



Strategic Plan 2023-2027

Supporting Independence Through Quality & Safe Services

Index

Board Overview	3-4
Stakeholder Feedback	5
About the Strategy	6
Vision, Mission & Values	6-7
Strategic Goals	7
Service Delivery Goals	8

BOARD OF DIRECTORS OVERVIEW

The Board of Directors are pleased to share Cariglea Cairde Services strategic plan 2023 – 2027. The plan sets the strategic direction for continued service delivery in line with the vision, mission and values that Cariglea Cairde Services and previously the Sisters of the Bon Sauveur has held for more than 100 years.

As a part of the planning process the Services set out to find out what we are good at and how we can keep developing consistent with good practise and standards. The development of the strategic plan provides the direction for the provision of person centred supports to people with disabilities and autism in Waterford.

The Board of Directors led the development of this plan and engaged in a consultation process. The Board considered it important to engage with the people we support and their families, members of staff, service managers and external stakeholders including the HSE to seek their views on current and future services.

The development of this plan has taken longer than anticipated first due in 2021. The development had been interrupted on a few occasions by COVID 19. The learning from the experiences of COVID 19 in the context of service delivery, people's rights, emergency planning, infection control, use of technology and the continuity of services has greatly contributed to the final strategy.

In total the Services received valuable contributions from over 150 individuals and the Board wish to express its gratitude to each and every one for taking time to share their views and ideas. The feedback is summarised and included from those consulted with.

We find ourselves in a time of unprecedented challenge on a number of fronts.

- The Covid 19 pandemic has severely impacted service continuity and provision and the health and welfare of service users, their families and members of staff.
- The demand for new services and supports will increase further over the coming years.
- As Cariglea Cairde Services tries to respond to increased demands for new services the Services struggle to meet the changing needs of the existing ageing residents.
- The environment in which Carriglea Cairde Services operates has changed in recent years. While some additional funding has been provided in recent years this has not been sufficient to meet the level of demand for services and supports and to adequately enable the organisation to respond to changing needs.
- In a time of almost full employment in Ireland Cariglea Cairde Services have a challenge in attracting and retaining staff in the organisation. Members of staff are experiencing considerable pressure to meet the competing demands of addressing the individual needs of the people supported while ensuring compliance with reporting and regulatory requirements.

- The Department of Health commissioned a capacity review (Health Service Capacity Review 2018) of the needs in the sector. This report was published in 2021 and it highlights a significant current and future demand with high levels of unmet need and requirements for additional specialist services and supports over the next 10 years and into the future. In order for Carriglea Cairde Services to deliver on unmet need within Waterford matching funding to service delivery for this need must be put in place by the funding authorities.
- The national policy and decisions included within Slainte Care, De-congregation, New Directions and the proposed transfer of responsibility from the Department of Health and Children to the Department of Children, Equality, Disability, Integration and Youth, have and will impact on services
- The substantial growth in regulation relevant to the sector has impacted service delivery, The relationship with the H.S.E while having remained positive, has evolved with increased compliance, monitoring and reporting requirements impacting on the level of autonomy of the organisation. While accountability for the use of public funds is important it is essential that Carriglea Cairde Services retains its autonomy as a limited company.

The development of a strategic plan to guide the organisation through this turbulent time is essential. We believe the implementation of the strategic plan requires a collective effort and commitment to work towards shared objectives.

Following the publication of this strategic plan, actions will be prioritised and an operational plan developed. Implementation of this plan will be monitored by the Board of Directors. With your help we will emerge from these challenging times stronger and with renewed focus on our purpose in supporting people with disabilities in Waterford.

Accordingly this strategic plan is an essential tool that will support Carriglea Cairde Services and provide the direction to respond to the challenges now and over the next five years.

Stakeholder Feedback

As part of the strategic planning process the Services asked three questions of members of staff, families and service users and a summary of responses is included and has been helpful, meaningful and a valuable source of input in the development of this strategic plan

What Carriglea Cairde Services Does Well?

1. Respondents considered a good service in place
2. People are well supported
3. Caring Environment
4. Quality Care Provided
5. Service Users very happy
6. Very satisfied and can't see any one area for improvement
7. Members of staff make every effort to support people
8. Provides valuable skills for living independently
9. Great commitment from staff
10. Adequate PPE in place

What can be improved?

11. Better Communication with all stakeholders
12. More feedback to be provided
13. Greater Independent living options and extra residential places to be created
14. More residential services for people from the waiting list
15. Create an autism specific service in Carriglea Cairde Services
16. Listen to Service Users and even if this differs from Carriglea Cairde Services
17. Be supportive on friendships – help support social activities
18. Smaller Groups Put clients wishes ahead of HSE red tape
19. More hands on training – woodwork
20. Better transport – current cars are a bad reflection of Service
21. Support for staff across the Services
22. Service Users should have been treated like every body else including having visitors during COVID 19 equality – Human Rights Committee
23. Meet peoples changing needs.
24. Let elderly people retire in their homes rather than going to day services – learning from COVID 19
25. Infection Control

• In the context of adapting and how services are delivered in the future are there learnings from COVID 19 crises?

26. Creating the structure for elderly residents to retire – people remained in their homes throughout COVID 19 this worked well for the elderly
27. Day Service Provision in smaller settings / locations
28. Strong emphasis on Infection Prevention and Control
29. Better Communication delivering programmes online
30. Better Planning for People with AUTISM
31. Safety of people comes
32. Contracts for staff to support people to stay with Carriglea Cairde Services
33. Services must engage more with service users and ensure people's rights are not infringed

ABOUT THIS STRATEGY

Beneath the Corporate Strategy, there are detailed plans with actions and identified timescales for delivery. This strategy will be delivered by all stakeholders and progress will be monitored annually by the Board of Directors.

The purpose of this strategy is to set out our ambition for the Service over the five-year period 2023-27, and to maintain and build on the quality, safe and person centred service delivery.

OUR OBJECTIVES

To strengthen and develop the service, provided to Service Users and their families by staying relevant to their emerging and changing needs, and by ensuring we have the appropriate resource capacity in place to manage all aspects of our work, in both front-line and support activities.

Vision

Supporting Peoples Independence through quality person centred and safe services

- *Vision for people who use services*
To support a fully inclusive and participatory society where people with disability are valued and respected citizens within their community.
- *Vision for service delivery*
To provide outstanding, effective and safe services for the people who access residential, respite and day services. To be responsive and focussed on individual needs, deliver on quality, compliance and regulation in partnership with members of staff, effective use of resources and collaborative approaches

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.

It is the mission of Carriglea Cáirde Services to provide an individual and holistic service to each person availing of the 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.

VALUES

The values are the qualities that support our work and support attainment our vision and mission and strategic goals. As a Service we will strive to uphold and practice the following values: (*Carriglea Cairde Services Core Values Booklet*)

- Person Centred Services
- Justice
- Creativity
- Excellence
- Hospitality
- Compassion
- Respect
- Collaboration

STRATEGIC GOALS

1. Services that are safe for people
2. Services in line with best practise, person centred and respect and promote rights
3. Services in accordance with vision, mission and values.
4. Services that meet with changing and emerging needs
5. Services that support and promote independence.
6. Services that are fair and equitable and within resources and high standards.
7. Services that meet regulations and improve quality and cost effectiveness.
8. Services that demonstrate value for money & compliance with funding authorities.
9. Services that advocate for more and better services.
10. Services that collaborate with other organisations

1. Residential

Carriglea Cáirde Services will deliver for all residents safe, person centred and effective services consistent with Health Act Regulations and Health Information & Quality Authority standards. The Services will support people to de-congregate from Campus and to relocate to appropriate community settings.

The Services will develop and augment services for residents to ensure people can have the fullest life experience and reach their potential in the most appropriate residential settings.

2. Day Service

Carriglea Cairde Services will deliver day service supports for people that are individualised and outcome-focussed in line with the standards set within New Directions and allow adults to live a life of their choosing in accordance with their own wishes, needs and aspirations and evaluated by the HSE Easi Tool.

3. Respite

Carriglea Cáirde Services will provide as much respite services as possible to Day Service Users, thereby supporting families to care for their loved ones in their own home for as long as is possible.

4. Organisational Capacity and Capability

Carriglea Cáirde Services will seek to ensure that appropriate resources, human, physical, technical and financial are in place to deliver a safe, quality and person centred services to Service Users and their families, and that policies and procedures meet best practice standards.

5. Growth

Carriglea Cáirde Services will pursue a strategy of demand led growth, prioritising the needs of the community of Waterford, whilst recognising that support provided may require an expansion of services to other locations outside of the catchment.

6. Governance, Corporate & Social Responsibility

Carriglea Cáirde Services will govern and operate services in an open, transparent and accountable manner.

7. Service User Rights, Feedback, Views, Complaints

Carriglea Cáirde Services will across the organisation listen carefully and respond appropriately to the views, feedback and other forms of communication both verbal and non-verbal of the people who attend residential, day and respite services.