. In Aiséirí our only focus is the safety and wellbeing of our clients and families and with this in mind we adhere to all child and vulnerable adult safeguarding guidelines. Our treatment is holistic, all life areas of a person are explored in a safe and supported environment. Our goal is to help people to move from the consequences of addiction to the freedom and peace of mind of recovery.



Aiséirí Roxborough, Co. Wexford

Due to the demand for services and the record of this first centre, in 1988, Aiséirí opened a second residential centre for adults at Roxborough, Co. Wexford. Similar to our Cahir centre, Roxborough has offered high quality treatment to adults and families in a homely, tranquil setting for the past 35 Years. The clinical team are experts in guiding people into recovery in a holistic manner which explores all aspects of their lives while safe and supported. The therapeutic environment that Roxborough is located in provides the ultimate setting for people to begin lifelong recovery.



Aiséirí Aislínn, Co. Kilkenny

Our continued progression and response to emerging needs saw the development of Aiseiri Aislínn at Ballyragget, Co. Kilkenny in 1998 as the country's first Adolescent Residential Addiction Treatment Centre.

It provides unique, quality treatment for young people between the age of 15 and 21 years living with the destructive impact of alcohol, drugs and/or gambling. In 2012 the service was further expanded to include residential detoxification.

Aislínn is now the only residential 12 step addiction treatment centre for adolescents in Ireland.

Our response to the emerging needs of young people struggling due to dual diagnosis of co-existing mental health and addiction issues, has led to the expansion of the multi-disciplinary team to include Consultant child/adolescent psychiatrist, Level 2 GP, 24-hour nursing, social care workers, addiction counsellors and specific complimentary staff including culinary skills, life skills, horticulture, psycho drama therapist, art therapist and fitness instructors. The young people receive the most holistic treatment possible to meet their needs and allow them to begin to build the skills to make good healthy choices into the future. Family work is a vital part of the service, support and education is provided from pre-admission to two years post treatment and beyond if necessary.

The guiding principles of Aiseiri set out the beliefs, values and codes that Aiseiri wishes to uphold in relation to the protection and welfare of children and young people. We are committed to protecting and promoting the rights of children and young people in our practice, including their right to be protected, treated with respect, listened to, and to have their own views taken into consideration in all decisions affecting them. Aiseiri aims to ensure that no child or young person is disadvantaged or treated differently because of gender, social or ethnic background, family status, sexual orientation, religion or disability. Aiseiri adheres to Children's First Act 2015 in addition to other relevant applicable legislation.



Aiséirí Céim Eile, Co. Waterford

In 2002 we founded Aiséirí Céim Eile in Waterford City to provide continuing care for clients, if required, following completion of their residential programme. While our primary treatment programme is adequate for many, it has been found that a number of clients may need continued structured and residential support to be able to transition to full recovery.

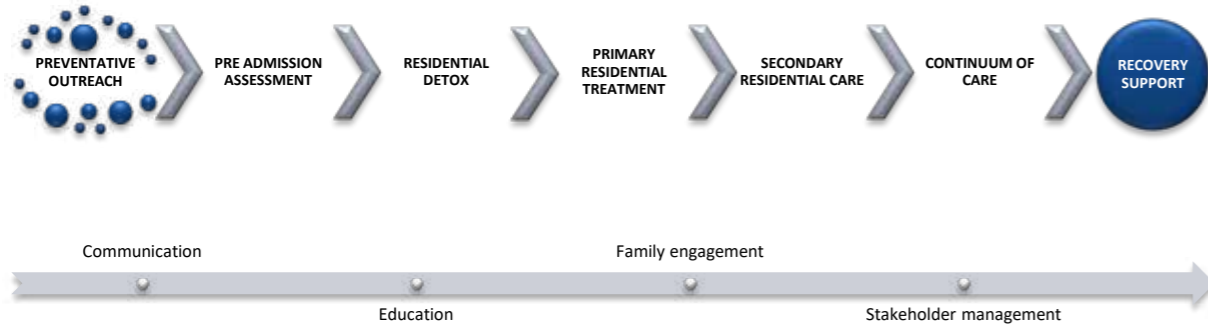
Ceim Eile provides a secondary residential treatment program for adults over 4 -6 months which can then be followed by supported sober living if deemed appropriate. This service has shown an 87% success rate of people moving into healthy long-term recovery. The recovery capital (accumulation of collective recovery), in line with the Minnesota Model and 12 step Alcoholics Anonymous philosophy enriches the lives of clients who follow in the footsteps and are supported by those who have gone before.



A Lifetime of Care

All of our residential centres provide a continued recovery support service which is based on a continuing care plan designed to help clients — and their families and loved ones — live free from addiction after they resume their lives in work, at home, in training or education.

Our sphere of influence is not just during the first weeks of residency or treatment but in the weeks, months and years after a person has left our premises. We believe that our most important task is to provide a lifetime of care, a lifetime of change, a lifetime of potential.



Aiséirí delivers an exceptional range of services, at each point along the continuum we deliver comprehensive care for those contacting Aiséirí. The initial contact may simply be through our centralized phone, email or website. Aiséirí strives to remove blocks or barriers for people trying to access services and we take pride that the Aiséirí team work within a culture of support and care for all.

Safeguarding Vulnerable Adults

Aiséirí is committed to the safeguarding of vulnerable persons from abuse. It acknowledges that all adults have the right to be safe and to live a life free from abuse. All persons are entitled to this right, regardless of their circumstances. It is the responsibility of all service providers, statutory and non-statutory, to ensure that, service users are treated with respect and dignity, have their welfare promoted and receive support in an environment in which every effort is made to promote welfare and to prevent abuse.

Sustainability

We are committed to a sustainable future and to improving the social, economic and environmental well-being of the community. We are dedicated to environmental improvements that foster a sustainable future and lead to social and economic improvements in the community in which we do business. We have set up a dedicated Green Team with members from across our organisation to support this commitment.

Management Structure

Aiséirí has built a management structure which serves the whole organisation, the Leadership Management team which consists of the Chief Executive officer, The Head of Clinical services and the Head of Recovery Support services. The Operational Management Team consists of the Operations Managers for each of our four centres and six Operational Managers who bring their expertise in a specialized area, across the whole organization. This structure provides Aiséirí with an exceptional Management team who work collaboratively to enhance the services delivered by Aiséirí across all locations and departments.



5. Our Environment

Addiction in Ireland - a changing landscape

Aiséirí is operating in an environment in which many changes have taken place in the patterns and prevalence of drug and alcohol use in Ireland and the manner in which the health care system is responding to these changes. In addition to this, Ireland has seen increases in gaming and a growth in people dealing with the harms caused by compulsive gambling.

Addiction and the dangerous use of alcohol and drugs is no longer the stereotyped preserve of inner cities or large towns. It is an issue that is affecting families and communities throughout the country. Our residents are younger in age than before. There are more women presenting with addiction problems. Young people are being exposed to, and would seem to have the capacity to consume more substances at an earlier age. With the growth of social media and communications apps, the accessibility of drugs has grown exponentially. Where there is a growth in accessibility, a growth in substance misuse follows.

Adolescents dealing with addiction may have learnt the behaviour; they may be the third generation of addicts in a family. There are more families dealing with addiction before their children reach their 21st birthday, sometimes before they leave school. There is an increase in polydrug use with people using alcohol and prescription drugs presenting more frequently.

Ireland's unhealthy relationship with alcohol is well documented. The Health Research Board, (2021) analyzed 30 years of alcohol consumption in Ireland between 1989 and 2019. While there has been significant variation in consumption throughout these 30 years; since 2013 the trend has remained somewhat stable. However, in 2019 per capita alcohol consumption per adult aged 15 and over was 10.8 litres of pure alcohol; this corresponds to 40 (700ml) bottles of vodka, 113 (750ml) bottles of wine, or 436 pints of beer. This particular survey indicated that 1 in 4 of the population abstain from alcohol completely, those who drink alcohol consume even greater quantities. The data gathered indicates consumption in 2019 was 19% higher than the stated aim of the Irish government to reduce per capita alcohol consumption in Ireland to 9.1litres by 2020.

During the COVID-19 pandemic- 3,056,416 people over the age of 15 years old were surveyed; even though restrictions applied to all off-license premises, the drinking population drank 12.47 litres of pure alcohol per capita. Compared to other European countries where drinking patterns decreased during restrictions and lockdowns, Ireland's consumption of alcohol remained unchanged during this period. In spite of this 1 in 5 Irish adults have increased the amount or the frequency of alcohol they consume since COVID-19.

Aside from the high volumes, our drinking habits are of great concern. Alcohol and other drug use is one of the leading risk factors for disease and injury and is also responsible for a considerable number of premature deaths and suicides. An ESPAD (European School Survey Project on Alcohol and Other Drugs) survey in 2019 found that lifetime use among school children in Ireland (73%) was below the European average (79%) but reports of being drunk in the last month were higher in Ireland (16%) than the European average (13%). Gender differences and alcohol consumption among the adolescent population were small according to a study conducted by the HBSC (Health Behaviour in School aged Children) in 2018. However, females reported more drunkenness than males. This is a concern as the neurotoxic effects of alcohol on the developing adolescent brain has been found to be more pronounced in females than males. Young adults with alcohol dependence are more likely to have severe anxiety.

Alcohol is bad for individual health, societal health and economic health. It is estimated that 4 people die in Ireland per day due to alcohol related health issues. In 2019, 1543 deaths were attributed to alcohol related issues. Patients with alcoholic liver disease discharged from hospital has increased by 221% since 1995.

The economic costs on the Irish health system for problem alcohol use is estimated between €0.8 and €1.5 billion per year. The mean length of stay for an alcohol related condition in the Irish acute setting is nearly double than a non-alcohol related condition. The human cost, the family cost, the societal costs can be even more devastating.

Since the 1970's illicit drug use in Ireland has changed dramatically. The first continuous survey completed in an Irish context in relation to illicit drug use was in 2002. Since then there has been regular data collection, analyzing and reporting on a national level.

Almost 1 in 4 respondents from a HRB survey in 2019/2020 reported to have used an illegal drug at some point in their life time. This equates to 900,000 people over the age of 15 years old.

The accessibility of obtaining illicit substances among survey respondents is reported to be within 24 hours of seeking out the illicit drug.

Cocaine use has increased and is at its highest level among men aged 25-34 years. It is estimated that cocaine use among young people in Ireland is the 2nd highest in Europe. Furthermore, the number of hospital discharges with cocaine diagnoses increased by 83% between 2015 and 2019.

Opioids continues to be the most common drug identified as the primary reason for accessing treatment. This is followed by cocaine use, then cannabis use and lastly benzodiazepines.

Men are more likely to use drugs than women. In 2020, 73.9% of cases accessing treatment were male while females accounted for 25.9% of cases.

As well as the increase in hospital admissions due to illicit substance use; Cannabis users report that they are 6 times more likely to report poor mental health than non-users.

The most recent Irish figures show that almost one half of the population (49%) engage in gambling. While the prevalence rate for problem or compulsive gambling among the general population is 0.3%. This would indicate that 12,000 people have a problem with gambling in Ireland. A compulsive gambler is a person who is chronically and progressively unable to resist the impulse to gamble despite disruption and compromise in personal, family, social and work life. Gambling is very often a very secret activity – there are no outward signs – and can be very difficult for family and friends to acknowledge and deal with.

It is also recognized that in order to treat the illness of addiction, a holistic approach is required. Addiction in itself and inter-generational addiction causes major trauma in individuals' lives but there are many other types of trauma which can contribute to the escalation of the illness for people in their lives. Aiséirí provides trauma informed care and specialized trauma work is also provided where necessary. Treatment is comprehensive, there is no longevity in recovery without helping the person as a whole in all life areas.

Aiséirí is dealing with the daily fall-out from Ireland's continuing unhealthy relationship with alcohol, drugs and gambling. We will continue to respond to the changing landscape of addiction and continue to help people recover. This Strategic Plan also sets out our commitment to a comprehensive education and prevention strategy, which we hope can inform and strengthen ongoing national policies and strategies.

Addiction and the dangerous use of alcohol and drugs is no longer the stereotyped preserve of inner cities or large towns. It is an issue that is affecting families and communities throughout the country



6. Our Future

Tom O'Dwyer, Chairman of the Board of Directors, speaks to the reshaping and strengthening of Aiseiri as a treatment and rehabilitation service over the next 5 years. It outlines how the Board, the executive and the staff work together to help navigate the constant changing environment in which Aiseiri operates. It relates how the new Strategic Plan is the culmination of months of reflection and extensive consultation and dialogue led by the Chief Executive and her Management Team in a true spirit of partnership with all our stakeholders. It welcomes the publication of a bold and innovative Plan which will govern the path of Aiseiri over the coming years.

This Strategic Plan is about re-shaping futures:

- Re-shaping the futures of the young people, adults, families and communities we will work with in the coming years.
- Re-shaping the skills mix of our staff as they address the changing needs of presenting clients
- Re-shaping the structures of our organization to meet the challenges ahead.
- Re-shaping the future of Aiseiri as a strengthened treatment and rehabilitation service and Centre of Excellence.

It is no coincidence that the publication of this Strategic Plan comes as we celebrate the 40th anniversary of the establishment of Aiseiri. During that period while the ethos and objectives of the organization, including an emphasis on abstinence-based treatment, have remained constant the environment in which we operate has seen significant change and new challenges with ever increasing complexity in the pattern and prevalence drug and alcohol use in Ireland; the manner in which health system responds and new presentations including addiction to gaming and the relatively recent emergence of on-line gambling.

Aiseiri has expanded and introduced new services over the years in order to address these emerging needs and as a Board we are proud of how our staff have developed these new services including what is now the only residential service in the country for adolescents. We are also strongly committed to the continued support of all those people, in particular family members, who suffer the effects of living with loved ones who have addiction problems.

This changing environment was difficult but nothing could have prepared us for the impact of the Covid 19 Pandemic and the very difficult economic environment that followed. The survival of the organisation necessitated significant structural changes, which continue to be implemented in a way that ensures consistence of service delivery and high-quality outcomes.

As a Board, we are particularly aware of how challenging this has been for the



people who directly deliver the services.

The outcome of this demonstrates the quality and commitment of the staff and volunteers.

As with most organisations, people are its most important resource. For this resource to be effective it is essential that the organisation operates within a clear policy framework and an emphasis on staff and peer support.

It is against all of this background then that work was undertaken on this Strategic Plan ‘One Step at a Time’ 2024-2028.

The plan is the result of months of reflection and extensive consultation and dialogue led by the Chief Executive and her Management Team in a true spirit of partnership with our stakeholders and culminating in what is a bold and innovative Strategic Plan which will govern our path over the coming years

The level of engagement of everyone involved in bringing this Strategic Plan to completion is to be commended. However, I want to specially thank the Leadership Management team and all of the staff in Aiseiri.

Finally, I want to thank my colleagues on the Board and our predecessors for the commitment and support demonstrated over the years. As a Board we will continue to work with the Chief Executive and her team and invest our energies in reshaping the organisation and placing it to the forefront of addiction services in Ireland.

**Aiséirí is a service my fellow Directors and I are all proud to
be associated with and we all share the belief that:
“Everyone can recovery
Everyone can have a fulfilled future”**

Tom O’Dwyer.
Chairman

7. Our Pathway Ahead

Mary Hennessey as the Chief Executive Officer of Aiséirí, recognizes the powerful vision and strength of purpose upon which this new Strategic Plan is based. The Plan is embedded in the Aiséirí ethos and there is solid commitment to making it a reality. At the heart of this Strategic Plan are the lives and futures of all people impacted by addiction. Mary reflects on the English translation of Aiséirí which is resurrection, and how each of the four treatment centers offers the opportunities and space for people to grow and recover. She reinforces that ‘our people are our greatest asset’, paying tribute to the cooperative spirit and energy of the whole Aiséirí team. It is this spirit that has enabled the organization to manage and overcome the global uncertainty of the past 3 years. Mary is confident that this new Strategic Plan serves as a clear and progressive roadmap to not only further develop services, but also to proactively adapt to any economic and societal changes in the next 5 years.

All Strategic Plans have to start with a vision and then with a strength of purpose. Both of these components are the bedrock of Aiseiri. Our founders and trustees have been very clear in this regard and left us with both a purpose and set of values which continues to serve the organisation and its clients.

The second step in creating a plan is to determine that what is put down on paper, firstly reflects the values and ethos of the organisation, and secondly, that what is committed to can be realised, can be measured, and importantly, can be relied upon to continually deliver for the people the organisation serves.

For Aiséirí, this Strategic Plan reflects the progressive nature of Aiseiri and the strengthening of treatment and rehabilitation services to meet the needs of the people we serve. At the heart of this plan are the lives and futures of real people – young people, women, men, fathers, brothers, sisters, uncles, nieces and nephews. These are ordinary people – people that we know and love, people who want to work, want to go to school, want to hope, want to be cared for and want to provide care for their families.

Aiséirí translates from the Irish as resurrection and it epitomizes our clients experience. Our four centres are places of brighter futures. Our aim is to provide a gateway to recovery from the unhappiness of addiction so that people can begin to resurrect and live their lives to their potential, without fear, without defences, and without dependency.

Over the past 40 years we often have been working within an environment that sometimes can be seen as the absence of firm direction in policy and approaches to addiction. In addition to this what might be called normal uncertainty, the past 3 years have presented many unforeseen challenges. However, as a team we have worked through the uncertainty and challenge and emerged the other side as a strengthened organisation.

As Chief Executive I would like to acknowledge the spirit of co-operation, trust, energy and commitment with which the Aiseiri team, created this document and thank them for the enthusiasm for the future that they continue to exhibit. I would also like to thank the Trustees, Board of Directors and senior management team. Our people are our greatest asset and we have an inspiring professional and highly skilled team at all levels of Aiseiri.

We have kept this Strategic Plan simple and focused. I am confident that this Strategic Plan will see us not just build upon the excellent services and care already in existence within the Aiséirí centres but will also see us rise to the new policy, economic and societal circumstances that we face over the coming years.

I am excited that we will continue to create solutions to the challenge addiction continues to have on people and their communities



- diversify enhance expand and innovate our services.
- continue to encourage client and family participation
- develop a comprehensive outreach and pre-entry programme
- extend our detox services, our extended care, recovery support and family services
- develop an education and prevention strategy
- establish an audit, research and evaluation programme
- continue to seek sources of funding and resource to enable our success

I have every confidence that the Aiséirí team, armed with this collective and agreed Strategic Plan as a roadmap, will rise to every challenge before it. Without their dedication, enthusiasm, flexibility and willingness to take on the challenge of a new Aiséirí, this Plan, and the goals within it, would have been extremely difficult to achieve.

Finally, I want to acknowledge all of the clients, family members and friends that Aiséirí has had the privilege of supporting over its 40-year history. Your stories are intertwined with our story. Your experiences, sometimes set-backs, resurrections and strengths give us the experience and knowledge that we use every day to continue to help others.

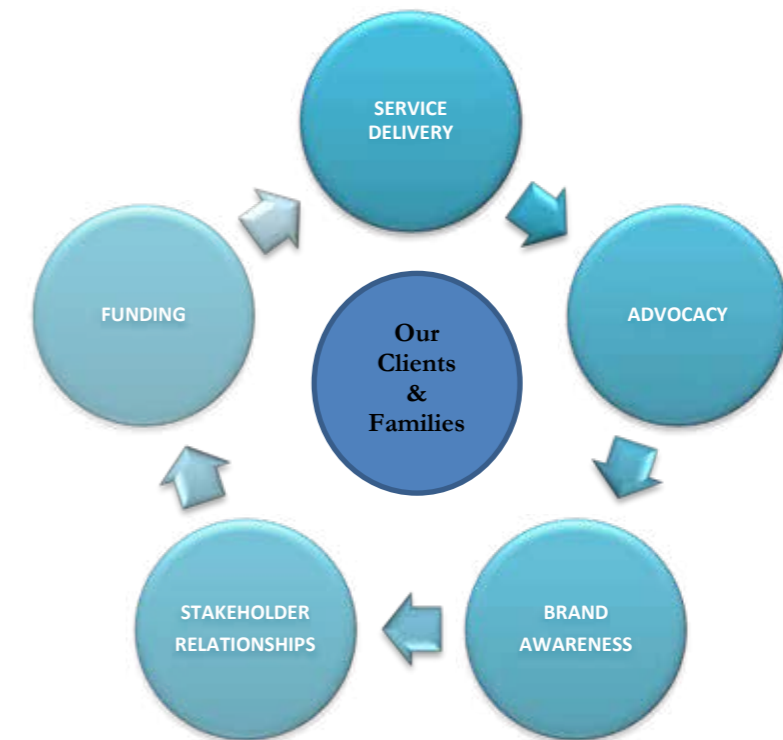
Your future inspires this Plan and the future of Aiséirí.

Mary Hennessy

Chief Executive, Aiséirí

8. Our Strategic Plan

Our Five Strategic Priorities 2024-2028



1. Service Delivery
2. Advocacy
3. Brand Awareness
4. Stakeholder Relationships
5. Funding



Strategic Priority 1 -Service Delivery.

We aim to provide services that meet evidence based, best practice standards in terms of quality and effectiveness, and to develop new services to meet identified needs utilizing partnerships with statutory and voluntary agencies where possible and practical.

Service Delivery Objectives

- 1.1 We will enhance all aspects of service delivery in line with emerging national/international addiction trends. This includes family work, gambling specialist, cocaine initiative, outreach i.e. schools, GAA, EAPs.
- 1.2 We will improve services in line with International best practice. This includes but is not restricted to enhanced trauma work, gaming, working with neuro diverse populations and meeting the needs of minority populations.
- 1.3 We will develop our dual diagnosis program in primary and secondary care. This will provide a specific wrap around service for individuals who have co morbid mental health issues.
- 1.4 We will centralise our Secondary Treatment Services as a full recovery centre. We will expand Community housing both short and long term. We will create an under 18 secondary treatment service and sober housing.
- 1.5 We will enhance and expand our organization's recovery support and family services to provide the extended support necessary for young people, adults and families.

Strategic Priority 2 - Advocacy

We aim to advocate for all who are suffering as a result of addiction. This is a broad spectrum as addiction effects all areas of life and all communities

Advocacy Objectives

- 2.1 We will formalise Advocacy model and integrate our Advocacy activities across the organization.

We are actively focused on four key themes of advocacy;

- the Minnesota/Hazelden model of treatment.
 - family impact of addiction and support.
 - youth and their needs.
 - the perception of recovery.
- 2.2 We will continue to build and influence our Advocacy network. Aiseiri is dedicated to supporting diversity and will work to advocate for all to have equal access to services.



Strategic Priority 3 – Brand Awareness

We aim to ensure that Aiseiri will become synonymous for recovery from addiction for everyone and will become a household name in regard to the provision of services that are delivered with compassion, empathy and hope

Brand Objectives

- 3.1 We will invest in our Brand and build awareness with target audiences.
- 3.2 We will invest in our Web and social media presence and Communication Strategy.
- 3.3 We will use the theme of the “lived experience of recovery”.
- 3.4 We will be the lead organisation in positively changing the way Addiction is understood.
- 3.5 We will invest in our teams, the people who are brand ambassadors, promoting our services by their excellence in care delivery.

Strategic Priority 4 –Stakeholder Relationships

We aim to support people into lifelong recovery through the optimization of relationships with our stakeholders

Stakeholder Relationships Objectives

- 4.1 We will continue to network and collaborate with partners in the sector to ensure the best possible service for our clients and their families. Continue to develop key partnerships with key stakeholders in service delivery.
- 4.2 We will continue to create formal relationships with colleges, to collaborate on education, placements and the future of the sector.
- 4.3 We will share and disseminate research and information relating to addiction and recovery for the further improvement of services in line with emerging trends.
- 4.4 We will attract, develop and retain a high quality, adaptable team that can provide leadership and enhanced service provision during changing conditions.



Strategic Priority 5 - Funding

We aim to deliver our strategic priorities by optimizing funding opportunities, retention of highly skilled staff, adherence to principles of good governance and management and open, transparent communication with stakeholders

Funding Objectives

- 5.1 We will ensure all our services are funded sufficiently to provide consistent financial stability. We will establish robust Service level agreements with all business partners with a focus on multiannual service level agreements.
- 5.2 We will focus on financial independence which will allow us to provide more accessible services for marginalised clients and innovate our services to meet client's needs.
- 5.3 We will pursue state and non-state funding from all relevant sources, Philanthropy and develop our fundraising strategies.
- 5.4 We will employ fiscal strategies and controls to ensure the most effective use of financial resources.

9. Our Strategic Journey 2024-2028

One Step at a Time



Appendices

Appendix I Board Members and Directors

Members

Brid Bates
Jerome Casey
Cyril Darcy
Maureen Fahey
Ciaran Lynch
Sr Veronica Mangan

Directors

Tom O'Dwyer (Chairman)
Marie Ahern
Matthew Breen
Nicola Connery
Stephen Costello
Anne Cuffe
Ronan Fawsitt
Peter Finnegan
Paul Murray
Catherine O'Callaghan
Marie Walsh

Appendix II Service Continuum

Range of Services

Aiséirí provides a range of services to people with addictions, their families or anyone affected by addiction.

1. Referral

Making the first contact for help with addiction can be the most difficult step to take. Making a referral to Aiséirí for an assessment is simple, quick and completely confidential. A referral may be made by any concerned person — the individual, family members, friends, doctors, counselling services, employers, employee assistance services, social workers, or legal professionals. A referral application form is available on our web site or call our central number at 052 7441166.

2. Assessment

Our admissions counsellors in our four centres are highly skilled to provide a client, and his or her family, with all the support and information needed to develop a unique assessment of personal need. If Aiséirí treatment is not considered suitable for any reason, every effort will be made to refer the person to the most appropriate services for his or her needs.

3. Primary Rehabilitative Treatment

Research has consistently shown that longer stays in treatment produce the best outcomes for addiction. Our residential services are the bedrock of our treatment philosophy. Our goal is to ensure that as many people as possible can access our specialist services quickly. Our residential programmes range from four weeks for adults to seven weeks for younger clients. The philosophy of Alcoholics Anonymous is central to the programme and all participants

Appendices

are encouraged to use the 12-step programme in their recovery. Our treatment is based on the recognition that alcohol, drug addiction and compulsive gambling are diseases. Total abstinence is the best way to manage the condition. We approach addiction in a holistic way, working with mind, body and spirit as components of a healthy life. Individual treatment programmes may include group therapy sessions, one-to-one counselling, psycho-educational lectures, community meetings, meditation, yoga, peer support and interaction.

4. Recovery Support and Progression

A comprehensive recovery support and progression plan is created with the person before he or she leaves the centre. We recognise that all of our clients have their own particular needs and so the plan is personalised to suit each person's unique situation and challenges.

We provide an ongoing integration and recovery support service by offering the following stepped services:

- Living in Recovery Group – once weekly meetings for those just out of treatment.
- Recovery support- available by phone or appointment on an on going basis.

We hold recovery support programmes in all four centres on a weekly basis in person and online. Facilitated by trained co-ordinators, these sessions mean that support is always available for clients and family. The recovery support groups are provided weekly

5. Family Support Programme

Aiséirí centre-stages family and concerned persons in all of its programmes. We recognise the importance of helping families and loved ones understand the disease of addiction and how it affects important relationships.

Each Wednesday is a family day at our centres. This special day is an integral part of our programme to assist families while a person is in treatment. Everyone who is close to an addicted person is affected in a unique way; so too each person can play a key and different role in promoting recovery.

We work with families and loved ones to provide a comprehensive recovery support program specific to their needs. This includes family therapy and specialized groups and education to address the potential harms addiction and other trauma has caused the individuals. This is an area of growth as it is recognized that families need on going help and support to move the whole family system into recovery.



Appendices

Appendix III Plan Methodology

Methodology

The development of this plan was led by the Chief Executive, with the support of an Organisational Consultant. It involved consultative workshops, one to one interviews and online surveys with a broad and representative range of stakeholders, both internal and external, including the following

- Staff
- Board of Management
- Members
- Current clients of residential and aftercare programmes
- Ex-clients of residential programmes
- Current and ex-clients, family members
- External community and voluntary organisations
- Funding and policy-making agencies
- Sector experts

The following steps were taken:

- Review of current plans, as well as Regional and National Government strategies
- Eight strategic planning days in total with all staff, board members and trustees
- Staff survey
- Client and family survey
- Stakeholder direct consultations
- Stakeholder survey
- Focus groups with clients and family members
- Consultations directly with: key funders, The HSE, The Department of Health, The Probation Service, Local and Regional Drugs Task forces etc.

Draft Reports

Draft reports were presented, to the board of Aiséirí for approval before publication.

Consultant to the process

Frank Munnely, Wavestone.,
Organisational Consultant & Group Analyst,
Group Analytical Practice.



Aiséirí is fully accredited by CHKS, the internationally recognised healthcare quality standards accrediting body. We are also recognised by all of the main health insurers. We work closely with the HSE, the Probation Board, other representative bodies and state organisations.



Aiséirí Aislínn,
Ballyragget,
Co. Kilkenny.
R95R859
Tel: 056 883 3777
Email: info@aiseiri.ie

Aiséirí,
Roxborough,
Co. Wexford.
Y35AH70
Tel: 053 914 1818
Email: info@aiseiri.ie

Aiséirí,
Townspark, Cahir,
Co. Tipperary
E21E206
Tel: 052 744 1166
Email: info@aiseiri.ie

Aiséirí Ceim Eile,
1 Glen Cara, Ballybeg,
Waterford X91W5FY
Tel: 051 370 007
Email: info@aiseiri.ie
aiseiri.ie