

# BEYOND BOUNDARIES

**Acquired Brain Injury Ireland  
Strategy 2025-2029**

[www.abiireland.ie](http://www.abiireland.ie)



**ACQUIRED  
BRAIN INJURY**  
IRELAND



BRAIN INJURY  
IRELAND

WE REBUILD  
LIVES THAT  
HAVE BEEN  
SHATTERED  
BY



ACQUIRED  
BRAIN INJURY  
IRELAND



WWW







## FOREWORD

We are proud to present Beyond Boundaries: our strategy for 2025-2029 which represents an ambitious vision for the future of our organisation and the people we serve.

For more than two decades, Acquired Brain Injury Ireland has been a leader in providing person-centred neuro-rehabilitation of the highest quality to those living with the impacts of brain injury. Looking ahead to the next five years, we are committed to continuing this important work with an even greater focus on equity, impact, and sustainability.

Our vision is clear: **That everyone impacted by a brain injury receives world-class rehabilitation and the support they need to rebuild their lives.** This vision drives everything we do, from providing vital services to advocating for greater awareness and investment in neuro-rehabilitation. It unites and motivates our team to empower brain injury survivors to reclaim their independence, and live a dignified, meaningful life in their own community.

At the heart of this strategy are three pillars: **Access, Impact, and Organisational Strength.** These pillars reflect our unwavering commitment to extend our services, while ensuring that we remain a strong, sustainable organisation that can meet the growing needs of the brain injury community in Ireland.

In undertaking this work, we recognise that the challenges faced by individuals with brain injury require a collective response. Over the lifetime of this strategy, we will place a particular focus on collaboration, building strategic partnerships that enable us to maximise our impact and resources.

The development of this strategy has been informed by extensive consultation with a wide range of stakeholders, including people with lived experience of brain injury



and their families, our colleagues, and external partners. Their invaluable input has allowed us to craft a strategy that is not only far-reaching and forward focused, but also deeply grounded in the real needs and aspirations of those we support.

At this moment in time, we are operating in a challenging environment where the demand for our services far outstrips the funding we need to provide them. While there is a strong policy framework in place to guide the development of community rehabilitation in Ireland, the pace of implementation has been slow. We are part of a dynamic community and voluntary sector. Our team remains committed to being creative and flexible with the resources at hand, and to deliver our services to the highest possible standards. But our organisation and our sector must be made sustainable if it is to expand and thrive.

Our strategy 2025-2029 responds directly to these challenges. During its lifetime, it is critical that we see the full and successful implementation of current policy, and real recognition of the right to rehabilitation for brain injury survivors. As we enter a new political cycle, there is growing momentum behind the National Neuro-rehabilitation Strategy, creating an opportunity for fresh energy and strong leadership. With the right support and backing, we believe our organisation can be a powerful agent of change for the brain injury community in Ireland, and that we can make a significant contribution to a future where neuro-rehabilitation services are accessible, effective, and inclusive for all.

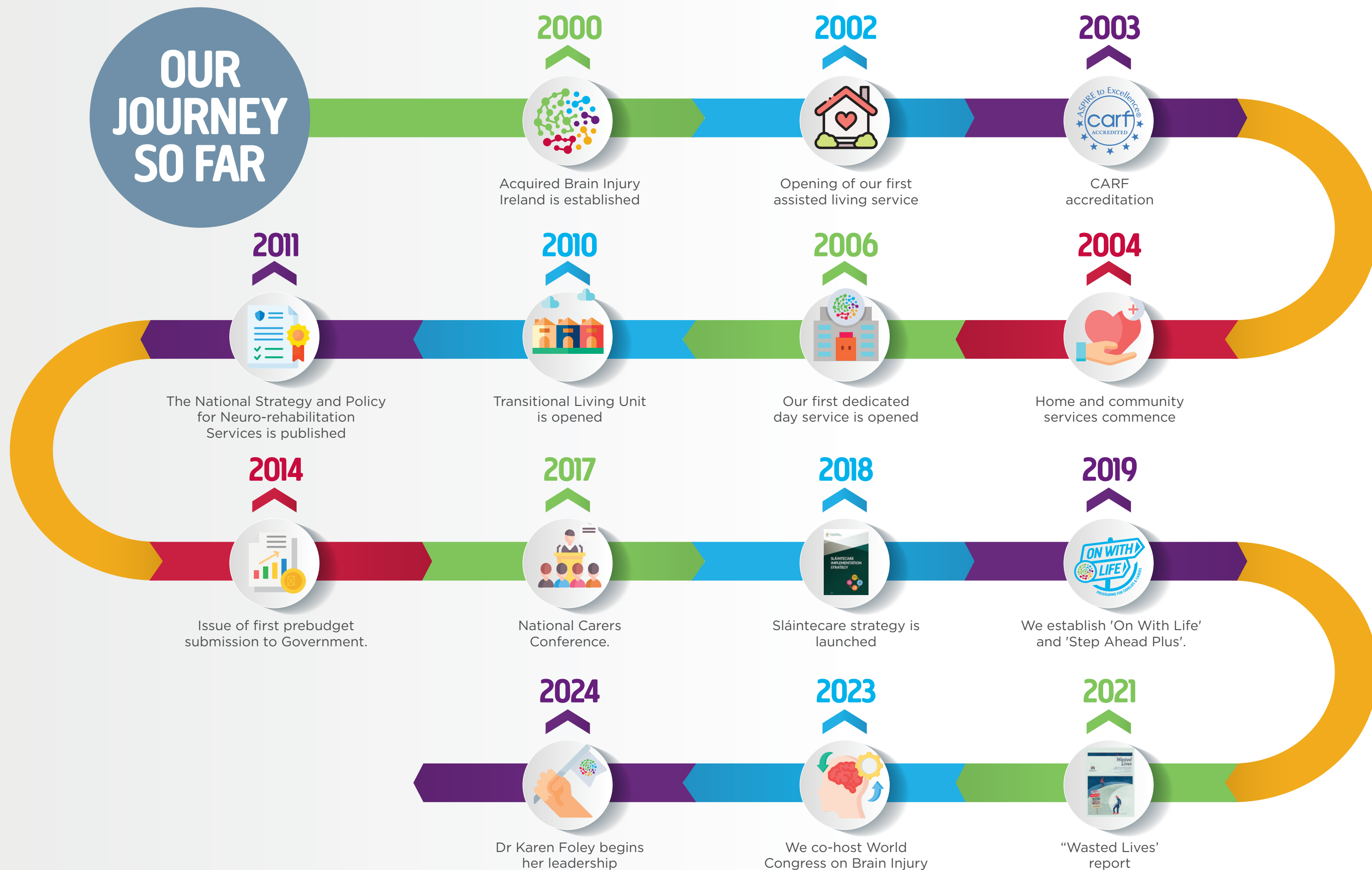


**Dr Karen Foley,**  
**CEO**  
Acquired Brain  
Injury Ireland



**Hugh O'Connor,**  
**Interim**  
**Chairperson**  
Acquired Brain  
Injury Ireland











## OUR VISION

That everyone impacted by brain injury receives world-class rehabilitation and the support they need to rebuild their lives.

## OUR MISSION

To passionately serve and empower people impacted by brain injury through personalised rehabilitation and relentless advocacy.

## OUR VALUES

Our values help us bring our vision to life and guide us every day as we work towards achieving our mission.

### **Dignity and respect**

We treat each other with the utmost dignity in all our interactions.

### **Choices**

We promote choice for all members of our team and for those we support.

### **Collaboration**

We welcome collaboration to enhance our impact and ensure inclusion in the community.

### **Connection**

We engage meaningfully in all our interactions, promoting person-centredness, authenticity, compassion and integrity.

### **Contribution**

We encourage everyone to play their part, no matter how small, within their capabilities.





# OUR GOALS

We will focus on three goals that are critical to our mission:

**Access**

Provide equity of access to community rehabilitation services and supports for all those impacted by brain injury across their lifespan.

**Impact**

Drive change using evidence from our programmes and by elevating the voices of the brain injury community through policy advocacy, research and education.

**Organisational strength**

Foster an inclusive team culture that supports personal and professional growth. Strengthen the systems, governance and sustainability of the organisation to ensure the best possible outcomes for those we support.

# COLLABORATION

An additional important focus for the delivery of this plan will be to establish and nurture strategic partnerships, maximising our impact and resources for the overall benefit of brain injury survivors and their families.







## KEY ENABLERS

This is an ambitious plan to provide neuro-rehabilitation in the community to all those who need it. To achieve our goals, across the lifetime of the strategy we must also have:

### *Greater clarity*

on the core services we can deliver directly, and where we can extend our impact through collaboration.

### *A robust funding strategy*

that supports our fundraising success and enables us to deliver our planned actions, extend and develop new services.

### *Investment in research*

so that we influence and drive policy changes, increase awareness of brain injury and make a strong case for equitable access to neuro-rehabilitation.

### *Enabling systems and digitisation*

that improve organisational effectiveness and allow us to gather and evaluate information with clarity and consistency.





# BEYOND BOUNDARIES

Strategy 2025-2029





# ACCESS

## WE ARE COMMITTED TO PROVIDING EQUITY OF ACCESS TO COMMUNITY REHABILITATION SERVICES AND SUPPORTS FOR ALL THOSE IMPACTED BY BRAIN INJURY ACROSS THEIR LIFESPAN.

Ongoing advances in medical care and technology are resulting in more people surviving the trauma of brain injury, but survival is just the beginning of a long and often complex recovery journey. Although brain injuries happen in an instant, the impacts are lifechanging for the person and their family.

There is now substantial evidence to prove that early access to specialised neuro-rehabilitation lessens the impact of an acquired brain injury and maximises the potential of the person to rebuild a new life.

For these reasons, and as a matter of justice and equality, we must continue our work to extend access to our services across all regions of Ireland, to all survivors, regardless of their age or location.

This will require navigating and beginning to fill the substantial gaps that still exist for survivors along the pathway from hospital to home, including by establishing nationwide access to brain injury case management to catch those at risk of falling between the cracks.



## INITIATIVES TO CREATE MORE EQUITABLE ACCESS

Continue to provide the **highest standard** of outcome-focused neuro-rehabilitation in the community for people and families affected by acquired brain injury.

Drive **expansion** of our services by building an evidence base of need and identifying opportunities for greatest impact.

Prioritise the national provision of **case management** as a capacity building measure and ensure an **interdisciplinary clinical team** approach in all areas.

Drive the development of an accredited, community-based neuro-rehabilitation service for **children and young people**, working closely in partnership with the National Rehabilitation Hospital and Children's Health Ireland to deliver a pilot programme.

Drive the development of an accredited, community-based neuro-rehabilitation service for people **over the age of 65** and deliver a pilot project.

### By 2029 we will:

Continue to be a leading organisation providing high-quality, effective neuro-rehabilitation for people affected by acquired brain injury and their families.

Have expanded our reach and achieved more equitable access to community neuro-rehabilitation across the lifespan for those impacted by brain injury, regardless of where they live.



# IMPACT

**A CORE FOCUS OF THIS STRATEGY IS TO ENHANCE THE IMPACT WE MAKE. WE ARE COMMITTED TO DRIVING CHANGE USING EVIDENCE FROM OUR PROGRAMMES, AND BY ELEVATING THE VOICES OF THE BRAIN INJURY COMMUNITY THROUGH POLICY ADVOCACY, RESEARCH AND EDUCATION.**

In Ireland, current national policy has all the potential to establish our country as a global leader in the provision of truly equitable neuro-rehabilitation. But for those living with the impacts of a brain injury every day, policy means nothing if it is not fully implemented.

It is time to move from theory to action.

Systemic change requires strong, decisive leadership. As an organisation we must seek to proactively influence politicians, policy- and decision-makers and hold them to account for their policy commitments.

This will require us to harness the evidence from our work and amplify the voices of those we serve to demonstrate the value of neuro-rehabilitation to the individual, community and society. In doing so, we must work collaboratively with partners in research and education, both to build internal capacity and make a compelling case for sustained investment in services and the organisations that provide them.



## INITIATIVES TO ENHANCE OUR IMPACT

Create a robust **impact measurement** framework that clearly defines our core services, captures data about the impact of all service provision, and demonstrates the effectiveness of neuro-rehabilitation.

Through sustained political engagement, **advocate** for investment in neuro-rehabilitation services across the lifespan and campaign for long-term organisational and sectoral sustainability.

Collaborate with external and internal stakeholders to deliver creative **public awareness** strategies that raise the profile of brain injury in Ireland, with a particular focus on brain health and prevention.

Restate our research priorities to generate **evidence** for policy and practice, commit to supporting relevant PPI (public and patient involvement) initiatives, and engage brain injury survivors and their families in our research. Leverage partnerships with academic institutions to deliver high quality, ethically driven acquired brain injury **research**.

Develop an accredited brain injury **education** programme that builds capacity and expertise within our team, and which can extend for the benefit of other stakeholders working in the brain injury community.

### By 2029 we will:

Have used evidence to influence and drive policy changes and increase public awareness of the importance of brain health and neuro-rehabilitation.

Have grown our reach through strategic collaborations and partnerships.

Have become a leading provider of brain injury education to build the capacity of those who support individuals impacted by an acquired brain injury.



# ORGANISATIONAL STRENGTH

**WE WILL STRENGTHEN THE SYSTEMS, GOVERNANCE AND SUSTAINABILITY OF THE ORGANISATION TO ENSURE THE BEST POSSIBLE OUTCOMES FOR THOSE WE SUPPORT. WE WILL ALSO FOCUS ON FOSTERING AN INCLUSIVE TEAM CULTURE THAT SUPPORTS PERSONAL AND PROFESSIONAL GROWTH.**

Our people are the foundation for our success, but we operate in a sector that faces significant challenges, including an unsustainable funding model and an increasingly competitive employment market. To remain a leading provider of neuro-rehabilitation services, we must balance these pressures with actions to grow and nurture our team, safeguard our core values and protect the deeply person-centred culture that sets us apart.

As a registered charity, we are committed to upholding the highest standards of transparency and accountability. This plan includes actions to maintain and continuously enhance our strong governance systems across the organisation, to ensure we operate with integrity and provide our stakeholders with the confidence that we are making the best use of the resources entrusted to us.

The rapidly evolving digital landscape presents both challenges and opportunities. To ensure organisational effectiveness we must futureproof our systems, creating robust processes for data management to inform and streamline operations and decision-making.

As we review and develop our infrastructure – digital and physical – we will also prioritise sustainable practices so that the impact we make today does not compromise our capacity to meet the needs of people affected by brain injury into the future.







## INITIATIVES TO BUILD ORGANISATIONAL STRENGTH

Develop a **people and culture** strategy that values the experience, engagement and wellbeing of our team and which promotes integrity, fairness, innovation and collaboration. Leverage internal communications pathways and introduce improvements as we grow.

Invest in our team by providing ongoing opportunities for **learning and development** based on values-based competencies, fostering a culture of excellence and accountability.

Develop a **property** strategy that supports our strategic goals and ensures best possible outcomes for the people we serve on their pathway from hospital to home. Review the relationship between Acquired Brain Injury Ireland and Anvers Housing, identifying a suite of solutions that aligns with our shared principles, supports service delivery and maximises organisational effectiveness.

Establish an integrated framework for organisational and clinical **governance** to ensure the highest possible standards, compliance with all relevant regulations, and to allow us to track, prioritise and respond to identified risks. Establish an internal pathway for the collation, review and analysis of clinical data.

Continually review and drive improvements in our use of **technology and data management** to optimise our processes, activities and decision-making. Scope an organisation-wide digital transformation project and secure funding for implementation on a phased basis.

Strengthen our financial capacity to ensure organisational **sustainability** and enable long-term planning. Use our financial systems to identify and optimise cost efficiencies and develop a fundraising strategy to diversify funding streams.

Develop a **green business strategy** for the organisation.

### By 2029 we will:

Have strengthened the sustainability of our organisation into the future.

Have demonstrated our ongoing flexibility, creativity, innovation and capacity to meet the multiple and changing needs of the people we support.









## ACQUIRED BRAIN INJURY IRELAND

National Office  
2nd Floor, Block A, Century House,  
100 George's Street Upper,  
Dun Laoghaire,  
Co. Dublin,  
A96 R2V3



[www.abiireland.ie](http://www.abiireland.ie)

+353 1 280 4164

