

# The Alzheimer Society of Ireland

## Strategic Plan

2023 - 2028



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SOCIETY OF IRELAND



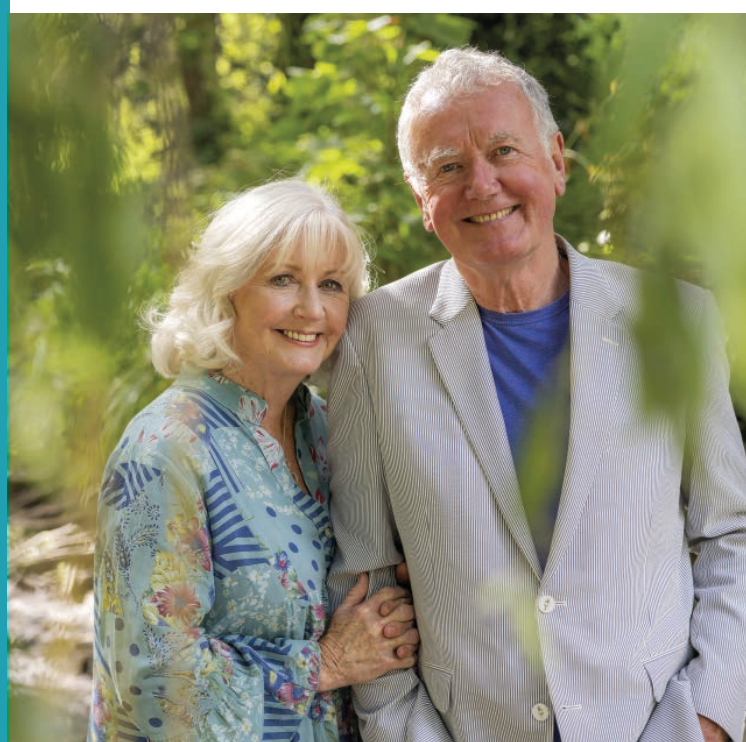




# The ASI Strategic Plan 2023 - 2028

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## About Us

# The Alzheimer Society of Ireland

The Alzheimer Society of Ireland is the leading dementia specific service provider in Ireland. The ASI works across the country in the heart of local communities providing dementia-specific services and supports and advocating for the rights and needs of all people living with dementia and their carers.

Our vision is an Ireland where people on the journey of dementia are valued, can realise their rights and exercise choice, and are living well where they choose. A national non-profit organisation, The Alzheimer Society of Ireland advocates, empowers, and champions the rights of people living with dementia and their communities to quality support and services.

The ASI also operates the Alzheimer National Helpline offering information and support to anyone affected by dementia on 1800 341 341. The Helpline is open six days a week, Monday to Friday, 10 am – 5 pm and Saturday from 10 am – 4 pm.

The ASI also provides a number of other supports and services to people with dementia and their carers across Ireland including Day Care, Day Care at Home, Home Care, Family Carer Training, Dementia Advisers, Alzheimer Cafes and Social Clubs.

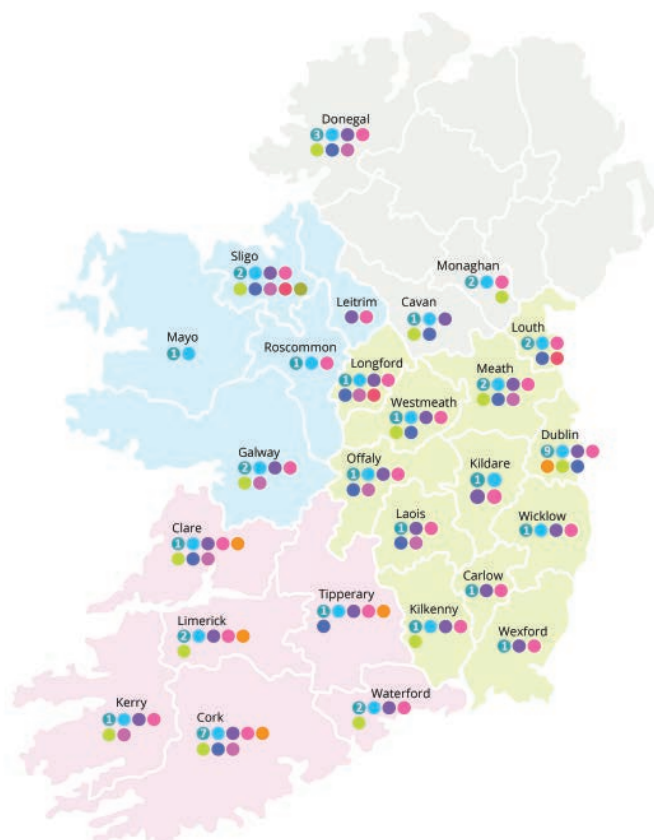
### Services Provided by The ASI:

- National Helpline • Social Clubs • Support Groups
- Day Care Services • Dementia Adviser Service
- Home Care • Mobile Information Bus

### Social Media:

Facebook: The Alzheimer Society of Ireland  
 LinkedIn: The Alzheimer Society of Ireland  
 Twitter: @alzheimersocirl  
 Instagram: @alzsocirl  
 YouTube: The Alzheimer Society of Ireland

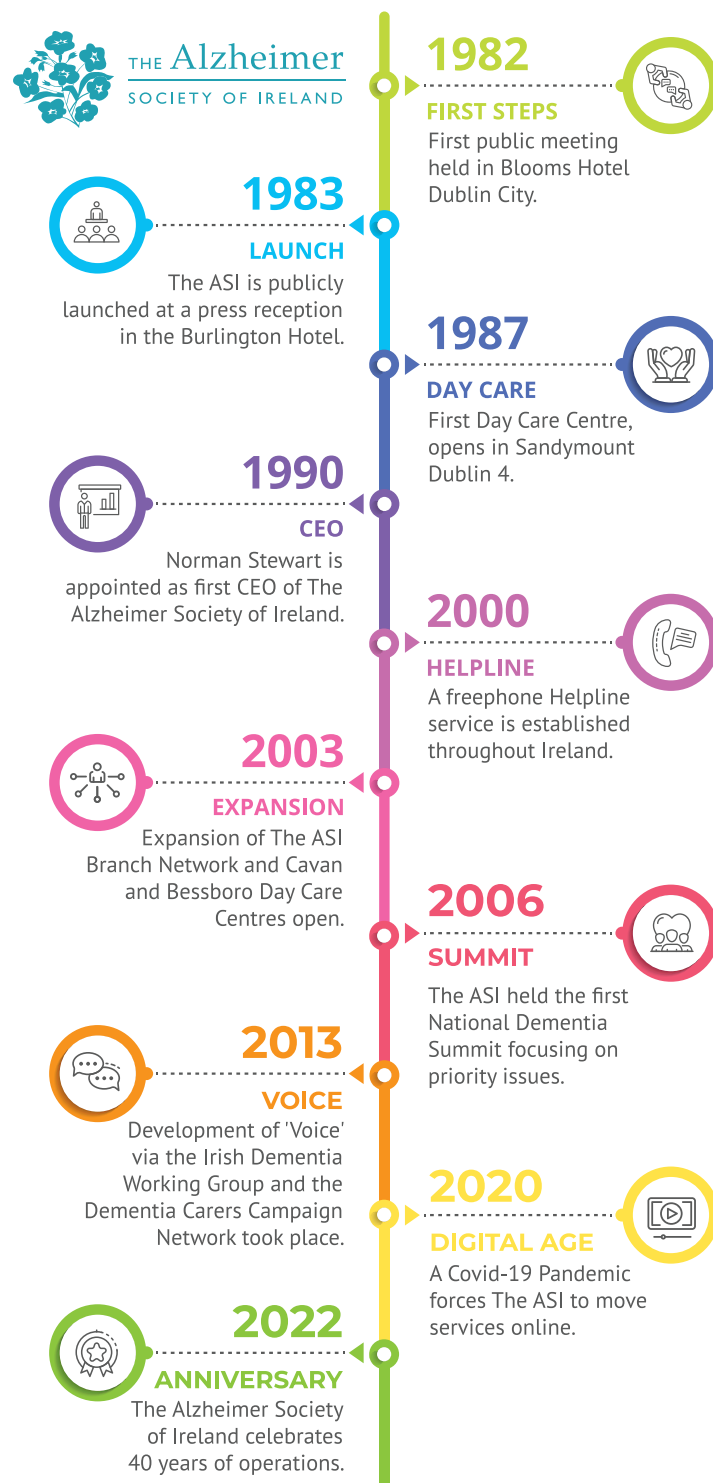
### The ASI - National Map With Services





# A Brief History of The Alzheimer Society of Ireland

## 40 Year Timeline



# Strategic Plan

## Foreword

**The Alzheimer Society of Ireland's Strategic Plan 2023-2028 sets out our crucial role in supporting people living with dementia, their family carers, and supporters in Ireland over the next five years and comes at a pivotal time in the development of Ireland's understanding and response to dementia.**

This strategy is our blueprint for the next five years and builds on our past achievements and with the goal of continuous improvement in mind, we have shaped the strategy to provide our staff, our volunteers, those who fund us, and most importantly those who live with dementia and those who care for them, with clarity, direction, and a clear vision for the upcoming five years.

In Ireland, the sad reality is that the number of people who are developing dementia is growing and is expected to double every 20 years. And with the growth in numbers, it is an imperative, as the leading dementia-specific service provider in the country, that we increase our response, and we must grow with that.

In the 40 years of The ASI's existence, we have grown our work and our leadership. In very recent years, Ireland has seen welcome advances in respect of dementia care, diagnosis and access to services and supports. The introduction of the network of Dementia Advisers has provided people living with dementia, their families and carers with a highly responsive, and individualised information and signposting service.

In the wider dementia landscape, there is some promising momentum with biomarker diagnosis and encouraging research and breakthroughs with disease modifying therapies, the launch of the Model of Care

for Dementia in Ireland, support from the Government, and an increased awareness of dementia generally. However, we cannot forget the significant cost of dementia that our recent research has highlighted – there is an economic, social, and personal cost. A critical role is played by families and communities in providing unpaid care and support. As we look ahead, earlier diagnosis and early intervention are important mechanisms by which the treatment gap can be closed and more needs to be done to improve access for people living with dementia in Ireland and their carers to high quality dementia care and support – no matter where one lives.

In our strategic process we talked with and listened to people living with dementia, carers of people living with dementia, our volunteers, our staff, board members, and our partner organisations. We considered the current and future landscape for dementia care in Ireland, identifying areas of most need, and greatest potential.

The ASI has a particular role to play and contribution to make. The ASI recognises that it cannot and should not attempt to do everything. What differentiates The ASI is its strong connection to the voice and lived experience of those living with dementia and the people who support them, and the quality of the services and supports which the organisation provides.



Our new strategy sets out an ambitious vision for equity of access, on the part of people living with dementia and their carers, to high-quality services and supports which improve their ability to live well at home and in their own communities for as long as possible. This ambitious vision and strategic direction cannot be achieved in one single term, and will necessarily endure across a series of strategic terms.

In this, our new strategy, we have set our sights on three big priorities which, if realised, will make a significant difference to dementia in Ireland, to those

living with dementia, and to those who care for them. Through our work to empower people and to support those living with dementia and those who care for them, to advance research and to inform and influence public policy, many more people will be supported to live as well as possible with dementia.

The strategy sets out three interdependent strategic priorities; these are deliberately not numbered to emphasise that they form part of a coherent and mutually supportive set.



*"We considered the current and future landscape for dementia care in Ireland, identifying areas of most need, and greatest potential."*

*Eugene McCague, Chair Of The Board Of Directors, The ASI*

## Strategic Priorities:

# ASI - A (Access), S (Strength), I (Impact)

2023 - 2028



### ACCESS

We will grow selected services in order to increase the number of people living with dementia, their family members, and carers who can access our high-quality dementia care interventions and supports.

This strategy does not seek to list all functions or activity of the organisation because all parts of the organisation will have an important role to play in the successful delivery of this strategy.

The ASI has a particular role to play and contribution to make. The sought after change will be pursued on a phased basis, through a combination of ASI-led initiatives and through influencing the quality and growth of dementia care related initiatives led by others.



### STRENGTH

We will strengthen the capacity and capability of our organisation to deliver growth in services and supports.

Finally, thank you to everyone, our Board of Directors, staff, branch members, and volunteers, for engaging in the strategy process. Thanks also to members of The ASI Strategy Reference Group who gave their time, expertise, and commitment to the development process.



### IMPACT

We will engage with others to multiply our impact in our sector.

The road ahead may be challenging, but the gains for those who we serve will be worth the effort.

Within each of these priorities, there are key actions to be substantially achieved in the five-year life of the strategy.

We look forward to working with you to and to help make it happen.

Thank you for joining us on this journey.

*Andy Heffernan*

*CEO, The Alzheimer Society of Ireland*

*Eugene McCague*

*Chair of The Board of Directors, The ASI*



# THE ASI

## Vision, Mission and Values



### OUR VISION:

An Ireland where people on the journey of dementia are valued, can realise their rights and exercise choice, and are living well where they choose.

### OUR MISSION:

To lead the growth of high-quality supports and services that meet the needs of people living with dementia and their families, carers and communities.

### OUR VALUES:

**Respect:** We accept everybody for who they are. At the heart of respect is caring, and we have empathy and sympathy with everyone and respect their feelings, wishes, abilities, and the rights of others.

**Empathy:** We put ourselves in other people's shoes. We make a real effort to understand someone's feelings and their beliefs, and we promote a culture of understanding, and listening to others.

**Integrity:** We serve the common good. We foster and promote reliability, honesty, loyalty, and trustworthiness in our dealings with everybody we meet. We promote togetherness and true belief in our work.

**Inclusiveness:** We are all equal and are part of a community. We appreciate and champion diversity, equality and equity, cooperativeness, and participation. Everyone plays an important and integral role in our work.

**Excellence:** As the leaders in dementia care in Ireland, we strive to be our best. We promote a learning culture, and we continue to ensure best practice and continually look to evolve and improve.



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## Strategic Priorities:

### ASI - **A (Access)**, **S (Strength)**, **I (Impact)**

2023 - 2028

**A - Access:** We will grow selected services in order to increase the number of people living with dementia, their family members, and carers who can access our high-quality dementia care interventions and supports.

Why this is a strategic priority?

The need is great and growing, with much need unmet, and the diversity and nature of need is also changing. Not everyone living with dementia or those who care for them is in a position to access the dementia supports and services which can make a difference. The Society wants to close this gap.

We are in constant contact with people affected by dementia, and those who care for them in order to find out what people need and what works best. Research will be important in informing the work of the Society. We make sure that our service design and delivery is informed by best quality knowledge, data, and expertise.

#### To achieve this priority:

##### **We will manage our long-term suite of services to deliver access and serve needs.**

Detail: We will assess needs, services and supports, and gaps in provision from the point of immediate post-diagnosis, and identify the most effective ways of addressing them (a needs-service matrix). This will allow us to develop and deliver targeted, evidence-based, high-impact, and relevant services that meet identified needs in the most effective way. We will use set criteria to initiate, develop, and refine services ahead of decisions to scale them.

We will determine the most appropriate long-term lead or host for each of the services within the mix - whether this may be the Society, the State, or another relevant provider. This will provide a long-term map for the development of The ASI suite of services, and their continual improvement.

##### **We will grow early-stage services and supports.**

Detail: In light of the increasing rates of diagnosis, the potential to improve access and the impact achieved, we will focus on the growth of our early-stage services and supports where proven and cost-effective (including Dementia Advisers). The specific services to be grown will be decided on the basis of their potential to expand access, be financially sustainable, highly-cost efficient, and yielding economies of scale.

Existing services and support will be maintained as the foundation for potential future growth, and developed in line with the strategic priority 'Strength' with a focus on innovation and quality standards informed by the experience of those living with dementia and their carers.

In the wider dementia landscape, there is some promising momentum with biomarker diagnosis and encouraging research and breakthroughs with disease modifying therapies, the launch of the Model of Care for Dementia in Ireland, support from the Government, and an increased awareness



**S - Strength:** We will strengthen the capacity and capability of our organisation in order to deliver growth in services and supports.

### Why this is a strategic priority?

We must ensure that our people, and the systems, structures and processes that they work within, are equipped to deliver, and sustain growth. We also need to protect and reinforce our shared culture and maintain our agility – as during the Covid-19 Pandemic – to respond to challenges, and opportunities over the implementation of this strategy.

#### To achieve this priority:

- We will design and implement a plan that improves our recruitment, retention, training, and recognition of staff and volunteers.
- We will formalise the quality standards and skills mix for our services to attain.
- We will implement a rapid improvement plan and digital and systems strategy to streamline time-consuming administration processes, and reduce inefficiencies.
- We will promote and leverage the organisational culture so that our recognised values consistently influence how we, as staff and volunteers, do what we do.
- We will ensure that the organisation is equipped with robust corporate governance, management and financial controls which are compatible with our ambitions for growth, and which help us to achieve the highest standards of transparency, and accountability with maximum cost-effectiveness.
- We will continue to implement our research and fundraising strategies.
- We will conduct a review of our brand and name.
- We will promote innovative practice and excellence alongside the scaling up of high-quality and proven measures in dementia care.



## **I - Impact:** We will engage with others to multiply our impact.

### Why this is a strategic priority?

Working in partnerships is core to our way of working. Wherever and whenever we can, we collaborate with others, from the local community to the global community, and build alliances to get results – when we lobby, when we conduct research, when we work with others.

We need to work with others if we are to extend our reach into under-served or hard-to-reach communities. We are going to work with other organisations and individuals to provide proven and cost-effective ways of providing high-quality information, advice, care and support.

In the 40 years of The Alzheimer Society of Ireland's existence, we have grown our work and our leadership. Our Branch Network has played an integral part in helping us achieve our mission to meet the needs of those affected by dementia. To respond to the demands of an evolving operating environment we will, across the upcoming term, broaden out the ways in which volunteers can engage with and support the work of The Society, through further development of and investment in the 'Friends of ASI' initiative.

We believe that collaboration and partnership, particularly with people living with dementia, and those who care for them, are the best ways to advance our vision. We will continue to articulate innovative, responsive, and challenging policy positions. Strategic research will inform our positions.

#### **To achieve this priority:**

##### **We will amplify the voice of people living with dementia, their families, and their carers.**

Detail: We will provide platforms for the lived experience of people living with dementia and their carers to inform, and influence policy and service development at national and local level.

We will ensure the lived experience and insights derived are contributed to and amplified in the work of relevant coalitions, alliances, and partners. We will engage in knowledge transfer, capturing and communicating findings from our experience in working with people living with dementia, and their carers so as to build capacity and enhance the quality and consistency of dementia care services provided across all health and social care and other settings.

##### **We will provide supporters and allies with meaningful opportunities to engage.**

Detail: We will continue to work closely with and support our existing branches while providing a wide range of meaningful and relevant opportunities for volunteers and supporters to engage and contribute as Friends of ASI. We will listen to and integrate members of the external research community into our work.

##### **We will work with the state and hold it to account.**

Detail: We will hold the State to account in relation to its commitments under the current National Dementia Strategy (2014) and the Dementia Model of Care, and in particular that the model is fully funded and resourced. We will inform and influence the development of the second National Dementia Strategy, paying increased attention to health inequalities, risk reduction and gaps in service provision, and ensure adequate funding is allocated.

We will campaign for State investment in dementia services, supports, and research commensurate with need. We will advocate for supports and services to be provided by the Government and HSE which address the identified gaps in statutory services and follow-up care. We will strengthen our engagement and communication with politicians and national-level policy-makers.





## Strategic Plan

# Strategic Planning Process

### Preparation of The Alzheimer Society of Ireland's Strategic Plan 2023-2028

**This strategy is a blueprint for The ASI for the next five years, and builds on our past achievements.**

With the goal of continuous improvement in mind the Society has shaped the strategy to provide our staff, our volunteers, those who fund us, and most importantly those who live with dementia, and those who care for them, with clarity, direction, and a clear vision for the upcoming five-year term.

This strategic plan was prepared by a Strategy Reference Group operating under the aegis of the Society's Board. We undertook a robust process of consultation, review and strategy formulation. In preparing this plan we consulted, through group and one-to-one interviews, with people who live with dementia, those who care for them, our staff, our board, our volunteers, and a range of significant external stakeholders. A survey was also completed by 122 Society staff and Board Members and volunteers.

This is an overarching Strategy for the entire organisation, and this document represents a 'call to action' to all those supporting the Society. While this Strategy will be driven by the Board and Senior Management Team, it must be 'owned' and supported by all those involved in working with, and supporting the Society if it is to be successfully implemented.



# Strategic Plan Making it Happen

## Implementation of The Alzheimer Society of Ireland's Strategic Plan 2023-2028

**This strategy statement will be a living document that guides all our activities until 2028. We will revisit it regularly to ensure that it remains relevant, and effective in the context of evolving economic and operating circumstances and changes in the environment for dementia care and support.**

Several strategic actions have been defined under each of the three strategic priorities. Each of the three priorities and associated actions are strongly interlinked with the others, and are not listed in any order of importance.

On a yearly basis, the Society's Management Team will identify specific deliverables under each of the three strategic priorities, which will in turn shape the annual workplan for the Society.

The various initiatives will be resourced with the necessary depth and range of expertise and experience required to deliver on them, drawing on people from across the organisation. This approach will better leverage the organisation's capacity to deliver effective, and pragmatic programmes and services.

The various activities will be driven at the highest levels of the organisation led by senior management, and involving regular Board engagement. This approach will enable us to optimise the use of limited resources and deliver high-quality supports and services for those who live with dementia, and those who care for them.









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