

**Creating pathways
that empower
and enable.**



Context

The Central Remedial Clinic at an inflection point.

The Central Remedial Clinic (CRC) was established in 1951 by Valerie Goulding and Kathleen O'Rourke in response to the polio epidemics sweeping across Ireland. Our founders' vision extended beyond providing care to transforming lives. Valerie Goulding possessed a particular talent for attracting capable professionals, motivating them, and providing them with the autonomy to pursue their work effectively. These foundational qualities continue to influence CRC's organisational culture.

The founders understood a fundamental principle: the imperative to evolve. When polio declined in the mid-1960s, the organisation successfully pivoted to assist children with cerebral palsy, spina bifida, and muscular dystrophy. This demonstrated CRC's capacity to reimagine its role and purpose in response to changing needs.

Today, CRC faces a similar inflection point. Over the past decade, new models of care have emerged that challenge traditional service structures. Societal values have evolved, demanding greater inclusion, autonomy, and respect for individual choice. CRC's previous diagnostic-first approach, while well-intentioned, has at times fragmented the lived experiences of those served, creating artificial distinctions between physical and intellectual disabilities that do not reflect the whole person.

Furthermore, our funders require performance accountability. CRC is no longer independently funded and must operate within new parameters that differ significantly from those of an independent charity.

CRC has developed into a comprehensive disability service provider offering integrated care pathways, advocacy, research initiatives, and whole-person support. The organisation's differentiating factors include its commitment to action research that ensures best practices are integrated into daily operations, its complex care pathways that ensure every person with a complex disability receives appropriate care regardless of location, and its demonstrated track record in reducing waiting lists with a commitment to their eventual elimination.

We are facing into an evolving future with confidence. This strategy sets out our ambition for the future and how we're going to achieve. We look forward to working with people with disabilities, our partners, funders and our people to make it happen.

Developing a new **strategic direction.**



Developing a new strategic direction.

Listening and learning. We listened. Through extensive stakeholder consultation, comparative analysis, and honest internal reflection, we heard a clear message: it was time to reimagine what CRC could become. Those we serve, our partners, our dedicated staff – guided us toward a bolder path forward.

Renewed commitment. Today, we set forth with renewed purpose, ambition, vision and values that reflect not just where we've been, but where we're determined to go. This isn't simply about doing more of the same – it's about fundamentally transforming how we serve people with disabilities.

We are ambitious for every person we serve. We believe that people with disabilities should have nothing less than services that unlock their potential and honour their dignity. This means moving beyond meeting basic needs to creating pathways that empower and enable.

We are committed to putting people with disabilities at the very heart of everything we do. Every decision, every policy, every innovation must pass through one essential question: How does this improve the life of the person we serve? Their dreams, their choices, their voices will guide our transformation through a process of co-creation.

Rising to the challenge. We know this journey won't be easy. The healthcare landscape is shifting rapidly, new models of care are emerging, and expectations continue to rise. But we see opportunity where others might see obstacles.

We have something powerful on our side: a team of extraordinary people who wake up each day committed to making a difference. Our staff don't just do this work – they believe in it. They understand that behind every service we provide is a human being with hopes, dreams and potential.

Together, we will improve what we currently do – and reimagine what's possible. The lives we touch, the communities we strengthen, and the futures we help create will be our measure of success.

This is our commitment.

Our strategic direction.

We recognise that every person, regardless of ability, has the right to the right support at the right time.

Our purpose is to deliver the services that make this real for people with complex disabilities.

Our ambition is to change perceptions and experiences, so that disability is recognised as a difference that enriches society.

Together with individuals, families and our partners, we are shaping a world where everyone is valued and supported to live the life they choose.

Our core values.

The values that drive our behaviours, actions and decisions.

Person centredness

People with disabilities at the heart of everything.

Quality

Always meeting expected standards, learning from what we do and striving for better.

Respect

Honouring one another.

Collaboration

Knowing that we're better when we work together.

Courage

Leading with resolve.

Stewardship

Responsibly caring for and managing the assets and resources entrusted to us.

Our guiding principles.

In implementing our strategy, we are committing to the following principles;

Service focus

- Children (and families) with complex physical and neuro-disabilities from birth to age 18.
- Adults (and families) with complex physical and neuro-disabilities from age 19-65.
- Clinical and non-clinical disability healthcare professionals nationally.
- Primacy of primary and community care for people with non-complex needs.

Scope

- Total alignment with the Strategic Direction.
- Aligned with (evolving) HSE model(s) of care.
- Only services that are/can be sustainably funded.

Evidence informed

- Best practice, evidence, research and lived experience inform all that we do.
- Inputs and outcomes measured.

Philosophy

- Needs, equity and rights-based approach, designed to empower.
- Services co-designed with people with disabilities.
- Outcomes-focus.
- ESG and values-driven.
- Continuous learning and improvement.
- Continuous investment in people.
- Standard operating procedures that create a 'CRC way'.

Engaged stakeholders

- Open, transparent and engaged relationships.
- Collaborative partnerships.

Responsible stewardship

- Excellent governance.
- Highest standards.
- Accountable for management, protection and utilisation of resources and assets.

Our ambition.



Our ambition for CRC's **Children's Services.**

CRC will contribute to building a world where every child and young person with complex disabilities has access to equitable, family-centred services that empower them to thrive.

We are committed to providing the right support at the right time, ensuring that every child, regardless of ability, is valued, included and given opportunities to reach their full potential.

By working alongside families and communities, we create a compassionate and inclusive environment where disability is recognised as a difference that enriches society. Together, we are shaping a future where every child is supported to live the life they choose.

Our ambition for CRC's **Adult Services.**

CRC will contribute to shaping a society where adults with complex needs have the opportunities and resources to lead fulfilling lives, actively participate in society and advocate for their rights.

Our role is to empower and enable adults in our service by co-designing services and providing access and tailored supports that enrich daily life, foster independence and strengthen connections with community and family.



Our ambition for CRC's **Education, Research and Enhanced Complex Care Pathways.**

We are recognised leaders in delivering enhanced services, supports, education and research for children and adults with complex disabilities.

Our multidisciplinary teams provide timely access to specialist interventions nationally as part of an integrated clinical network. We collaborate seamlessly with local services, referrers and families to ensure people with complex needs receive the right care at the right time and place.

Through our education, research and innovation programmes, we develop and share expertise, strengthening competencies in local teams.

Our programmes shape national policy and practice, establishing CRC as the leading authority in complex neuro-disability and a key government advisor.

Strategic priorities.



Our strategic priorities.

CRC's focus for this strategy cycle centres on six strategic priorities.

01

Services' Access
and Quality

02

Organisation
Design, Culture,
Governance and
Compliance

03

Research and
Education

04

Operational
Transformation

05

Fundraising

06

Brand and
Stakeholder
Engagement

Our strategic priorities.

Strategic Priority 01 **Services' Access and Quality**

CRC will be recognised for the quality of its services, improved access and satisfaction of its service users, stakeholders and those delivering the service. Services will be co-designed with service users and the needs of the person with disabilities will be central to all that we do.

Strategic Priority 02 **Organisation Design, Culture, Governance and Compliance**

CRC will be appropriately structured, governed and managed to function as an effective, fit-for-purpose, trusted, future-proof organisation. Resources and capabilities will be in place to enable CRC to deliver effective services, achieve its ambition and execute the strategy. The values and culture of the CRC will be evident in the organisation's policies, practices, communication and behaviour with all stakeholders.

Strategic Priority 03 **Research and Education**

CRC will have a world-class research programme that is informing policy and practice. CRC will be considered the 'go-to' organisation for education, learning and development for people working in the disability field. There will be high demand from clinicians and non-clinical professionals for our events, education and learning programmes, some of which may become revenue generative in time.

Our strategic priorities.

Strategic Priority 04 **Operational Transformation**

CRC's operational infrastructure, systems, resources and capital assets will be fit-for-purpose, expertly managed and stewarded, ensuring that it has a strong operational framework in place that enables staff to work optimally, resources to be utilised effectively and assets maintained to the highest standards.

Strategic Priority 05 **Fundraising**

CRC will put structures in place to ensure that it is appropriately funded to maintain and develop its capital assets and to undertake research and education programmes. Fundraising will have a clearly defined purpose, governance and oversight and be recognised and esteemed for its impact on innovation and service improvements for people with disabilities, both nationally and internationally. Fundraising will secure funding from donors, institutions, grant-making organisations, governments and sponsors, as it sees fit.

Strategic Priority 06 **Brand and Stakeholder Engagement**

CRC will have strengthened its corporate reputation and established an influential network and effective stakeholder relationships supportive of its purpose. CRC will have a new name and identity and established a clear position as a leader in disabilities sector. It will have enhanced awareness, understanding and esteem amongst the public in Ireland.

Moving forward, together.



Moving forward, together.

The pages of this strategy document represent more than words on paper – they represent our collective commitment to transformation. As we stand at this pivotal moment in CRC's journey, we carry with us the wisdom gained from decades of service, the insights gathered from every conversation with those we serve, and the unwavering dedication of our team. The path ahead will demand courage, creativity, and an unshakeable belief that every person with a disability deserves to live the life they choose.

We know that real change doesn't happen overnight, nor does it happen in isolation. It emerges from the daily choices we make, the relationships we nurture, and the barriers we collectively dismantle. Every interaction with the people we serve becomes an opportunity to demonstrate our values in action. Every partnership we forge strengthens our capacity to create meaningful impact. Every innovation we embrace brings us closer to the future we envision – one where disability is understood not as limitation, but as part of the rich diversity of human experience.

The challenges before us are significant, but so is our resolve. Healthcare systems will continue to evolve, funding landscapes will shift, and societal expectations will rightfully grow more demanding. Through it all, we will remain anchored by our fundamental aim: to ensure that people with disabilities have the services and support they need to pursue their dreams. We will measure our success not by the services we deliver, but by the lives that are transformed, the independence that is gained, and the potential that is released.

This strategy is not an endpoint – it is a beginning. It is an invitation to everyone who shares our vision to join us in writing the next chapter of CRC's story. Together, we will build an organisation that doesn't just adapt to change but leads it.

Together, we will create a future where every person we serve can say with confidence: "This is my life, lived on my terms, with the support I need to thrive." The work begins now, and it begins with all of us.

