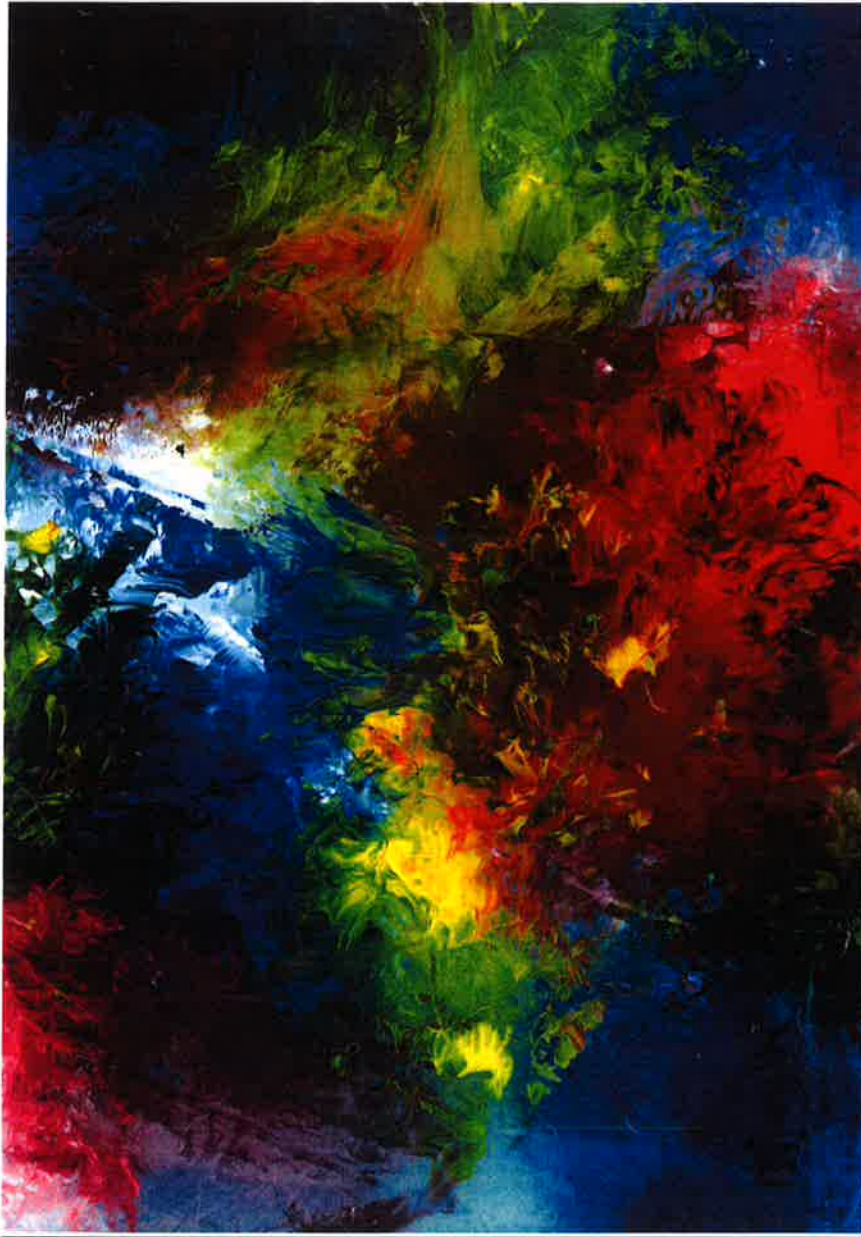


## **Strategic Plan 2016 - 2020**



Front cover painting entitled "Surge of Colour" by Carmel Curran, service user in Saoirse.

## **Introduction**

On behalf of the Board of Directors of Carriglea Cáirde Services, I am pleased to present the five year strategic plan for the period 2016-2020.

The Strategic Plan has a clear person focus and is organised around important rights for people with disabilities. The themes of the strategic priorities within the plan are equality, provision of safe services, independence, choice and enabling people to participate and maximise their potential. Carriglea Cairde Services provides services where people are free from discrimination and are supported to live the life they choose and this strategy enables people to live ordinary lives whilst allowing them to reach their full potential.

The Board recognises the considerable work involved in producing this comprehensive plan. As Chairman I would like to thank all who contributed throughout the process. This strategic plan will enable our Services to continue to deliver on the many challenges ahead including the changing needs of people who use our services and also to adequately resource the Services to deliver on the recommendations of the New Directions, Congregated Settings, and Value for Money reports and HIQA actions plans whilst maintaining compliance with the Health Service Executive's requirements.

The core values will continue to underpin our Services and the five year strategic plan draws upon these values as the basis and ethos for Carriglea Cáirde Services to continue its works into the future.

The five year strategy recognizes that the needs of Service Users are constantly changing in an operating environment that is also changing, particularly evidenced where significant funding limitations have been placed upon our Services. The fulfillment of many aspects of the plan will require systematic working towards meeting objectives, implementing actions and making alterations where needed. This can only be achieved in a team based environment that takes ownership of and accountability for the plan.

I remain confident that this plan will be supported by the strong sense of purpose, motivation and dedication always demonstrated by staff towards service users and that these attributes will be the key towards achieving our strategic objectives and mission.

***Barry O'Brien***

***Chairman***

## Vision

Supporting people's independence through quality and safe services.

### ***For people who use services***

To have a fully inclusive and participatory society in which people with disability are valued and respected as equal and contributing members of their community.

### ***For service delivery***

To provide outstanding, effective and safe services to the people who use services and to be recognised as a service that is responsive, has a focus on individual needs and provides quality through members of staff, use of resources and collaborative approaches in a value for money environment.

## Mission

The Mission of Carriglea Cáirde Services is to continue the work of the Bon Sauveur Congregation and to provide a comprehensive quality service for persons with an intellectual disability in accordance with Christian values and the principles of the Congregation.

Carriglea Cáirde Services aims to:

- Enable and empower persons with an intellectual disability to integrate into society and to reach their full potential in a just and caring environment.
- Ensure that each person is granted as full a life as possible, including healthcare, education, training, housing, work and leisure.
- Provide an individual and holistic service to each person availing of services insofar as funding levels will permit. To achieve this objective, the work of Carriglea Cáirde Services is undertaken collaboratively with families, personnel, the relevant agencies, the wider voluntary sector and the local community.

### **Carriglea Cáirde Services aims to provide services:**

- in line with people's requirements.
- in line with best practise.
- in accordance with vision, mission and values.
- that meet the changing needs of the people who use our services.
- that are safe and promote independence.
- that are fair and equitable and within resources while achieving the highest possible standards.
- that meet regulations and improve quality and cost effectiveness.

- that demonstrate value for money & compliance with funding authorities.
- that advocate for more and better services.
- that collaborate with other organisations who share our goals.

### **Carriglea Cáirde Services' core values**

Our core values within the Services are the qualities that underpin our vision, mission and direct our Service. We are all called upon both individually and collectively to embrace these values in our daily work. Daily living of these values helps to create a culture and working environment that supports people to meet the many challenges and to deliver on opportunities for people who use services.

These values remain at the centre of our daily work. Through daily living of these values we strive to ensure that the people who use services receive quality person centred services, exercise choice and are not marginalised or disadvantaged. For those who work in the Services the daily living of values will translate into a fulfilling and respectful work environment.

It is important that the values of our organisation are not lost or taken for granted in the busy schedules and workloads that we all have but rather are part of our day to day work interactions.

**Person Centred Services** – to provide for the requirements, choices and wishes of people who use services.

**Justice** – that the Services treats all people fairly & equally.

**Creativity** – that the Services welcomes change, new ideas and activities, freedom of expression and adopts new ways.

**Excellence** – that the Services aspires to develop and maintain the highest standards in our services and in service delivery.

**Hospitality** - that the Services provides a spirit of openness to all that inspires people to carry out our work with a spirit of welcoming people of all backgrounds, cultures and beliefs.

**Compassion** – Compassion is striving to understand another in their discomfort or suffering.

**Respect** - the Services treasures the unique dignity of every person and recognises the sacredness of all creation.

**Collaboration** – the Services communicates & shares with stakeholders for mutual support, best interest & benefit of each person.

## **Strategic Priorities**

The Services identified 13 strategic priorities which provide the main focus of the strategic plan and for service delivery over the lifetime of the plan.

The strategic priorities centre on the delivery of person centred and safe services for people. The priorities focus on people's rights, independence and changing needs. Carriglea Cáirde Services will work closely with service users, statutory and other voluntary service providers, the wider community and with the people who use our services and their families. The aim is that, working together, the Services will ensure that all persons with intellectual disability can always access, through the range and choices available, services of high standard, so that they can have the best quality of living possible.

### **Strategic Priority 1 : The Services will create a greater awareness of vision, mission and values.**

#### *Goals*

- a) The Services will promote service user and employee wellbeing and add value to people's lives through daily living of vision, mission and values.
- b) The Services will establish a shared understanding among all stakeholders of the core values.
- c) The Services will provide ongoing training & awareness of mission & values.
- d) The Services will support staff in the performance of their roles through appropriate induction, appraisal, training, information and personal support.
- e) The Services at all times will respect and ensure dignity for service users.

**Strategic Priority 2 : The Services will support independence and provide safe services for people who use services.**

*Goals*

- a) The Services will actively promote inclusion by supporting people who receive services to become active and valued members of their communities.
- b) The Services will encourage and promote an environment where people with disabilities are free from discrimination, aware of and supported with meeting responsibilities and treated as equal citizens by their fellow citizens.
- c) The Services will continue to ensure the highest standards of health, safety and welfare for service users and members of staff.
- d) The Services will ensure that staffing levels, skill mixes and supports are appropriate to the needs of people who use our services.
- e) The Services will adopt a zero tolerance to all forms of abuse.
- f) The Services will ensure the proper upkeep of all buildings and equipment to ensure that facilities comply with all HIQA, HSE, health & safety and insurance requirements.
- g) The Services will promote a good culture and attractive working environment.

**Strategic Priority 3: The people who use services are in receipt of appropriate & person centred care.**

*Goals*

- a) The Services will respect the right of each individual to live a life which is as independent as possible.
- b) A person centred plan is in place for all current service users and all new entrants will have a plan from the outset based on each individual's own priorities involving the people in their circle of support.
- c) The Services will provide non judgemental support for service users in their personal and spiritual development, friendships and relationships.
- d) The Services will ensure, where possible, that there are no barriers to enable people to maximise their independence and potential.

**Strategic Priority 4: The people who use services will continue to receive respect, privacy and dignity.**

*Goals*

- a) The Services will plan for the individual service needs of the people who use our services and in so doing respect their individual hopes, wishes and preferences.
- b) The Services will elicit from people who use our services their preferences on all matters, e.g. holidays, meals, privacy, money, friendships and leisure. The Services will communicate individuals' preferences to others who provide support and these preferences will be honoured where possible.
- c) The Services will continue to review and improve the Services' accommodation & facilities.
- d) The Services will support people who use services to live their daily lives independently and productively, continually providing opportunities for development in daily living.
- e) The Services will ensure that each person who uses services has a nominated key worker.
- f) The Services will support the personal, social and spiritual development of people who use our services.
- g) The Services will advocate for more comprehensive multi-disciplinary resources.

**Strategic Priority 5: Corporate Governance & compliance with service delivery, regulation and standards.**

*Goals*

- a) The Services will continue to be governed in accordance with best practice and requirements of the law.
- b) The Board of Directors will continue to provide leadership of the organisation, in accordance with the Articles of Association, within a framework of prudent and effective controls which enables risk to be assessed and managed.
- c) Management structures will support excellence in decision-making, accountability and controls.

- d) The Board of Directors and management along with the HSE, through the Service Level Arrangement and Annual Compliance Statement, provide a quality and effective service.
- e) The Services will collaborate with HIQA and ensure compliance with regulation and standards in all aspects of service delivery.

**Strategic Priority 6: The Services will continue to communicate effectively with all stakeholders.**

*Goals*

- a) The Services will implement and review the organisation's communications strategy which will provide the right messages to the right audiences at the right time.
- b) The Services will create more opportunities for people who use our services, their families and advocates to communicate and engage with services.
- c) The Services will hold regular consultations and maintain strong liaison with people who use our services and measure their feedback.
- d) The Services will meet and engage with the families of people who use services, through the person centred planning process, and incorporate their views in plans.
- e) The Services will establish a measurable service quality feedback process through our website for families of people who use our services.
- f) The Services will maximise the use of the website.

**Strategic Priority 7: The Services will continue to support & develop staff and create an attractive working environment for members of staff & volunteers.**

*Goals*

- a) The Services will continually improve human resource strategies to attract, recruit, develop and support qualified & motivated people and volunteers to work in our services.
- b) The Services will engage with members of staff and recognise the significant daily contributions of staff in supporting the daily lives of the people who use our services.



- c) Members of staff will be supported to manage workloads, communicated with and provided with increased flexibility where possible.
- d) The Services will review staff structures, numbers, skills requirements, team skill mixes and operating models to support each service user's independence and make recommendations which will provide optimum care and value for money.
- e) The Services will review our training and development processes and provide appropriate training to members of staff and volunteers.

### **Strategic Priority 8: Stakeholder Relationships.**

#### *Goals*

- a) The Services will meet with the Advocacy Committees and incorporate their feedback.
- b) The Services will, in the context of HSE policy of developing integrated care pathways, identify partner organisations with whom to co-ordinate service provision and achieve synergies.
- c) The Services will develop new strategies to improve levels of engagement with parents / next of kin and circles of support.
- d) The Service will continue to implement performance surveys with service users and families.
- e) The Services will continue to liaise with the HSE, HIQA and housing agencies.
- f) The Services will continue to ensure that scarce resources, in particular staff, are dedicated to service user focused activities and options including shared services will be used to achieve this.
- g) The Services will continue to foster good relationships with the agencies with whom we work closely to provide services and to reduce barriers for people who use our services.

**Strategic Priority 9: The Service will continue to plan for new entrants to services and for people's changing needs.**

*Goals*

- a) The Services, where possible will respond to emergency requirements under residential, day and respite services.
- b) The Services will review the waiting list for services, liaise with families and provide realistic timeframes.
- c) The Services will update and be informed by the National Intellectual Disability Database.
- d) The Services will consider population trends and plan ahead to provide physical accommodation and staffing to meet needs.
- e) The Services will determine need for those currently using our services by reference to aggregated individual person centred plans.
- f) The Services will develop further respite capacity and new models of respite.
- g) The Services will co-ordinate the individual requirements to identify impact on service provision generally and in particular in the context of changing needs.
- h) The Services will consider and recommend on the development of new models of services for people with changing needs owing to age related issues – considerations to include the development of appropriate, new and purpose built housing on a new site in Carriglea.
- i) The Services will establish a project group to identify the impact of and plan for the changing needs of people who use services.

**Strategic Priority 10: The Services will develop revenue and capital funding strategies.**

*Goals*

- a) The Services will develop a revenue strategy which develops opportunities to grow financial resources and protect the existing allocation.
- b) The Services will ensure that services represent value for money to funders.

- c) The Services will develop a five year capital strategy for building requirements with matching funding including social housing and fundraising.
- d) The Services will explore opportunities for philanthropy in the development of our expertise and service provision.
- e) The Services will develop a transport strategy which includes planning for service users' transport needs in all future developments.

**Strategic Priority 11: The Services will develop Information Technology.**

*Goals*

- a) The Services will implement and review an ICT strategy that supports our information/data management.
- b) The Services will work towards reducing and where possible eliminating paper and use technology as much as possible to improve process efficiency and value for money.
- c) The Services will ensure that our ICT systems are complementary, integrated and implemented in the most cost effective way possible supported by a sound business case.

**Strategic Priority 12: The Services will continue to consider best practise for disability service provision.**

*Goals*

- a) The Services will continue to consider and implement the conclusions and recommendations of the Congregated Settings, New Directions Day Services and Value for Money Reports.
- b) The Services will continue to consider and explore implementation options for new models of service including direct funding options.
- c) The Services will collaborate with relevant stakeholders towards relocation of services to settings which encourage social inclusion. The people who live in Carriglea will be provided with options to relocate to community-based accommodation, as far as possible, and as appropriate to each individual and in the context of resources.

### **Strategic Priority 13: Future uses for Carriglea.**

#### *Goals*

- a) The Services will develop a long term future plan for Carriglea.
- b) The Services will consider and develop further proposals on the future and alternative uses outside of disability service provision for vacant buildings and grounds following further relocation of services to community based settings.
- c) The Services will consider further proposals for the use of the grounds of Carriglea as developed by the Carriglea Community Project.