



Hope In Action
A Five-Year Plan
2024-2028



Contents

Chairperson's forward	2
CEO's forward	4
Introduction	6
Our purpose, role & values	8
Our journey	10
Developing our strategy	12
Strategic context	14
Our future direction	18
Strategic principles & ambition	20
Our strategy	22
Our oversight & implementation framework	33

Glossary

CEO	Chief Executive Officer
CfL	Connecting for Life
DIL	Darkness into Light
HSE	Health Service Executive
IT	Information Technology
SBLO	Suicide Bereavement Liaison Officer

Chairperson's forward

I am delighted to introduce Pieta's new strategic plan, "Hope in Action." This plan charts our course for the next five years, building on the strong foundation we've established since 2006. Keeping those we support at the heart of our purpose and mission has been our guiding principle throughout its development.

Creating this strategy has been a truly collaborative effort. I want to thank my fellow board members, our staff, volunteers, and supporters who all played a crucial role.

Together, we have achieved remarkable things. In 2023 alone, Pieta answered over 100,000 calls and texts, provided more than 50,000 hours of free counselling, and supported over 600 households impacted by suicide and self-harm. These numbers show the ongoing need for our services and the significant impact we make.

However, the need for suicide and self-harm prevention remains a stark reality in Ireland. We face ongoing challenges, including limited state funding and the consistent demand for our services. Hope in Action lays out a clear roadmap to tackle these challenges and ensure Pieta's continued effectiveness.

This plan prioritises building a sustainable organisation, securing the resources needed to deliver our vital services. It also emphasises data-driven decision

making and a focus on measurable impact. We will continue to advocate for increased government funding while exploring ways to diversify our income.

The support of the public has been instrumental in Pieta's success. We are deeply grateful for your generosity. Moving forward, collaboration remains key. We will continue to work closely with the HSE, other service providers, and all stakeholders to ensure comprehensive and accessible mental health support in Ireland.

Hope in Action embodies our unwavering commitment to reducing suicide and self-harm.

Together, let's build a future where hope thrives.

Thank you.



Celine Fitzgerald
Chairperson



Hope in Action embodies our unwavering commitment to reducing suicide and self-harm. Together, let's build a future where hope thrives.

CEO's foreword

This strategic plan has been created with our people at its heart. When we talk about our people at Pieta, we are speaking of the people we support, our staff, our supporters, our volunteers, our funders and everyone who has supported our purpose since we were first established in 2006.

Pieta is an extraordinary charity providing critical and crises interventions to anyone in Ireland who needs our help. This strategy has been shaped through in-depth consultation and research and has emerged against a backdrop of exceptional challenge following Covid-19 and the disruption that it caused to our previous strategy and operations. As we left that period behind, we entered a disrupted world and society all of which has left its mark on the mental health of many people. This is particularly evident by the significant changes in the demand and complexity of our services, including a huge increase in the number of children and young people contacting us for support.

Covid-19, however, did bring with it new opportunities and insights on how services could be delivered and how impact can be achieved through a mix of service approaches, enabling support where and when it is required.

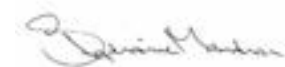
This strategy takes our thinking forward. We will explore opportunities for enhanced service delivery, improved accessibility and more effective impact. We will campaign

and advocate for those affected by suicide and self-harm and will work together with our statutory and non-statutory partners in collectively making a positive difference for the mental health of our society.

We can only do this through the extraordinary support we receive from people, communities, fundraising and philanthropy. We will focus on telling our story, on being a trusted and reliable organisation to support and invest in and we will continue to collaborate with all of our partners.

This strategy provides a real opportunity for Pieta to achieve its purpose of making a difference in reducing suicide and self-harm and supporting those impacted and bereaved by suicide and self-harm.

This strategy is 'Hope in Action'.



Stephanie Manahan
Chief Executive Officer



This strategy takes our thinking forward. We will explore opportunities for enhanced service delivery, improved accessibility and more effective impact.

Introduction

This strategic plan will support, guide and shape the next five years for Pieta. It will see Pieta come of age from its origins in 2006.

In crafting the strategy, we reflected, considered, sought feedback and engaged with a broad range of stakeholders. We listened to our clients, our people and our supporters and we drew on our experience and knowledge of suicide, self-harm and bereavement in shaping the priorities for the next five years.

We have navigated through unprecedented changes, marked by significant global and national influences. The pandemic not only reshaped service delivery models but also accelerated the need for organisational agility and resilience. Alongside this, notable shifts in national policies, service delivery structures, international instability and economic crisis have further contributed to the evolving landscape in which we operate.

Pieta has evolved significantly in how it delivers its services and meets increasing service demands. This has included recruitment of additional therapists and investment in specialised skills, a focus on improving quality, the move to hybrid working models and the use of technology in delivering services and supports. In 2023, we received more than 102,000 calls and texts to our helpline, delivered over 50,000 hours of counselling across our centres and supported over 600 households with our bereavement counselling service and supports. Pieta has shown that it plays a key role in delivering national mental health services for those impacted by suicide and self-harm.

We continue to rely heavily on our fundraising efforts to deliver our core services. We value the role our volunteers and supporters play in driving fundraising efforts to support our services and we greatly appreciate all donations we have received and those we continue to receive that keep our services operating. We acknowledge this huge support from the public, notwithstanding the challenges and struggles many are experiencing. We are also grateful for the continued support from the state and recognise the need to increase funding, particularly for the services that the state wishes us to provide.

As an organisation, we have undergone changes in our governance and management structures over the last five years, including the appointment of a new executive management team. The executive team has efficiently and effectively worked together to deliver on strategic initiatives to date and will continue to do so in our next five-year plan. We look forward to navigating the next five years over the lifetime of this strategy. We will continue to improve the range and quality of the life-saving services we provide, whilst overcoming the challenges we encounter and making the most of future opportunities.



102K
calls and/
or texts were
received by
our helpline
in 2023



Our purpose, mission and values

Our purpose

We exist to reduce suicide and self-harm, and to support those who have been impacted by suicide and self-harm.

Our mission

We provide professional counselling, support and education to those experiencing suicidal thoughts, self-harming behaviour and to those impacted by suicide and self-harm.

These values collectively contribute to a positive culture where our clients, staff, and partners, including our volunteers, supporters, funders, and collaborators, can feel valued, supported, and empowered.

When integrated into the daily practices and decision-making processes, these values guide our behaviour at Pieta, fostering an environment that is responsive to our clients while also being compassionate and ethically sound.

Our values

Hope is at the heart of what we do, guiding our values and behaviours, and at our core we believe in the following:

We live our values by:

- **Respect:** Acknowledging the inherent worth in every person and treating everyone with dignity, courtesy, and consideration.
- **Compassion:** Demonstrating care, kindness, and a willingness to understand others' experiences and perspectives. Adopting a people-centred approach that is free from judgement.
- **Collaboration:** Working together in partnership, seeing each person as one who is resourced to play their part in achieving positive outcomes.
- **Transparency:** Communicating openly and honestly with integrity and taking responsibility for one's actions and decisions, while being held accountable.
- **Fostering an environment where diverse perspectives are valued,** and our clients, staff and partners are treated with dignity and respect, regardless of individual differences.
- **Encouraging a culture of compassion,** where our clients, staff and partners experience understanding and support in everything we do.
- **Working together with our clients, staff and partners,** in shared understanding and towards our stated aims.
- **We do this by establishing clear communication channels,** being transparent about our decisions, and holding ourselves and each other accountable.



Our journey

Pieta's organisational journey has been marked by resilience, adaptability and a steadfast commitment to mental health support for the people of Ireland.

Since our establishment in 2006 to meet the needs of people in relation to suicide, self-harm and stigma, we have navigated through challenges, building on our experiences to refine and continuously improve our services.

Over the years, we have achieved significant milestones from our tiny beginnings in 2006 when we supported just 93 people. In 2023, we supported over 7,400 clients, widening our client services to under 18s, increasing our service delivery models to include prevention and awareness campaigns, counselling and psychotherapy and bereavement services to meet national demands.

We provide services nationally via our helpline which is accessible 24/7; through the provision of psychotherapy supports via phone, video and in person in over 20 locations nationally; our suicide bereavement liaison officer (SBLO) service; and education and training. To do this we have heavily invested in our staff with over 300 people working directly in our frontline services.

Thanks to the generosity of the people of Ireland in 2023, we have been able to provide over 50,000 hours of free counselling, therapy, and support to

more than 7000 people and responded to more than 102,000 calls and texts to people seeking crisis support.

To complement our intervention and bereavement services, we have also developed prevention initiatives and awareness campaigns, including the Resilience Academy, Amber Flag, SIGNS of Suicide and our flagship event, Darkness into Light (DIL). These services would not have been possible without the support of our funders and partners.

Today and into the future, we will require deeper partnerships with the state, and with funders, donors, volunteers and the public, to sustainably deliver and meet the needs of the people of Ireland.

87%

Over 87% of our income is derived from fundraising events and the support of donors and the public



DIL became our flagship fundraiser, engaging passionate volunteers.

Captivating visuals from various events showcase its global impact, involving hundreds of thousands annually.

Over 87% of our income is derived from fundraising events and the support of donors and the public. We are now looking to diversify our funding sources and engage with our partners and other service providers, so we can continue to provide this life-saving work.



Pieta's services are available anywhere in Ireland



Prevention

Education and training:

- Resilience Academy for secondary school students
- Amber Flag for:
 - Primary and secondary schools
 - Further education and training centres
 - Youthreach
 - Third-level Institutions
 - Organisations and clubs

Community awareness raising:

- Darkness Into Light
- Know the Signs of Suicide



Intervention

Nationwide counselling support:

- Phone and video call services
- 23 community-based services
- 24-hour crisis text and phoneline



Postvention

Suicide Bereavement Liaison Service
Bereavement counselling



Providing communities with:

- Understanding
- Support
- A safe space
- Advice
- Knowledge
- Learning

>40%
of our clients
were under
18 years old



Developing our strategy

This strategy was developed following an in-depth review of the current mental health landscape including the operating environment and strategic opportunities and the challenges these present.

We undertook an extensive consultation exercise with staff, as well as government representatives, statutory health services/system and other charities in the sector. We also conducted surveys with over 300 respondents including clients and their families, education professionals, donors, volunteers, DIL committee members, corporate partners and foundations and other service providers. This level of

engagement was important to ensure the strategy was future focused and responsive to the needs of the people and communities.

This process commenced in November 2023 and lasted for four months. Pieta is grateful to all those who contributed and helped to shape the future of our organisation and the vital services that we provide.

300

We conducted surveys with over 300 respondents

“

We undertook an extensive consultation exercise with staff, as well as government representatives, statutory health services/system and other charities in the sector.

>50K
hours of
counselling
across our
centres in 2023



Strategic context

Pieta's organisational journey has been marked by resilience, adaptability, and a steadfast commitment to mental health support for the people of Ireland.

The legacy of Covid-19, important developments in national policies, changes in the profile and needs of clients, evolving thinking in service delivery models and the current cost of living crisis have all shaped how we provide services today and our thinking about how we continue to create more effective impact in the future. Here, we list what we have identified as key factors that have influenced our thinking and shaped the decision-making process that has informed our strategy.

- **Political landscape:** It is vital that we align with national strategies and plans such as Sláintecare, Connecting for Life (CfL) and Sharing the Vision. We see future opportunities for Pieta to expand our role in providing bereavement services and supports.
- **Health system:** The evolving Health Service Executive (HSE) structure requires us to foster meaningful relationships within regions and communities, as well as collaboration and integration with services. Pieta will continue to build alliances with other service providers in the sector.
- **Regulatory factors:** There is increased influence and scrutiny on standards of governance, performance and accountability from the Charities Regulator and evolving regulations for therapists by CORU, the Health and Social Care Professionals Regulator.

We are committed to proactively integrating them into the fabric of our operations and are proud to hold Triple Locked status as awarded by the Charities Institute Ireland.

- **Service delivery demand:** There has been a significant demand for services coupled with the crisis in Youth Mental Health Services and Child and Adolescent Mental Health Services, underscoring the critical nature of our mission. We see great opportunity to continue developing and tailoring our services to cater to this group of people over the coming years.
- **Technological factors:** Digital ways of working and adaptation of service delivery models have occurred over the last five years to maximise reach and impact. Also, we are anticipating the impact of the Electronic Health Record system in the HSE, the rise of virtual care, and the demand for hybrid working models and for embracing future technological advancements.
- **Professional capability and capacity:** There has been significant increase in competition for professional roles and a growing desire for more flexible working practices. We see this as an opportunity to assess our current skills and capabilities, create development pathways and recruit the best qualified people to deliver excellent services.



- **Social context:** There is heightened scrutiny from the public and media on how charities allocate their funds, with funding and donations focused on frontline services. The incidence of suicide is higher amongst certain minority groups, requiring tailored and targeted approaches and emphasising the importance of group work and outreach services. This is an opportunity for us to create new ways to fund these services, in addition to continuing to provide and build our peer support networks, group work and outreach services.
- **Financial sustainability and economic factors:** For many years, funding for mental health has stalled between 5-6% of Ireland's total health budget. This is less than half of what the recommended spend is internationally. Funding poses sustainability threats, necessitating innovative approaches to secure additional resources. Currently, 87% of our income is derived from fundraising and voluntary channels. There is an

opportunity and a need for us to diversify our funding sources to become a financially sustainable organisation.

- **Environmental factors:** As we craft our strategy, a national focus on the sustainability agenda provides an opportunity to align our initiatives with broader environmental goals, fostering a future-proof framework for our work.



Digital ways of working and adaptation of service delivery models have occurred over the last five years to maximise reach and impact.

Our future direction

As our 'Investing in Hope' strategy 2019–2023 concludes, we recognise that Pieta is now operating in a very different landscape.

The operating and strategic context provides us with insights to navigate this dynamic environment with foresight and responsiveness.

As we move into the next phase of our journey, this strategy represents the opportunity to develop our strategic focus and to proactively shape the future landscape of supporting people affected by suicide and self-harm in Ireland.

The historical context of Pieta provides strong foundations and a wealth of knowledge to confront the challenges and opportunities presented. It is also true that our impact and value can be amplified through further innovation and development in how we work as we move Pieta to its next level of maturity.

Central to our future direction is ensuring the foundations are in place to support our mission and to make sure Pieta is financially sustainable, secure and focused on its purpose.

It is within this context that the strategy and the roadmap to support it have been formed. Both documents will be used as living documents to guide our actions and continuously assess whether we are achieving our purpose.

Our Strategy 2024–2028 'Hope in Action' takes Pieta forwards, it builds on our rich past and sets out our intention to continue delivering for people who need our services for the future.



100K
people came together in solidarity for Darkness Into Light in 2023



Strategic principles and ambition

We have developed five strategic principles to guide our strategic development process and to ensure everything we do is aligned to our purpose, mission and values.

Each principle sets out our strategic ambition for the future. The principles have been designed to align with national priorities and

to promote a shared understanding of how we wish to develop in the future and the impact we wish to achieve.

Strategic principles and ambition

To deliver high-quality, outcome-focused services

For Pieta to be the leading voice for suicide and self-harm in Ireland

To create a path to build towards a financially sustainable organisation

To nurture individual accountability and capability across our services and functions

To further embed a values-based culture within Pieta

Values

Respect

Compassion

Collaboration

Transparency

600

households supported by our suicide bereavement liaison service in 2023



Our strategy

Our strategic framework sets out how we intend to deliver on our purpose, to reduce suicide and self-harm and to support those who have been impacted by suicide and self-harm, and on our ambition for the future.

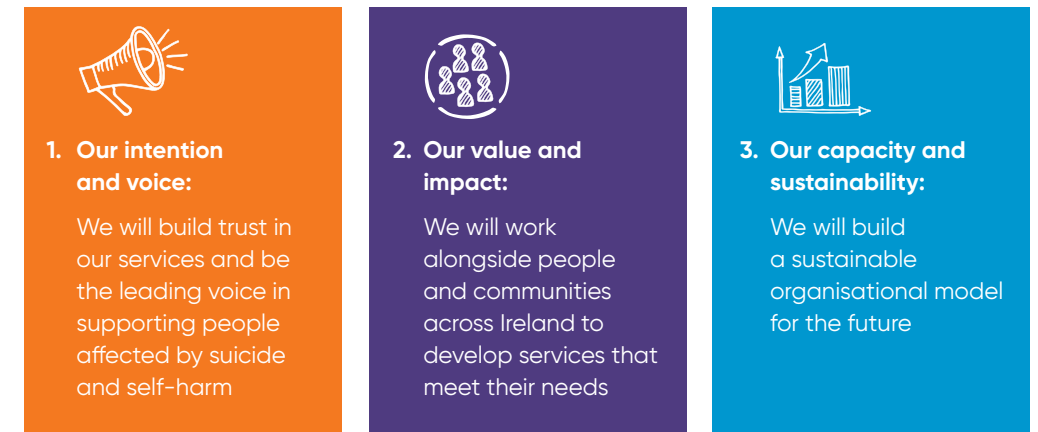
The framework considers three key areas on which we are committed to take actions for the future. Additionally, to ensure we are set up to successfully deliver on these

commitments. Time and energy will also be devoted to four key enabling areas. These commitments and enablers are set out in the illustration below.



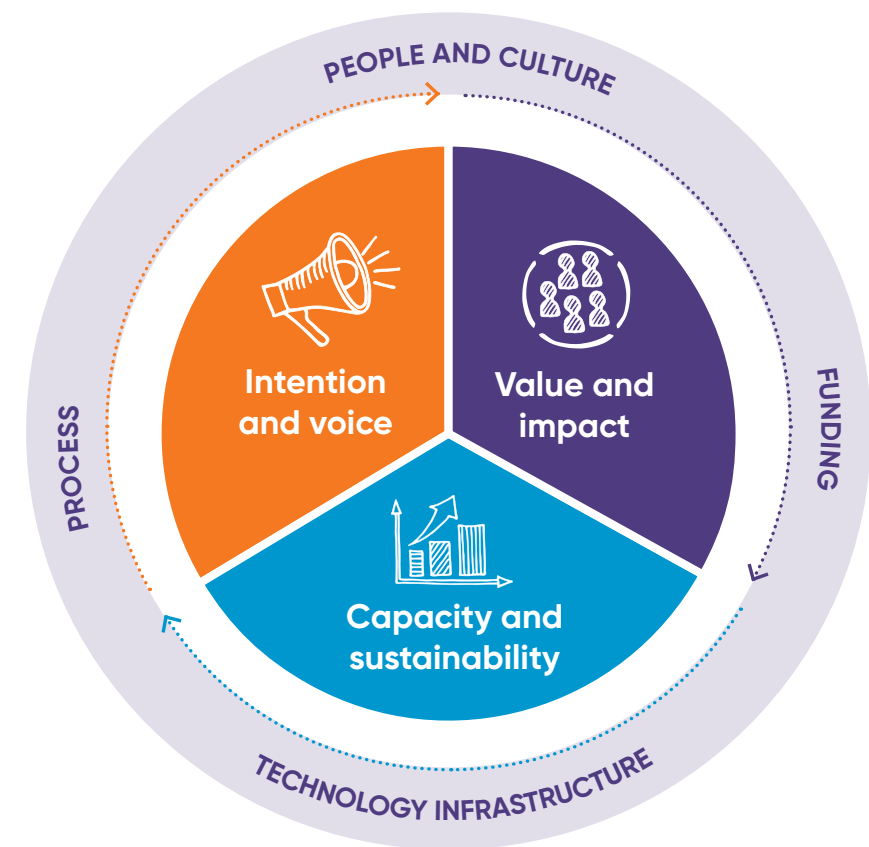
Our commitments

We commit to making progress in these three main areas:



Our enablers

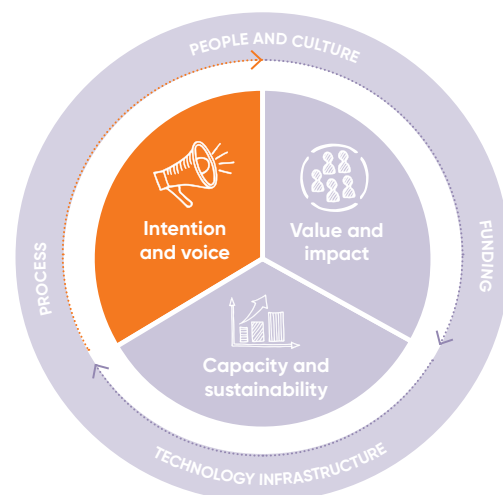
People and culture | Funding | Technology infrastructure | Process



Commitment One

Our intention and voice

We will build trust in our services and be the leading voice for people affected by suicide and self-harm.



As a service provider to the public, we have a responsibility to make Pieta a trusted organisation with the appropriate skills and capabilities to discharge its responsibilities. We are a credible voice for people impacted by suicide and self-harm, working closely with people with lived experience, and we provide services that are evidence-based.

We understand that clinical and corporate governance, as well as accountability and transparency, are crucial to ensuring we maintain and continue to build that trust. We also know the importance of aligning our services with national and local strategies, and the need to demonstrate impact and outcomes to build trust in what we do and the outcomes we deliver.

We are aware that telling a clear and compelling story around our work and its outcomes is critical in enhancing our trust for our people, our partners and the public. We will continue to maintain and strengthen relationships with all our partners.

To achieve this, we will lead with purpose and take a leadership role regarding supporting people affected by suicide and self-harm within the mental health sector. We also want to work continuously with our people and partners, build trust through evidence and advocate for awareness and access to services and resources.

To succeed in this area over the next five years, we will commit to the following strategic objectives:

1. Lead with purpose

2. Continuously demonstrate our value and expertise

3. Build trust and collaborate with our partners

4. Advocate for awareness, access to services and resources

How we will do it

1. Lead with purpose

We will...

- > Align all our activities, engagements and decisions to our purpose
- > Be client-centred, recognising our clients are invaluable partners by ensuring our services are informed and shaped by our clients' voices, lived experience and feedback.

2. Continuously demonstrate our value and expertise

We will...

- > Communicate our unique role and specialist expertise to the public and the sector, emphasising how we can effectively support people, working in partnership with other providers
- > Ensure we deliver our services in line with recognised standards and evidence-based practice.

3. Build trust and collaborate with our partners

We will...

- > Continue to engage with statutory agencies, especially the National Office for Suicide Prevention and the wider HSE to drive change and achieve our shared goals
- > Build new relationships with the regions and Sláintecare communities to ensure engagement on issues related to our purpose
- > Foster a culture of transparency and mutual understanding with people and partners to build successful partnerships to deliver joint initiatives
- > Uphold best practice in corporate governance and continue to invest in our clinical governance.

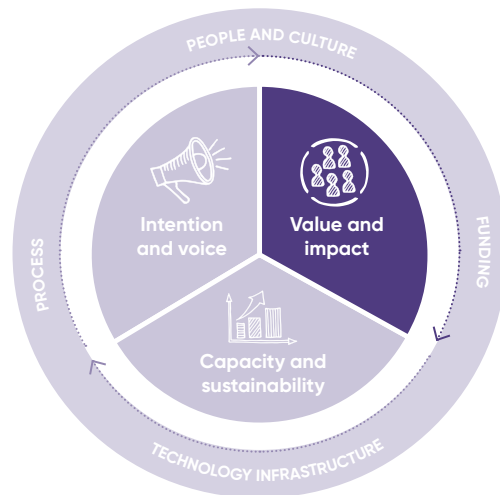
4. Advocate for awareness, access to services and resources

We will...

- > Advocate for resources and integrated services at a national and regional level
- > Continue to campaign, advocate and raise awareness of suicide and self-harm and to reduce associated stigma
- > Engage and advocate for enhanced government policy and its implementation
- > Collaborate with key stakeholders and other providers to extend the accessibility of our services and advocate for people impacted by suicide and self-harm.

Commitment Two

Our value and impact



We will work alongside the state, our people and all communities to develop services that align with policy and meet local needs.

Our commitment is for Pieta to meet the needs of people and communities in Ireland, through a flexible approach that recognises that different communities have unique needs and that we must be agile in how we and our partners respond to the needs of each.

We will demonstrate the benefits delivered through our services by bringing standardised and recognised outcomes to people who avail of them.

We understand the imperative to be a data-informed organisation where decision-making and reporting are led by effective research, data and information to demonstrate our value to the public.

To do this we will continue to focus on communities, demonstrate our value through delivering clear outcomes and impact data and by being transparent with our people and partners to ensure awareness and understanding.

To succeed in this area over the next five years, we will commit to the following strategic objectives:

1. Focus on communities

2. Deliver outcomes and impact

3. Be transparent with our people and partners

How we will do it

1. Focus on communities

We will...

- > Work with stakeholders and local communities to determine the services most needed in that area, adapting and working with partners to deliver those needs
- > Ensure our services are available and accessible whether through physical locations, virtual platforms or outreach programmes.

2. Deliver outcomes and impact

We will...

- > Measure our outcomes and collect data for insights into improving services, demonstrating effectiveness, guiding strategic planning and allocating resources to maximise our impact
- > Continue to inform, engage and collaborate on national and international research into suicide and self-harm
- > Establish a framework for client involvement in service improvement and support for our decision-making
- > Measure our outcomes and impact and commit to engage in and collaborate on research that aligns to our purpose.

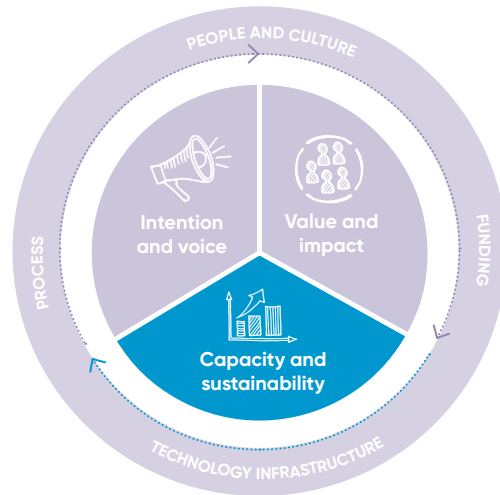
3. Be transparent with our people and partners

We will...

- > Demonstrate linkages between the funding and costs of service provision, service outcomes and service impact
- > Continue to enhance transparency by providing clear and accessible information to our stakeholders
- > Raise awareness about how services are funded and what the impact would be were Pieta to not provide these services
- > Collaborate with our volunteers to support engagement and impact at a local level.

Commitment Three

Our capacity and sustainability



We will build a future focused and sustainable organisation.

Our commitment is to develop our capacity and capability to be a sustainable organisation in a way that reflects the needs of people and communities to whom we provide services, and the staff who work with us.

To achieve a sustainable organisational model for the future, we will undertake a review of our service delivery models, considering their efficiency and effectiveness, our allocation of resources, opportunities to integrate further with the

HSE and other service providers, as well as opportunities for sustainable growth in the future.

We will also continue to assess the operational functions that support delivery of our frontline services. This includes developing plans within the areas of fundraising, finance, quality, human resources, marketing, communications, research and information technology (IT) to enable us to deliver on our strategic ambition.

To succeed in this area over the next five years, we will commit to the following strategic objectives:

1. Excellence in service delivery

2. Service sustainability

3. Operations capability

How we will do it

1. Excellence in service delivery

We will...

- > Continuously review, improve and innovate our suite of services with clients and stakeholders, while ensuring clients receive the most appropriate support through collaboration with partner organisations and evidence-based research
- > Collaborate with partners on our role within integrated care pathways, locally, regionally and nationally

2. Service sustainability

We will...

- > Deliver efficient and sustainable service delivery models through the continuous evaluation and improvement of systems and processes
- > Prioritise resource allocation and operating within our funding envelope to maximise impact and efficiency by aligning resources with strategic objectives
- > Explore and maximise opportunities to support existing services and sustainable growth
- > Integrate, consolidate and deliver services with the HSE and other service providers in line with national policy

3. Operations capability

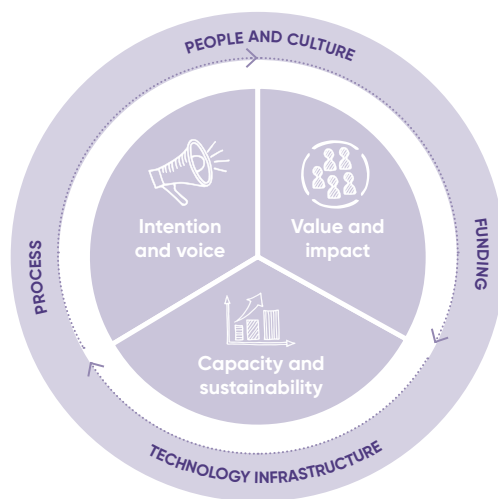
We will...

- > Review our executive and management structures to ensure an integrated and lean operations approach to support our functions and ensure that we deliver on our mission
- > Continue to develop efficiency and effectiveness of our core functions including human resources, finance, quality and fundraising to support delivery of our mission
- > Invest in and continue to build capability in key areas, to ensure continued clinical excellence, operational and fundraising ability

Underpinning our strategic commitments

Our enablers

Successful delivery of our strategy relies on four key enablers: people and culture, funding, technology infrastructure and processes.



These enabling areas are catalysts to advancing Pieta to the next level of maturity as we evolve in our journey towards a high performing and sustainable organisation.

How we will execute our enablers to achieve our commitments

People and culture

Our people are compassionate and committed to our purpose and have significant expertise in their fields. We collectively strive to create a positive and supportive work environment that ensures our people have the necessary skills, resources and capacity to excel in their roles and that everyone is capable and active in contributing to and collaborating in making Pieta a great place to work. This will involve fostering a work environment where our values are not only stated but deeply embedded in the behaviours, attitudes and practices of Pieta and our staff.

Funding

It is crucial for us to establish a financially sustainable organisation capable of funding our essential supports and services. Our goal is to develop and execute initiatives that enable us to create a sustainable operating model, ensuring long-term viability, maximum value delivery and operational independence. We will navigate this transition in a carefully managed and gradual manner. We recognise

the significance of collaborating with the HSE and the state to secure sustainable funding streams, while also exploring new opportunities and diversifying our funding sources to support our mission.

Technology infrastructure

It is critical we have appropriate technological systems and data for reporting, to understand where Pieta delivers greatest impact, innovation and good outcomes for clients. We will strive to build a technologically advanced and data-centric organisation. For services to be fully accessible to all and targeting those most in need, our focus will be on optimising client and donor interactions, as well as offering a range of opportunities for online engagement. In parallel, our commitment extends to developing a comprehensive reporting framework tailored to supporting the execution of our strategy, allowing us to support decision-making, communications and demonstrate impact.

Process

Our processes are the foundations of all our activities and how we conduct our business. We will strive to refine, streamline and integrate our processes to align with external requirements and environments. To do this we will focus on continuous improvement by reviewing and redesigning them where necessary, focusing on efficiency, clarity and ease of adoption.

 >150K

people supported through our Resilience Academy and Amber Flag programmes in 2023



95%
of clients said
their Pieta
therapist was
compassionate



Our oversight and implementation framework

To ensure we stay ahead and aligned to the environment in which we operate, we will adopt a flexible, dynamic and responsive approach to deliver on our commitments set out in this strategic plan.

To create a clear, transparent and easily understood implementation roadmap, where our commitments, aims and underpinning actions can be realised to achieve success, we set out our governance framework here describing accountability and responsibility for delivering our plan.

In keeping with this, it is important to put in place appropriate structures to provide accountability, flexibility and ongoing management and mitigation of issues and risks throughout the lifetime of the strategy. This structure will also be responsible for overseeing the implementation of the strategy via its roadmap and aims and actions described therein.

Our implementation roadmap includes key performance indicators that will be tracked and monitored over the lifetime of the strategic plan to keep our strategy working group aligned and on track.

While our implementation roadmap provides descriptions on our aims, underpinning actions, timelines for completion and assigned owners for the executive management team to track, key

assessments at board level will be required for closer monitoring of implementation and direction.

Our governance approach is two-fold:

- A top-down approach where our board will assess the strategic direction and outcomes quarterly at set review points
- A bottom-up approach where our executive management team led by our CEO will assess the strategic aims and actions, and how they are being delivered with key performance indicators, achieved via monthly reporting.

It is important to assess the strategic achievements with key questions including:

- Is the strategy direction on track?
- Have any environmental, strategic or operating changes emerged to influence the desired strategic direction?

Our strategy will require commitment from all our people and partners. It will involve and necessitate significant collaboration and engagement from all our stakeholders.



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