

221+ STRATEGIC PLAN

2025-2027



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FORWARD : LIZ YEATES

Following the explosive revelations from Vicky Phelan's court case in relation to the CervicalCheck debacle, 221+ was founded in April 2018 to bring together a community of women and families whose lives were shattered by what the then Taoiseach Leo Varadkar called the litany of failures relating to CervicalCheck.

In the intervening years, 221+ has been helping its members to pick up the pieces of the lives so badly affected by the failings of the State. 221+ has given a voice to those who feel they are no longer heard. 221+ has been advocating for support packages and services for our members and for a better health service that treats us all with respect and acknowledges mistakes made.



221+ is there to provide support for challenges faced daily by our members, and their loved ones. We are there to provide information, advice and support where we can and where we can't, to signpost to the best available support services. We support each other and together we are stronger.

The need for 221+ has not diminished but rather the organisation has become more important as our membership increases and as our role in shaping improved cancer screening services becomes all the more important.

Ultimately, 221+ is here for the women and families who have been let down so badly by others and to play a meaningful role in shaping improved screening services for the wider cervical cancer community.

I would like to pay tribute to the small team at 221+ who go above and beyond to provide amazing support to all our members; to the Steering Group and Board members who give so generously of their time and expertise freely; and particularly to our Patient Representatives for their extraordinary passion, dedication and commitment in ensuring that 221+ continues to make a meaningful difference for those who we serve.

In this Strategy 2025 – 2027, we look to the future and we work to drive change in the State's health services for women to ensure that a group like 221+ never will be needed in the future. The protection of our cervical screening service is critical because screening saves lives. The advancement of our HPV vaccination programme is critical because HPV vaccination saves lives.

We will continue to work with all stakeholders and hold government to account to ensure that our vaccination, screening and treatment services are world class. We are working to eradicate cervical cancer, and yes, with the right ambition and effort this can be achieved. We will be relentless for ourselves, our members, for those we have lost, as the future girls and women of Ireland deserve a future free from the fear of cervical cancer.

Signed,

Liz Yeates

(Chair of 221+ Board, founding member and CEO of the Marie Keating Foundation)

NOTE FROM STEERING GROUP MEMBER CAOIMHE O'NEILL-FORDE

Watching Vicky Phelan taking to the steps outside the high court in 2018, realising a few days later that I was also impacted by this travesty, I don't think I will ever forget the pain and loneliness of that time. Feeling lost and abandoned by a health system I had placed my life in, I could never have imagined what the 221+ group would become over the next few years.

From 2018 to 2024, 221+ has become a beacon of hope, a light we could move towards for positive change, while cementing itself politically as an organisation not to be underestimated.

Amongst various activities, 221+ has advocated for and successfully secured enhanced services and support for women and their families affected by the cervical check failures. They have continuously supported us in overcoming obstacles to achieving better health, in all its forms.

The 221+ team have provided a safety net and support network and shown the people of Ireland what can be done when individuals are given the right support, resources, and the opportunity to drive meaningful change, even in the face of adversity.



NOTE FROM STEERING GROUP MEMBER CAOIMHE O'NEILL-FORDE

Despite being let down by the very systems that are in place to improve health, 221+, including the small team that run the group, the steering group, patient representatives and members across Ireland, have consistently proven our ability to harness our pain and drive and utilise it to make improvements in our health systems and positively influence the country as a whole.

As we look ahead to 2025-2027, we honour those we have lost along the way and remain committed to pushing for continued change. Every element of this strategy is both achievable and necessary and will lead to changes that prevent the mistakes of the past from recurring, ensuring a brighter and safer future for all.

Being a part of the steering group, and contributing to and supporting this strategy has been a privilege, and given me huge hopes for the future of the health care system in Ireland. While not perfect, I do believe we have the ability and tenacity needed to make further improvements to cement the safety of our health services, whether that's menopause hubs, fertility support, changes through legislation or of course, working towards a world where cervical cancer no longer exists.

None of this would be possible without the dedicated team at 221+ and the invaluable support and guidance from the members of the steering group. I believe the 2025 to 2027 period will be an incredibly exciting time for 221+, and I am eager to dive in and get started.

Caoimhe O'Neill-Forde

(221+ Patient Representative and Steering Group Member)

OUR VISION

To live in a country where women have access to excellent gynaecological healthcare and are active participants in their health journey.

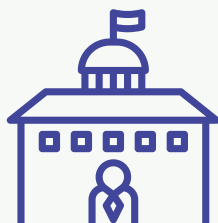
Where the patient voice is heard and supported equally in all healthcare services and policy development - building on the learning, experience and actions of the brave women and families of 221+.

OUR MISSION

To operate as a member-led organisation dedicated to supporting and advocating for women dealing with the impact of cervical cancer, ensuring their voices are embedded and respected at all levels of decision-making, and valued equally alongside other stakeholders.

We support the women and families of 221+ and provide a forum for their voices to be heard.

OUR VALUES



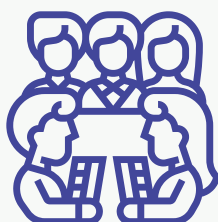
Empowerment

We recognise the inherent power in women to create change in their own lives and to support change for others through peer support and community.



Empathy and support

We show compassion and respect to our members, recognising and acknowledging their experience and trauma. We have a role in supporting healing and restoring trust.



Be member led and inclusive

We believe in meeting members where they are, and providing a non-judgmental, inclusive space where women and families can get the support they need.



Listen and respect

Change occurs when all relevant parties listen to each other's differing points of view and show flexibility in their own thinking, as well as expressing the views of their stakeholders in a clear and dignified manner - we aim to operate by this standard.



Partnership and community

We believe in working collaboratively and in partnership to create real and lasting change and we will encourage solidarity and support through a community of peers.

WHAT WE ARE BUILDING ON

Some numbers from the past 5 years...

1

STATE
APOLOGY

3

BRIEFINGS
HELD AT
LEINSTER
HOUSE

18

221+ MEMBER
CONFERENCES

41+

MEALS
SHARED

58

RECOMMENDA-
TIONS FROM
DR SCALLY
IMPLEMENTED

245+

TALKS,
WORKSHOPS,
EXPERT
SESSIONS,
ETC.

221+ continues to support around 360 women and families directly affected by historical failures in the CervicalCheck screening programme, providing opportunities for in person connection & peer support, specialist member-only workshops & courses and advocating for better access to services. We also engage one to one with individual members to share information and advocate for their needs.

We also advocate to great impact, carry out research and work with stakeholders to achieve tangible results for patients. Here are a few examples:

- Open disclosure in the Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023 is a direct result of 221+ patient representative advocacy
- We implemented a key recommendation from Dr. Gabriel Scally to develop a process to restore 221+ member trust over 2 years in partnership with stakeholders
- 221+ patient representatives improved the accessibility of literature around the personal cervical screening review and diagnostic processes
- 4 collaborative research projects on member experiences, the impact of 221+ and women's empowerment in health care in Ireland

Improving patient experience has always been at the heart of our advocacy. We will build on this work over the next three years towards a more supportive, empowering and accessible health care system for women, in particular for gynaecological cancer patients and survivors.

OUR STRATEGIC PRIORITIES

2025-2027

1	<h3>Member support and engagement</h3> <p>To provide ongoing support for and engagement with the 221+ cohort members via a range of services and supports and to be responsive to the changing needs of this group.</p> <p>To support as many women as possible dealing with the impact of cervical cancer.</p>
2	<h3>Voice and impact</h3> <p>To inform and empower women in their own health journey dealing with the impact of cervical cancer.</p> <p>To amplify the patient voice of women dealing with the impact of cervical cancer.</p> <p>To be a key patient voice for gynecological cancers.</p>
3	<h3>Education and health promotion</h3> <p>To support health promotion in the area of gynaecological cancers through lived experience, the importance of the patient voice and through signposting to relevant research.</p> <p>To develop and co-design patient information and education material to inform women on this topic.</p>
4	<h3>Organisational strength</h3> <p>Maintain good governance to ensure the highest possible standards and transparency is prioritised.</p> <p>Continuous improvement of internal policies, processes and systems to enhance efficiencies, operational activities and value for money.</p>

PRIORITY 1

MEMBER SUPPORT & ENGAGEMENT

Objectives	Actions
<p>1.1 Support existing members through a range of activities and in the provision of dedicated resources.</p>	<ul style="list-style-type: none"> •Review the existing services and supports. •Engage the membership in a needs analysis to inform future services. •Extension of our supports to include the needs identified by members.
<p>1.2 Use of data to inform decision making in terms of services and supports provided to our members.</p>	<ul style="list-style-type: none"> •Engage with members regularly through anonymous surveys and other sources to ensure the services and supports continue to deliver the most impact.
<p>1.3 Harness the expertise from the lived experience of the current members recognising and valuing their journeys to help more women understand and process their own experience.</p>	<ul style="list-style-type: none"> •Review the current membership in the context of the constitution and HSE designated criteria. •Explore the opportunities to support more women impacted by cervical cancer through community support.
<p>1.4 Engaging with members and leveraging their expertise to become a leading patient voice in increasing awareness of cervical cancer.</p>	<ul style="list-style-type: none"> •Strengthen the 221+ patient representative role and remit for greater impact. •Creating opportunities for greater engagement and peer support.



PRIORITY 2

VOICE & IMPACT

Objectives

Actions

2.1 Amplify the voice of our members dealing with the impact of cervical cancer by positioning 221+ as a voice for good in the healthcare system.

- Continue to highlight the voice of the members in the space held by decision makers and serving as a key patient voice in this area.
- Embedding our patient representatives as a crucial voice in terms of policy making.

2.2 Establishing the organisation as a respected stakeholder voice for our members and within the wider network of cervical cancer services.

- Demonstrating the impact of our work
- Continue to establish and maintain relationships with key stakeholders in Ireland and beyond.
- Participate in collaborative initiatives both nationally and internationally.

2.3 Increase awareness around cervical and other gynaecological cancers.

- Greater collaboration with other organisations.
- Explore further partnership and alliance opportunities.



PRIORITY 3

EDUCATION & HEALTH PROMOTION

Objectives

Actions

3.1 Deliver educational content in new ways by becoming embedded patient representatives in health promotion and patient education in respect of gynaecological cancers.

- Codesign and support educational campaigns in the areas of screening, immunization, treatment and post cancer care for cervical and other gynaecological cancers.

3.2 Promote and support education and research in the areas affecting our members.

- Seek opportunities to engage and speak on the topic of gynaecological cancers to better inform women.
- Seek partnership opportunities with academic institutions to further research into areas affecting our members.















PRIORITY 4

ORGANISATIONAL STRENGTH

Objectives	Actions
<p>4.1 Maintain good governance practices to ensure ongoing credibility, resilience, and impact.</p>	<ul style="list-style-type: none"> •Review the current structure of the Board, Steering Group and Executive. •Board Skills Audit. •Board Succession Planning.
<p>4.2 Continue to maximise organisational efficiencies by reviewing and optimising current operations.</p>	<ul style="list-style-type: none"> •Continued use of a framework for measuring team success. •Continue to review and update policies and procedures in line with best practice.
<p>4.3 Sustainability of funding.</p>	<ul style="list-style-type: none"> •Continue current funding relationship with Department of Health. •Explore the potential for accessing additional sources of funding to deliver on enhanced vision and provide additional supports.
<p>4.4 Maximise impact and amplify reach.</p>	<ul style="list-style-type: none"> •Building the profile, messaging and positioning of 221+. •Continuous development and implementation of our communications plan.



KEY FOCUS TIMELINE: AIM FOR COMPLETION

AREA	OBJECTIVE	2025	2026	2027
AREA 1	<ul style="list-style-type: none"> 1.1 Support existing members through a range of activities and in the provision of dedicated resources. 1.2 Use of data to inform decision making in terms of services and supports provided to our members. 1.3 Harness the expertise from the lived experience of the current members recognising and valuing their journeys to help more women understand and process their own experience. 1.4 Engaging with members and leveraging their expertise to become a leading patient voice in increasing awareness of cervical cancer. 			
AREA 2	<ul style="list-style-type: none"> 2.1 Amplify the voice of our members dealing with the impact of cervical cancer by positioning 221+ as a voice for good in the healthcare system. 2.2 Establishing the organisation as a respected stakeholder voice for our members and within the wider network of cervical cancer services. 2.3 Increase awareness around cervical and other gynaecological cancers. 			
AREA 3	<ul style="list-style-type: none"> 3.1 Deliver educational content in new ways by becoming embedded patient representatives in health promotion and patient education in respect of gynaecological cancers. 3.2 Promote and support education and research in the areas affecting our members. 			
AREA 4	<ul style="list-style-type: none"> 4.1 Maintain good governance practices to ensure ongoing credibility, resilience, and impact. 4.2 Continue to maximise organisational efficiencies by reviewing and optimising current operations. 4.3 Sustainability of funding. 4.4 Maximise impact and amplify reach. 			



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