



# Annual Report 2015

July 2014 – December 2015

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Genio has been working with Government and philanthropic funders since 2008 to develop and scale better ways to support disadvantaged people to live full lives in their communities. We were delighted to announce in June 2015, in collaboration with the Irish Department of Health, the Health Service Executive (HSE) and The Atlantic Philanthropies, that Genio will be helping to establish a Service Reform Fund to scale service reforms that we have been supporting over the last five years in disability and mental health. The Fund represents a total combined investment of €45m by the funding partners from 2015 to 2017, of which The Atlantic Philanthropies will invest €15 million and the Department of Health, €30 million.

We are also continuing work with the HSE and Atlantic to develop and test new community-based service models in the area of dementia; influence public policy and investment in this area; and build the leadership in the field necessary to capitalise on the potential of the Irish National Dementia Strategy.

We are grateful for the support and vision of those with whom we collaborate and who see potential for Genio to not only scale reforms to benefit thousands more people with disabilities, mental health difficulties and dementia; but also to benefit disadvantaged people within other health and social service areas.

*"The Genio model is a particularly exciting example of how public and philanthropic money can combine together to bring about lasting improvement for people."* Martin O'Brien, Former Senior Vice President, Atlantic Philanthropies.

*"We very much believe in this model and what Genio are trying to do...we would like to see and very much support an extension of this model into new areas to see where we can improve service delivery."* Robert Watt, Secretary General, Department of Public Expenditure and Reform, Ireland.

We have been encouraged to see a growing interest in scaling positive change through public-private partnerships internationally and look forward to collaborating with others in 2016 to share learning from which Ireland and other countries could benefit.

Teresa Kilmartin  
Chairperson

Madeleine Clarke  
Executive Director

This report covers an 18 month period from July 2014 - December 2015 to reflect the financial reporting for this period. Future Annual Reports starting in 2016 will cover a twelve month period from January - December. This is to reflect a decision to bring our financial year into line with the calendar year from January 2016.

## Our vision

- ➔ A society that benefits by valuing all of its citizens.

## Our mission

- ➔ To provide opportunities that ensure people who are disadvantaged receive the support they need to live full lives in their communities.

## Strategic objectives

- ➔ **Innovation Funding** - to release funds to encourage innovation and cost-effectiveness. These funds are outcome-focused and performance-managed.
- ➔ **Learning & Skills** - to support and capacity build key stakeholders to manage and implement required changes.
- ➔ **Measuring Impact** - to undertake and commission research to measure impact.



# About Genio

Genio works to bring Government and philanthropic funders together to develop better ways to support disadvantaged people to live full lives in their communities.

We work in partnership with the Department of Health and the Health Service Executive, supported by The Atlantic Philanthropies. Driven by a vision of a society that benefits by valuing all of its citizens, we believe that everyone should have opportunities to participate in communities that value their contributions, regardless of age, disability or other perceived disadvantage. So far we are improving the lives of people with disabilities, mental health difficulties and dementia.

Since 2010, we have awarded funding to 226 projects nationally to provide over 6,900 people with individualised supports in the community. In addition 12,800 families, carers and staff have attended information and training events through the projects we support.

Genio is currently helping to establish a Service Reform Fund to support the implementation of reforms in disability and mental health services in collaboration with



the Department of Health, the Health Service Executive and The Atlantic Philanthropies. The Service Reform Fund represents a total combined investment of €45m by the funding partners from 2015 to 2017, of which The Atlantic Philanthropies will invest €15 million and the Department of Health, €30 million.

We are also continuing to work with the HSE and Atlantic to develop and test new service models in the area of dementia which will improve the range and quality of community-based supports; influence public policy and investment in this area; and build the leadership in the field that is necessary in order to capitalise on the potential of the National Dementia Strategy.

## Context for our work

There has been strong coherence in the goals and objectives of recent Irish policy which describe a similar service model for different sectors within the health and social care area. This model is strongly person-centred or individualised; is focused on enabling people who need support to remain living in their own homes for as long as possible; and addresses the need to give more control to those using services, through involving the person in the design of the supports they need and in potentially controlling the funding for their supports. The common objectives across these policies are to improve quality of life, to enable people to achieve their full potential and to support those with disabilities, mental health difficulties, older people and others who need support to participate as active included citizens.

Genio is demonstrating how change can be achieved through the strategic investment of funds in innovative projects which are effective, accountable and transparent. We call this Smart Social Investment.

We recognise that private donors and philanthropists have a vital role to play in supporting the demonstration of good quality, cost-effective services to those in need. Government is best placed to sustain and scale services in the context of implementing national policy. Genio brings public and private interests together to achieve change and lasting impact that can be difficult, if not impossible, for either to achieve alone.

## We help to bring about change in three ways:

**1 Innovation Funding**  
Release funds on a competitive basis to encourage innovation & cost-effectiveness. These funds are outcome-focused and performance-managed.

**2 Learning & Skills**  
Support and capacity build key stakeholders to manage and implement required changes.

**3 Measuring Impact**  
Undertake and commission research to measure impact.

## The principles which guide our work

We believe that the needs of citizens should be the primary guide for the design of social services. The people who use these services often have insights and capacities to help Government shape provision in effective, innovative and cost efficient ways. We are passionate about improving services so that they:

- Reflect the priorities of the people being served.
- Enable limited resources to be targeted at the best and fairest value.
- Foster independence, participation and community inclusion.
- Enable the formulation and implementation of progressive, democratically endorsed, public policy.

## What do we mean by individualised supports?

The emphasis in providing individualised supports is building on a person's strengths, responding to them as a citizen, and supporting them to have an ordinary life. Individualised supports have the following characteristics:



- Planned and delivered on the basis of a consideration of the wider needs and the potential contributions of each person, moving away from a focus on deficits.
- A response to individuals rather than group-based response.
- Chosen by the person (or their family or advocate as appropriate).
- Delivered in the community, fostering inclusion and participation rather than in segregated, stigmatising settings.
- Inclusive of family and community supports and mainstream services.
- Reliant on paid professionals only when appropriate.
- Cost-effective and representing good value for money.





Sylvia Lennon, Roscommon Rehabilitation Project



### Our approach

As well as believing in a compelling vision for change, we are practical and realistic about how change within services happens. We focus in particular on those areas where:

- There is a gap between well-designed policy and service user experience.
- Policy is being formulated and needs to be informed by how to get the best outcomes for people being served in the context of limited resources.
- Service providers can be assisted to achieve change.

We avoid proposing elaborately designed blueprints and instead focus on increasing access of service users and their families to cost-effective services within the context of a realistic interpretation of statutory obligations and demographic trends.

### Structure & governance

Genio Limited is an Irish registered company (Reg no. 454839) established in March 2008. It is governed by the Genio Board of Directors and operates as a non-profit organisation. Board Directors are normally elected for three-year terms and meet at least four times a year. The Board is supported by a board committee structure including the Finance, Audit and Risk Committee; Nominations and Successions Committee; Remuneration Committee; and Fund Development Committee.

Authority is delegated on a day-to-day basis to the Executive Management team and Executive Director of the company.

Genio established a charitable trust in 2010 called the Genio Trust in order to receive

and disperse innovation funding. The Genio Trust is a registered charity (CRA 20075606, CHY 19312) which is governed by the Genio Trustees (*See Genio Trust Annual Report*).

### Conflict of interest

The Board Directors are required to disclose all relevant interests and register them with the Executive Director and in accordance with company policy, withdraw from decisions where a conflict of interest arises.

### Board of Directors

(July 2014 - December 2016)

- Teresa Kilmartin, Chair; Director, Symbio HR Solutions.
- Madeleine Clarke, Founding Director, Genio.
- Dr Cathal Coleman, Lecturer, Department of Politics, University College Dublin; IT Consultant.
- Patrick McGowan, Expert by Experience; Lecturer, Dublin City University; former Director of Advocacy, Irish Advocacy Network.
- David McNamara, Chairman, Incol Funding Ltd; Director, Fonthill Private Equity Ltd.
- Geraldine Ruane, Chief Operating Officer, Trinity College Dublin.
- Dr Iognáid (Iggy) O'Muircheartaigh, Uachtarán / President Emeritus, NUI Galway.
- Barney Whelan, Director of Communications and Corporate Affairs, An Post.



## Our people

Genio currently has a team of 10 Employees (3 part-time). See Appendix 1 for details of our boards, committees and team.

Salary range:

€60,000 & under	6
€70,000 - €80,000	1
€90,001 - €100,000	2
€110,001 - €120,000	1

## Principal office

Unit 19-21 Westland Square, Pearse St.,  
Dublin 2 (*As of April 2016*).

## Books of account

The measures that the directors have taken to ensure compliance with Section 202 of the Companies Act, 1990, are the utilisation of appropriately qualified accounting personnel (Crowleys DFK) and the maintenance of computerised accounting systems. The books of account are maintained at the company's Principal Office (See Appendix 2 for Genio Ltd. accounts).\*

## Auditor

In accordance with Section 160 (2) of The Companies Act, 1963, Deloitte, Chartered Accountants have audited the Genio accounts since July 2010.

## Risk management

Our Risk Management Policy requires that we do a full risk assessment each year. This means identifying the organisation risks and putting measures in place to avoid, minimise or mitigate our main risks.

This process will be repeated annually, reviewed by the Finance, Audit and Risk Committee and approved by the Board.

The responsibility for the management and control of Genio rests with the Board and their involvement in the key aspects of the risk management process is essential, particularly in setting the parameters of the process and reviewing and considering the results.

*\*The Genio Trust accounts are published in the Genio Trust Annual Report 2014 - 2015.*

## Partners & affiliates



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

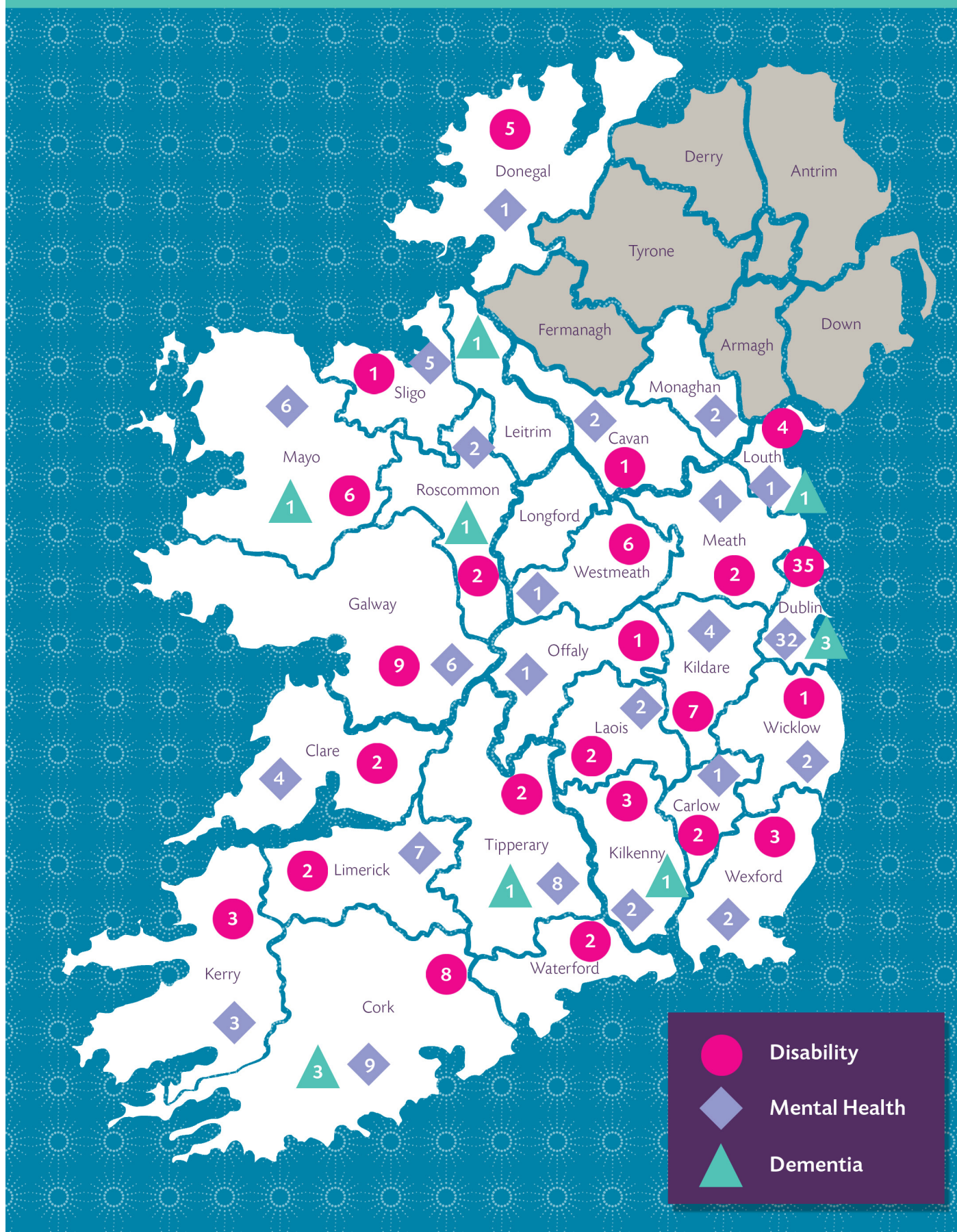


**Deloitte.**



# Projects supported by Genio 2010 – 2015

Since 2010 Genio innovation funding has been awarded to 226 projects across Ireland in disability, mental health and dementia







# Achieving Impact

Genio works in collaboration with the Department of Health, the HSE and the Atlantic philanthropies; along with service providers, individuals and families; to support projects which are improving the lives of thousands of people across Ireland.

Since 2010, we have awarded innovation funding (primarily Government innovation funding through the HSE) from the Genio Trust to 226 projects nationally to provide over 6,900 people with individualised supports in the community. In addition 12,800 individuals, families, carers and staff have received information and training through the projects we support. We have awarded over €24m in innovation funding to date which has unlocked a further €31.3m in resources through the projects we support.

## Disability Programme

The aim of the Genio Disability Programme is to accelerate the availability of cost-effective, individualised supports and services to enable people with disabilities to live as included and valued members of the community. This involves a move away from traditional, often expensive services which group and segregate people focusing on their deficits rather than their strengths. Instead we emphasise a strength-based, cost-effective approach which enhances community inclusion and participation.

## Live projects

(July '14 - December '15)

There are currently 20 disability projects underway supporting 310 people around the country. These projects were awarded funding in 2012 and 2013 with project durations ranging from one to three years. The three streams of work are:

### Integrated Community Living

- 13 projects
- 211 people

### Alternative Respite

- 4 projects
- 65 people

### Supporting Young People and School Leavers

- 3 projects
- 34 people

## Mental Health Programme

The aim of the Genio Mental Health Programme is to accelerate the availability of recovery-based, cost-effective, individualised supports and services to enable people with mental health difficulties to live as included and valued members of the community. As with the Disability Programme, this involves a move away from traditional, often expensive, services which group and segregate people focusing on their deficits rather than their strengths.

## Live projects

(July '14 - December '15)

There are currently 36 mental health projects underway supporting 1,839 individuals around the country. These projects were

awarded funding in 2012, 2013 and 2014 with project durations ranging from one to three years. The six streams of work are:

### Integrated Community Living

- 4 projects
- 46 people

### Supporting Recovery

- 14 projects
- 747 people

### Supporting Work, Education & Training

- 5 projects
- 193 people

### Alternative Respite

- 1 project
- 18 people

### Supporting Families & Carers

- 4 projects
- 595 people

### Capacity Building

- 8 projects
- 240 people

## Dementia Programme

The aim of the HSE and Genio Dementia Programme is to develop and test new service models which will improve the range and quality of community-based supports for people with dementia; influence public policy and investment in this area; and build the leadership in the field that is necessary in order to capitalise on the potential of the Irish National Dementia Strategy. This approach is aligned with the strategy, which emphasises the provision of services which support older



people to remain at home, living full lives for as long as possible, and supporting families and local communities in this aim.

Projects in the Dementia Programme are led by multi-stakeholder Dementia Consortia and focus on reaching individuals across wider geographic and catchment areas. Consortia include people with dementia, families and carers, mainstream organisations and community groups, older people's services, hospitals and nursing homes.

### Live projects

*(July '14 - December '15)*

There are currently 12 projects underway within the Dementia Programme. These projects were awarded funding in 2012 and 2013 with project durations of 3 years. The three main streams of work are:

#### (i) Develop and test new community supports models (2012)

There are four projects in this stream covering the geographical areas of South Tipperary; Mayo; Kinsale (Cork); and Blackrock-Stillorgan (Dublin). To date they have delivered:

##### Individualised supports

- Models developed.
- 1,197 people provided with individualised supports.
- 36,943 hours delivered.

##### Training and education

- Models developed.
- 1,595 session attendees.

##### Dementia awareness

- Models developed.
- 6,552 event attendees.

##### Assistive technology

- Models developed.
- 131 people in receipt of assistive technology.
- 400 assistive technology awareness sessions delivered.

#### (ii) Develop an integrated care pathway in the acute sector (2013)

There are three projects undertaking this work - St. James's Hospital (SJH); Mercy University Hospital Cork; Connolly Hospital and Dublin North West Local Health Office.

- Catchment areas of North & South Dublin and Cork.
- 4,281 people reached through education and awareness raising to date.

#### (iii) Develop individualised supports for persons with complex needs (2013)

There are five projects undertaking this work - Louth Age Friendly Dementia Consortium; Carlow / Kilkenny Service Providers Forum; Mallow Crystal Consortium; Roscommon Dementia Friendly Community Group; Leitrim Day Hospital Consortium.

- 277 people with dementia supported.
- 21,246 HSE home support hours were delivered in a personalised way.
- 9,284 additional support hours were provided.
- 759 people trained.
- 49 people making use of assistive technology.

## By the numbers 2010 – 2015

**1,292**

Applications  
received

**226**

Approved  
projects

**€24m**

Innovation  
funding awarded

**€31.3m**

Further resources  
unlocked through  
supported projects

**6,971**

People to receive  
personalised  
services

**12,800**

Individuals, family  
members & staff  
received training &  
information through the  
projects we support

**4,567**

People reached  
through events,  
conferences & other  
public forums

**11**

Mental health  
residential units  
closed

**3**

Disability  
institutions  
closed



Innovation funding is released on a competitive basis to encourage innovation & cost-effectiveness. In August 2014 17 projects were awarded funding through the Genio Mental Health Programme.

Innovation funding (primarily Government health innovation funding through the HSE) is allocated through the Genio Trust and is designed to be a catalyst in facilitating change in how health and social care services are delivered. The financial support is important to fund the transition from traditional service models to one which provides individualised supports to those who need them.

The criteria attached to the funding also incentivises the reconfiguration of the human and financial resource from the traditional service towards the provision of individualised supports. Funding rounds have been run since 2010.

The criteria against which applications for funding are evaluated were developed with the HSE, Department of Health and The Atlantic Philanthropies. These were informed by a process of consultation that commenced in 2009.<sup>1</sup> Over 110 stakeholders (including

<sup>1</sup> Genio (2009) *Disability and Mental Health in Ireland - Searching out Good Practice*. [www.genio.ie/files/Genio\\_Report\\_2009\\_Disability\\_and\\_Mental\\_Health\\_in\\_Ireland.pdf](http://www.genio.ie/files/Genio_Report_2009_Disability_and_Mental_Health_in_Ireland.pdf)

people with disabilities and mental health difficulties and representatives of relevant statutory, non-governmental and academic organisations) were interviewed and a review of relevant documentation on quality and standards was conducted in order to develop criteria that could be used to identify individualised, cost-effective initiatives across Ireland. They have proved robust in clarifying for applicants what type of work will be supported and in identifying the applicants who are likely to be successful. They have been modified continually based on the experience of funding projects and feedback from stakeholders. *The criteria are listed in Appendix 3.*



## Innovation funding process

In August 2014 seventeen projects were awarded funding through the Genio Mental Health Programme.

### 1. Priority setting

Each year funding priorities, which reflect national policy are agreed with the Health Service Executive, the Department of Health and the Atlantic Philanthropies. An allocation of €2m recurring was made available to Genio from the €35m allocation for Programme for Government objectives in mental health in 2012 to accelerate innovative practices and service modernisation in mental health in line with A Vision for Change. Due to the on-going nature of multi-annual funding made by Genio €900,000 was available for new funding through the Genio Mental Health Programme in 2014. The funding round focused on five areas:

- Community Living
- Supporting Recovery
- Supporting Work, Employment and Training
- Supporting Families and Carers
- Capacity Building

### 2. Designing and publicising

Online applications for the different funding rounds were designed and published through [www.genio.ie](http://www.genio.ie) along with the criteria and supported by relevant guidelines, FAQ and help sections. Applications were invited in May 2014 by Genio through the national press, information seminars, social media and direct email notices to individuals, agencies and relevant coalition and umbrella groups.



### 3. Evaluating applications

A total of 117 applications were received by the closing date. All applications were evaluated by Genio against the agreed criteria. 24 applicants were shortlisted and invited for interview in order to gain greater clarity over specific issues in their application.

The applications which most closely met the criteria were submitted for consideration to the Genio Trust Monitoring Group for recommendation to the Board of Trustees.

### 4. Monitoring Group and Trustees

- Martin Rogan, former Assistant National Director Mental Health Services, Health Service Executive.
- Carol Ivory, National Planning Specialist, National Mental Health Division, Health Service Executive.
- Noel Mulvihill, former Assistant National Director for Older Persons, Health Service Executive.
- Tom Costello, former Programme Executive – Ageing, Atlantic Philanthropies.
- Barney Whelan, Director of Communications and Corporate Affairs, An Post; Member of the Genio Board of Directors.
- Madeleine Clarke, Founding Director, Genio..

The Monitoring Group reviewed the shortlist submitted and made their recommendations to the Board of Trustees.

### The Board of Trustees comprised:

*During the period July 2014 - December 2015*

- Professor Brian MacCraith, Chairperson; President of Dublin City University.
- Dr Ruth Barrington, former Assistant Secretary, Department of Health and Children.
- Dr Edmond Molloy, Chair, Irish Mental Health Reform; Director, Advanced Organisation.
- Geraldine Ruane, Chief Operating Officer, Trinity College Dublin.
- Barney Whelan, Director of Communications and Corporate Affairs, An Post.

The Trustees reviewed the recommendations and made the final decisions regarding the funding awarded to projects.

### 5. Project commencement

Following the decision of the Trustees, projects were informed and discussions were undertaken regarding commencement dates and other preparations. Detailed terms and conditions were prepared for each approved project to sign. Genio uses a performance-based funding model. Regular onsite monitoring and support of funded projects takes place over the life of the project where the outputs and outcomes of each project are recorded. Funding is released on the basis of progress achieved.

*See the Genio Trust Annual Report 2014-2015 for more details.*

## New projects awarded funding July 2014 - December 2015

Type	Organisation	Project Title	Project Description	Funding period (years)	Location	Funding awarded
Community Living	Dublin South Central Mental Health Service <i>Ref. 3706</i>	Creating Foundations	Carrying out an audit of all residents in community houses in Dublin South Central Mental Health Service to establish their housing & support needs & begin plans to help meet the needs of 15 residents.	2	Dublin	€136,778
Supporting Recovery	Advancing Recovery in Ireland, Midwest <i>Ref. 3675</i>	The R.I.S.E. Project	Recovery focused initiative that seeks to change the culture & work practices in Mental Health Services by working collaboratively with all stakeholders.	1	Limerick	€75,500
	Monaghan Community Mental Health Team <i>Ref. 3746</i>	Mental Wealth Project	Appointing a Peer Support Worker to help people discover their potential; encouraging them to build on existing skills, interests & strengths; & connecting them with appropriate services in the community.	1	Monaghan	€40,711
	Cavan/Monaghan Mental Health Services <i>Ref. 3692</i>	Recovery Co-Ordinator	Developing the role of a co-ordinator to set up a Recovery College for the Cavan/Monaghan area; working with people with mental health difficulties & voluntary & statutory bodies to develop relevant course content.	1	Monaghan	€55,000
	Advancing Recovery in Ireland, HSE West <i>Ref. 3679</i>	Roscommon/East Galway Recovery College	Setting up a Recovery College across the Roscommon/East Galway mental health area where people with mental health difficulties, family members, carers & professionals can co-produce, co-deliver and/or attend recovery focused educational courses.	2	Roscommon	€76,340
Supporting Work, Education & Training	Clare Mental Health Services <i>Ref. 3694</i>	Working Well	Developing a pathway for people who use mental health services to gain & retain open / competitive employment based on the Individual Placement & Support (IPS) model.	1	Clare	€71,000
	HSE/Mental Health Reform <i>Ref. 3741</i>	Integrating Employment & Mental Health Support	A multi-site project demonstrating how existing mental health & supported employment services can fulfil the Individual Placement & Support model.	2	Multi-site	€114,970
	Wexford Adult Mental Health Services <i>Ref. 3755</i>	Recovery Through Work	Developing & expanding the role of a vocational support officer to facilitate an individualised pathway to meaningful vocation for 6 people with mental health difficulties.	1	Wexford	€37,166

Type	Organisation	Project Title	Project Description	Funding period (years)	Location	Funding awarded
Supporting Families & Carers	Aspect, A.S. Support Service Ref. 3681	Supporting Families & Carers	Providing information, advice & support to families & carers in understanding diagnoses, caring for their own well-being & that of the mental health service user.	1	Cork	€45,027
	Shine Ref. 3767	Piers	Focusing on developing a family support model, based in recovery, to include educational, emotional support & social components in response to their needs.	1	Dublin	€25,790
	Bealach Nua Steering Group Ref. 3685	Bealach Nua	Training Relative Peer Support Workers to provide a weekly drop in service to families when relatives are inpatients at Mayo General Hospital Adult Mental Health Unit.	1	Mayo	€56,870
	The Carers Association Ref. 3776	CLASS	Recruiting, training, supporting & coordinating 30 volunteers to provide an information & listening service for carers.	1	Sligo	€51,000
Capacity Building	Crosscare Ref. 3697	Community Link & Advice Network	Training people to support, develop & train others to participate in mental health teams & Dublin County Council policy teams, as well as strengthen peer support, group advocacy & recovery.	1	Dublin	€30,796
	North Dublin Mental Health Service Ref. 3753	Development of North Dublin Service Users Forum	Developing capacity of the North Dublin Service Users Forum to function as a representative body for service users, families and carers of the North Dublin mental health service.	1	Dublin	€4,240
	Ballyfermot Chapelizod Partnership Ref. 3684	Our Service, Our Say	Developing confidence, skills, knowledge & experience of people with self-experience of mental health difficulties & families to participate effectively in decision making.	1	Dublin	€23,500
	Dublin North City and County CAMHS Ref. 3704	Promoting Participation of Families in CAMHS	Developing user involvement in Child & Adolescent Mental Health Services (CAMHS) to provide a service that is more collaborative, effective & ultimately contributes to better outcomes for those using the service.	1	Dublin	€12,500
	IAN/HSE MH Division Ref. 3731	Mental Health Alliance Training	Developing a model from which collaborative working arrangements between people using services, carers & providers can be determined.	1	Limerick	€42,120

Funding awarded to projects is released from the Trust on the basis of progress achieved over the course of the funding period (1-3 years)

**TOTAL**

**€899,308**





Gerard Galvin,  
Roscommon Rehabilitation Project





# Building Skills & Leadership

A key priority for Genio is building skills and leadership amongst individuals, families and those who have a role to play in supporting people who are disadvantaged to live full lives in their communities.

In addition to information and training provided through the projects we support, Genio also offers information and training directly to individuals, families and service providers. From June 2014 – December 2015 almost 600 individuals, family members and staff received information and training throughout Ireland across the three sectors in which we currently work - disability, mental health and dementia.

Our skills and leadership building initiatives are focused on Supported Self-Directed Living (SSDL); a framework Genio has been developing. This is based on the concept that SSDL is achieved when individuals, with the necessary support, are able to choose, pursue and achieve 'a good life' similar to others in their society.

Genio's Skills and Leadership Programme comprises two elements:

- The delivery of formal training in evidence-based practice.
- The facilitation of collaborative learning and practice development.

## Formal training

### Supported Self-Directed Living (SSDL)

Over the past five years Genio has worked with projects across Ireland to develop individualised supports in the community for people with disabilities and mental health difficulties through a combination of innovation funding and capacity building. Genio has also worked to establish a firm evidence-base for the effects of these new forms of support. Drawing on this evidence-base, Genio has developed a range of training courses in Supported Self-Directed Living (SSDL).

Supported Self-Directed Living occurs when individuals, with appropriate supports, are able to choose, pursue and achieve their aspirations for a good life to a similar extent to other people in their society.

A number of approaches have been found to contribute towards the achievement of SSDL, the most prominent being 'independent living', 'recovery' and 'social role valorisation'. Whilst these various approaches adopt somewhat differing focuses and frames, they share in common a powerful commitment to facilitating good life outcomes for people, as well as an ability to demonstrate effectiveness in bringing such outcomes about.

Pilot SSDL training programmes ran throughout 2015:

- ➔ One-Day Introduction
- ➔ Four-Day Foundation Training
- ➔ Train the Trainers
- ➔ Master Class

This was followed by close consultation with participants to learn about the issues people

encounter in implementing SSDL approaches. In particular, we learned that there is a need for more intensive, practice-based training in SSDL approaches and to provide shorter, more customised training specifically for family members and senior leadership in service provider organisations. In light of these consultations our training will be further refined in 2016 to ensure that we are tailoring our training around the needs of families and people in the field.

## Collaborative learning and practice development

### Dementia Learning Network

The Genio Dementia Learning Network has developed organically since 2012, initially based around project consortia, but now encompassing a wider constituency who are keen to learn about new ways of supporting people with dementia and their families. There are approximately 680 members in the wider learning network and several communities of practice with about 10-15 members each who have a high level of engagement with specific events. 36 events have been organised, ranging from national conferences with 200+ attendees, to expert facilitated workshops with an average of 20 attendees to communities of practice with an average of 8 attendees. These events were tailored to specific learning needs and learning outcomes and accompanying resources have helped to enhance and embed the learnings and share it with the wider network.

A wide range of resources have been produced to synthesise learning and support the work of the Dementia Learning Network, including learning papers, briefing papers, podcasts, films and presentations. To optimise dissemination, a section of the Genio website was devoted to the Dementia Learning Network [www.genio.ie/dln](http://www.genio.ie/dln) and a further

website, the Information Hub, was developed to organise and host a large range of external resources from other organisations [www.informationhub.ie/section/dementia](http://www.informationhub.ie/section/dementia).

### National Dementia Conference

We were delighted to welcome over 200 delegates at the Annual Dementia Conference 2015 on Thursday, 3rd December in Dublin. This conference was the culmination of three years of innovative practice and research in Ireland. Based on this work, a comprehensive evidence and practice based 'community supports model for people with dementia' was presented and attendees invited to provide feedback on this model.

This event was chaired by Frances Spillane, Assistant Secretary, Department of Health; Dr Siobhan Kennelly, Consultant Geriatrician, National Clinical Advisory Group Lead, Social Care Division, HSE; and Prof. Brian Lawlor, Connolly Norman Professor of Old Age Psychiatry, TCD.

We hosted a range of expert speakers on the day and podcasts and slides from the presentations are available on [www.genio.ie/dementia-conference-2015](http://www.genio.ie/dementia-conference-2015).

### Key topics included:

- ➔ Personalised Supports Across the Dementia Journey
- ➔ Delivering and Co-ordinating Personalised Supports
- ➔ Making Personalised Supports a Reality

### Our speakers included:

- ➔ Mary Sutton, Country Director of the Republic of Ireland, Atlantic Philanthropies.

- ➔ Prof Ian Robertson, Chair of Psychology, Trinity College Dublin; Founding Director, Trinity College Institute of Neuroscience.
- ➔ Prof Eamon O'Shea, Personal Professor, School of Business & Economics, NUI Galway; Inaugural Director, Irish Centre for Social Gerontology (ICSG), NUI Galway.
- ➔ Michael Fitzgerald, Head of Operations and Service Improvement Services for Older People, HSE.

### Plus project leads and representatives from four Genio Dementia demonstration sites:

- ➔ Dr Caitriona Crowe, Project Lead, 5 Steps to Living Well with Dementia in South Tipperary
- ➔ Deirdre Cullen, Project Lead, KCoRD Kinsale Community Response to Dementia
- ➔ Eilis Hession, Project Lead, Living Well with Dementia in Blackrock/Stillorgan
- ➔ Pat McHale, Project Lead, Community Action on Dementia in Mayo
- ➔ Catherine Daly, Community Support Co-ordinator, Living Well with Dementia Blackrock/Stillorgan
- ➔ Simone McGoldrick, Senior Occupational Therapist, Assistive Technology Lead, 5 Steps to Living Well with Dementia, South Tipperary.

### Inter-Project Learning Days

Genio's 'Inter-Project Learning Days' bring representatives from Genio-supported projects together to share learning, provide peer support and engage in practice critique.



In March 2015, an inter-project learning day was held for mental health projects newly awarded funding in 2014 had the opportunity to share and learn from the experiences of projects which were undertaken in 2012/2013. We also supported projects and other partners to set up local or sectoral communities of practice in accordance with their specific requirements.

### Regional Seminars

In partnership with disability and mental health projects supported by Genio, we hosted three regional seminars in the Dublin and Louth/Meath regions. These seminars provided an opportunity to hear first-hand about some of the innovative work currently happening in these regions. These events were attended by 163 people including people who use services, families, senior HSE managers and people from the general public who have an interest in this area of work.

### Online resources

We were delighted to introduce The Information Hub in 2014 - [www.informationhub.ie](http://www.informationhub.ie) - a dedicated resource website provided by Genio which brings together publications, multimedia and events for anyone with an interest in disability, mental health or dementia. The Information Hub was developed in response to demand for a convenient way of finding and sharing useful resources which have emerged across the three areas in which we currently work.

While information on Genio developments will always be shared on the Genio Website [www.genio.ie](http://www.genio.ie), we are providing The Information Hub as a standalone online service which is dedicated solely to displaying a directory of resources in a way which is easy for people to understand and navigate.



The collection of resources on The Information Hub are currently related to one of three areas: disability, mental health or dementia. The website contains relevant publications including books, papers and reports, legislation and policy, or news and magazines. Also available are relevant multimedia links including websites, slides, podcasts and videos and details of upcoming, related events. We continually review how we communicate and share information.



Ann Twomey, Consortium Member, Kinsale Community Response to Dementia (K-CORD)





Genio undertakes and commissions research and evaluation to measure the impact of our work and the projects we support. We do this in order to inform policy, best practice and implementation in the areas within which we work.

The Genio Research & Evaluation Programme is dynamic and responsive to opportunities which arise within our work. Findings from our research are made public and disseminated to service commissioners and policy makers; used to inform policy implementation and service reform; and to refine our innovation funding strategy.

Within Genio we monitor the progress of all the projects we support against outcomes agreed at the commencement of the funding period. Three to four onsite visits usually take place over the life of the project where progress is recorded and information and support is offered to projects facing challenges. The results are aggregated in order to measure the overall impact of each Genio funding stream.

In addition, we commission independent research on a competitive basis, overseen by an International Research Advisory Committee, in specific areas such as moving



to independent living, new respite services and innovative dementia services. Evidence is usually gathered from a number of Genio-supported projects related to the specific area of research, and where relevant, other programmes not directly supported by Genio which can usefully inform the overall findings. Three such studies are described here.

## Systematic review of personal budgeting interventions

In recent years, the disability and mental health sectors have witnessed a significant shift towards community-based health and social care services that place the person at the centre of decision-making and service delivery. A growing body of policy now also describes how people with disabilities should be autonomous and self-determined members of society, and that one way to achieve this is by means of a personal budget. A personal budget places the person at the centre of the decision-making process, recognising their strengths, preferences and aspirations and empowering them to shape public services, social care and support by allowing each person to identify their needs, and to make choices about how and when they are supported.

A PhD student has been funded by Genio through the Structured Population and Health-services Research Education (SPHeRE) Programme over four years to evaluate the implementation of personalised budgets in four Genio-supported projects. The findings of this evaluation will be published in 2016.

In addition to the evaluation, a Campbell Collaboration Systematic Review will be carried out. The objectives of the systematic review are to examine the effectiveness of personal budgeting interventions for adults with a disability (physical, sensory, intellectual,

developmental or mental disorder), in terms of any improvements in their health and social care outcomes when compared to a control group of people in receipt of funding from more traditional sources; and to appraise and synthesise the qualitative evidence relating to stakeholder perspectives and experiences of personal budgets, with a particular focus on implementation.

The systemic review will explore:

- What model of personal budget, e.g. direct payment or brokerage, is most effective at improving health and social care outcomes?
- How is intervention effect linked to length/intensity of intervention?
- Is intervention effect linked to type of presenting disability e.g. physical, sensory, intellectual, developmental or mental disorder?
- Does effect differ depending on the level of support available from friends and family?
- Does socio-demographic profile impact on intervention effectiveness, e.g. age, household income, urban/rural setting?
- What are the experiences, barriers and facilitators associated with the implementation of personal budgeting initiatives for people with a disability or mental health disorder?
- What is the economic impact of the intervention from both a person using services and public service perspective?

## An evaluation of personalised supports to individuals with disabilities and mental health difficulties – follow up study

Prof. Roy McConkey and his colleagues in the University of Ulster, Trinity College Dublin (TCD) and National University of Ireland, Galway (NUIG) were commissioned to conduct an evaluation which is one of the most comprehensive studies of its kind in Ireland and internationally. 197 people with disabilities and mental health difficulties were included from 23 projects, as well as 102 relatives of these individuals and 187 key workers supporting the participants. The aim of this study was to provide the evidence required to inform the transition from traditional group-based models to individualised, cost-effective supports and services, and to accelerate the availability of such services and supports. The first round of findings from this longitudinal evaluation have been published at: [www.genio.ie/UU-evaluation-personalised-supports1](http://www.genio.ie/UU-evaluation-personalised-supports1).

A further data uplift by Prof. Roy McConkey and colleagues, University of Ulster (UU) is taking place on this study, thus extending the follow-up period for this sample. This will enable the longer-term impact of a move to independent living to be established as well as the impact on those individuals who had only just moved at the end of the initial study.

The follow up study will:

- Explore the impact of personalisation on outcomes for participants.
- Track quality of life improvements.
- Examine the ongoing costs associated with the each type of accommodation setting.

- Further explore the difference between congregated settings, group homes and personalised accommodation or support.
- This will provide a longer-term evaluation of the impact of personalised supports on individuals who move to independent living.

## Evaluation of the Genio Dementia Programme – Year Two

Four demonstration sites were supported within the HSE and Genio Dementia Programme to explore, develop and deliver innovative dementia services and supports. As these were dynamic and responsive sites, the development and progress of the various elements were captured in annual reports.

Eamon O'Shea and Christine Monaghan, Irish Centre for Social Gerontology, NUI Galway were commissioned to examine the workings of the Genio Dementia Programme in relation to the public awareness of dementia, diagnosis, community-based supports, integrated provision and sustainability. The report also covers the relevance and implications of the Genio Dementia Programme over the coming years for public policy and its role in heralding and showcasing a new, person-centred approach to dementia care in Ireland.



**Published reports can be found on the Genio website:** [www.genio.ie/multimedia/publications/research-reports](http://www.genio.ie/multimedia/publications/research-reports)

The evaluation of year two report examines the workings of the Programme in 2014, the second year of operation and covers the manner in which the learning from the first year of operation were used to realign and recalibrate the supports available at each of the four sites.

### Key findings:

- A renewed commitment to empowering people with dementia in providing responses tailored specifically to their own needs.
- Clear advancements in the delivery of person-centred care.
- Development of a broader range of flexible and responsive services in all sites.
- Progress made towards embedding and integrating the projects within the HSE has occurred to various degrees within the sites.
- Each site has also begun to focus on mainstreaming the services developed in the demonstration site to ensure future sustainability.

This report is available to download here: [www.genio.ie/dementia-year2.pdf](http://www.genio.ie/dementia-year2.pdf)

### Other Reports and Learning Papers Published

- Prevalence and Projections of Dementia in Ireland, 2011 - 2046  
[www.genio.ie/dementia-prevalence-report](http://www.genio.ie/dementia-prevalence-report)

- An Evaluation Report on Flexible Respite Options of the Living Well with Dementia Project in Stillorgan and Blackrock  
[www.genio.ie/dementia-respite](http://www.genio.ie/dementia-respite)

Genio is also producing Learning Papers which draw on the significant body of data collected from projects during on-site visits; information collected from learning events in which projects participate; feedback from Genio-provided training; group meetings; one-to-one interviews with project personnel; and data obtained from independent evaluations. In 2015 we published:

- Learning Paper on Dementia and Risk  
[www.genio.ie/dementia-risk-paper](http://www.genio.ie/dementia-risk-paper)
- Learning Paper on Person-Centred Care in the Community  
[www.genio.ie/person-centred-care-paper](http://www.genio.ie/person-centred-care-paper)
- Implementing Assistive Technology in Dementia Care Services - Practitioners Guide [www.genio.ie/at\\_guide](http://www.genio.ie/at_guide)

### Monitoring Projects

Genio has a comprehensive monitoring system for all Genio-supported projects, where progress reports and data are collected regularly to track progress towards agreed goals and outcomes. This information is gathered through onsite visits to the projects by the Genio team, usually three to four times a year.

During 2014/2015 we implemented a new on-line reporting system for projects (which we designed the previous year), which allows the collection of both qualitative and quantitative information. Reporting forms are

The Genio Research and Evaluation Strategy for 2015 - 2017 can be found here: [www.genio.ie/research-evaluation-strategy](http://www.genio.ie/research-evaluation-strategy)



tailored to the specific goals and activities of each grantee so that their unique progress can be tracked. Detailed case studies of individuals, families and services are also gathered to provide a further insight into the impact achieved.

A database has also been designed and developed to collect detailed information and outcomes on people with dementia and their carers over time who are being supported through the HSE and Genio Dementia Programme. This database will provide a rich data resource that will be unique in Ireland in terms of its scale.

Genio uses Goal Attainment Scaling (GAS) to capture and summarise the achievements of the projects we support. Goal Attainment Scaling (GAS) is an evaluation method which measures achievement relative to the set of goals and outcomes agreed with the projects. It allows achievements across a diverse range of projects to be compared while preserving the uniqueness of the activities and outcomes of each individual project.

**To date, 142 completed disability and mental health projects have been scored, which generated the following results:**

- ⇒ **85% of projects to date have achieved or exceeded their project aims**
- ⇒ **15% of projects have not yet achieved all of their project aims**



Project representatives at the  
National Dementia Conference 2015





We have a busy year ahead as we continue to support projects across Ireland and help establish the Service Reform Fund; continue our Research and Evidence programme; and further develop skills and leadership opportunities.

## Innovation funding

We look forward to the development of the new projects awarded funding under the Genio Mental Health Programme focusing on community living; supporting recovery; supporting work, education and training; supporting families and carers; and capacity building. Updates will be published on [www.genio.ie](http://www.genio.ie).

## Research and Evidence

Genio has commissioned a comprehensive range of research and evaluation studies, several of which will be published in 2016. These include:

### ➤ **Telecare and Assistive Technology Evaluation**

This report will describe the process of implementing assistive technology supports for people with dementia across



four sites in order to inform future service developments and to determine the impact of assistive technology for a sample of people with dementia and their families.

➔ **Evaluation of films promoting positive cognitive health**

This report will evaluate the impact of a series of online, evidence-based films promoting positive, cognitive health behaviours. Online films available at [www.freedemliving.com](http://www.freedemliving.com).

➔ **An Economic analysis of a Community-Based Model for Dementia Care in Ireland**

This report will provide an economic evaluation of the Genio Dementia Programme; a complex multi-site and multi-intervention initiative. The evaluation will provide an economic analysis of the cost of care for people on the 'boundary of care' - between home and residential care.

➔ **Learning Paper on Dementia Consortia**

This paper will introduce, explain and describe the concept of dementia consortia by bringing together the experience and learning of dementia consortia established in Ireland to date.

➔ **Learning Paper: Inclusion of People with Dementia in the Design of Services**

Projects involved with the HSE & Genio Dementia Programme are seeking to gain the perspective of people with dementia through the course of their work. People with dementia are being provided with real opportunity to contribute to the design of initiatives at development stage, and throughout the lifetime of

the project as initiatives are planned and implemented. This paper provides practical guidance on how to facilitate this engagement for people at different stages of the dementia journey.

➔ **Dementia Community Supports Model**

We will be developing the first comprehensive Community Supports Model in Ireland for people with dementia, drawing from the experience of four key demonstration projects undertaken across Ireland from 2012-15. The focus of this work will be on dementia but the learning from the model also has potential for all older people's services and other service areas. This will be published in Autumn 2016.

➔ **An Evaluation of Alternative Respite Projects**

This study is an evaluation of six projects providing a range of alternatives to traditional residential respite. People using services, families and service providers are participating. The evaluation will compare these projects to residential respite and examine the quality of life of individuals, the nature of the services and the impact on family carers.

## Building skills and leadership

Pilot training programmes ran throughout 2015 and this was followed by close consultation with participants to learn about the issues people encounter in implementing SSDL approaches. In particular, we learned that there is a need for more intensive, practice-based training in SSDL approaches and to provide shorter, more customised training specifically for family members and senior leadership in service provider organisations. In light of these consultations

we have redesigned training to ensure that we are tailoring it around the needs of people in the field. We are offering the following training programmes for the upcoming year, 2016:

➔ **SSDL Practitioner Training**

A 15 day (4-4-4-3) training course for frontline staff, supervisors & managers.

➔ **SSDL Train the Trainers**

A four-day training course for in-house delivery of SSDL. Aimed at those who have significant experience in implementing person-centred discovery and planning processes

➔ **SSDL Family Workshops - Striving for Valued Lives**

A one-day workshop for family members of individuals who are engaged or intend to be engaged in SSDL processes.

➔ **SSDL Senior Management Training**

A two-day overview for organisation leaders on how they can strengthen SSDL practices within their own organisations.

## Office and staff

Due to the increasing scale of our work through the Service Reform Fund and the expanding nature of the dementia programme, we advertised for a number of new positions in the organisation. New team members will be joining us in 2016. In addition, while our office in Mullingar has served us well for the past six years, in light of our developing programmes of work and expansion of the team we have decided to relocate ourselves to Dublin in 2016.

## Thank you

We would like to extend our thanks to the Department of Health, the HSE and the Atlantic Philanthropies for their continued support; to our Boards and Committees who continue to offer their expertise and time; and the many individuals, families, projects and organisations for their dedication and efforts to support people with disabilities, mental health difficulties and dementia to live full lives in their communities.







Shane Rothwell, Cuan Aobhainn Project, Dublin



# Appendices

## Appendix 1 – Genio Boards, Committees & Team 2015

Special thanks to those who work with us on our boards and committees which comprises national and international expertise provided on a wholly voluntary basis.

### Genio Board of Directors

- ➔ Teresa Kilmartin, Chairperson; Director, Symbio HR Solutions.
- ➔ Madeleine Clarke, Founding Director, Genio.
- ➔ Dr Cathal Coleman, Lecturer, Department of Politics, University College Dublin; IT Consultant.
- ➔ Patrick McGowan, Expert by Experience; Lecturer, Dublin City University; former Director of Advocacy, Irish Advocacy Network.
- ➔ David McNamara, Chairman, Incol Funding Ltd; Director, Fonthill Private Equity Ltd.
- ➔ Geraldine Ruane, Chief Operating Officer, Trinity College Dublin.
- ➔ Dr Iognáid (Iggy) O'Muircheartaigh, Uachtarán / President Emeritus, NUI Galway.
- ➔ Barney Whelan, Director of Communications and Corporate Affairs, An Post.

### Genio Board of Trustees

- ➔ Prof Brian MacCraith, Chairperson; President of Dublin City University.
- ➔ Dr Ruth Barrington, former Assistant Secretary, Department of Health and Children.
- ➔ Dr Edmond Molloy, Chair, Irish Mental Health Reform; Director, Advanced Organisation.
- ➔ Geraldine Ruane, Chief Operating Officer, Trinity College Dublin.
- ➔ Barney Whelan, Director of Communications and Corporate Affairs, An Post.

### Genio Monitoring Group

- ➔ Martin Rogan, former Assistant National Director Mental Health Services, Health Service Executive.
- ➔ Carol Ivory, National Planning Specialist, National Mental Health Division, Health Service Executive.
- ➔ Noel Mulvihill, former Assistant National Director for Older Persons, Health Service Executive.
- ➔ Tom Costello, former Programme Executive – Ageing, Atlantic Philanthropies.
- ➔ Barney Whelan, Director of Communications and Corporate Affairs, An Post; Member of the Genio Board of Directors.
- ➔ Madeleine Clarke, Founding Director, Genio.

### International Research Advisory Committee

The International Research Advisory Committee incorporates expertise across intellectual disability, physical and sensory disabilities and mental health sectors, and also health economics and programme change.

Members:

- ➔ Dr Ruth Barrington (Chair), former Assistant Secretary, Department of Health and Children, Ireland.
- ➔ Professor Jerome Bickenbach, Disability Policy Unit, University of Lucerne, Switzerland.
- ➔ Gail Birkbeck, Strategic, Learning & Evaluation Executive, Atlantic Philanthropies, Ireland.
- ➔ Sarah Craig, Head of National Health Information Systems, Health Research Board, Ireland.
- ➔ Dr Bob Illback, President, CEO, & Senior Evaluation Researcher, Reach, Louisville, Kentucky, US; & Deputy CEO, Headstrong, Ireland.



## Appendix 2 – Genio Limited Accounts

### GENIO LIMITED

(A company limited by guarantee and not having share capital)

### INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2015

	18 Months ended 31/12/2015 €	12 Months ended 30/06/2014 €
INCOME	2,307,375	1,600,430
EXPENDITURE	<u>(2,315,756)</u>	<u>(1,630,940)</u>
DEFICIT ON ORDINARY ACTIVITIES BEFORE INTEREST	(8,381)	(30,510)
Other interest receivable and similar income	<u>488</u>	<u>4</u>
DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION	(7,893)	(30,506)
Taxation	<u>-</u>	<u>1,088</u>
DEFICIT ON ORDINARY ACTIVITIES AFTER TAXATION	<u>(7,893)</u>	<u>(29,418)</u>
RETAINED DEFICIT FOR THE PERIOD	<u>(7,893)</u>	<u>(29,418)</u>



**GENIO LIMITED**  
(A company limited by guarantee and not having share capital)

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2015**

	2015	2014
	€	€
<b>FIXED ASSETS</b>		
Tangible assets	33,601	37,551
Intangible assets	-	-
	<u>33,601</u>	<u>37,551</u>
<b>CURRENT ASSETS</b>		
<b>Debtors</b> (Amounts falling due within one financial year)	25,770	116,241
Cash at bank and in hand	47,084	4,373
	<u>72,854</u>	<u>120,614</u>
<b>CURRENT LIABILITIES</b>		
<b>CREDITORS</b> (Amounts falling due within one financial year)	(100,990)	(144,806)
	<u>(28,136)</u>	<u>(24,192)</u>
<b>NET CURRENT ASSETS</b>		
	<u>5,465</u>	<u>13,358</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		
Deferred income	-	-
	<u>5,465</u>	<u>13,358</u>
<b>NET ASSETS</b>		
	<u>5,465</u>	<u>13,358</u>
<b>CAPITAL AND RESERVES</b>		
Revenue reserves account	<u>5,465</u>	<u>13,358</u>

## Appendix 3 – Criteria for assessing applications to the Genio Trust

Applications in all the grant streams are assessed against the following key criteria:

1. Project description – highest scores will be for those applications which:
  - a. clearly describe the aims and activities and number of individuals to be supported.
  - b. describe responses that are consistent with relevant policy.
  - c. aim to support individuals in a way that builds on their strengths and where supports are planned and delivered on the basis of a consideration of the wider needs and potential contributions of the person, moving away from a focus on deficits.
  - d. provide individual rather than group-based responses.
  - e. are based on supports and settings which are chosen by the person with a disability/ mental health difficulty/ dementia (or their family or advocate as appropriate).
  - f. are delivered in the community, fostering inclusion and participation rather than in segregated, stigmatising settings.
  - g. use family and community supports and mainstream services whenever possible.

h. are reliant on paid professionals only when necessary.

i. articulate a strong vision of reconfigured services to roll this provision out to more individuals and sustain this model into the future.

j. clearly describe the outcomes to be achieved.

2. Value for money – highest scores will be for applications which demonstrate the strongest cost-effectiveness (i.e. a strong cost benefit ratio) and which include a reconfiguration of resources. The overall application itself must represent good value for money in comparison to other applications.
3. Financial and organisational sustainability beyond the life of the grant – highest scores will be for applications with the most robust and detailed sustainability plans, which includes reconfiguration of resources.
4. Governance and organisational capacity within the organisation to implement proposal – highest scores will be for those applications which can demonstrate the extent of the commitment of the organisation to this work in terms of; competencies within the organisation, strong change management and implementation planning, high-level support in organisation and/or funder and, where relevant, commitment to roll-out through the whole organisation.
5. Other criteria which are taken into account include the quality of the individual plan (if requested) and the composition of the consortium (if applicable to grant stream).





Caroline Larkin and Martin Weafer, The Transition to Home project, Dublin





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