

**We are
Cheeverstown**

This is our Strategic
Plan 2011-2014

Evan Fowler





CHEEVERSTOWN

Foreword

Every organisation must have a right to exist. Cheeverstown's is defined by our Vision and Mission Statements which the Board endorsed in 2004.

Since then, in extremely difficult circumstances Cheeverstown has made great progress in delivering the vision and mission of the organisation, a centre-piece of this was the implementation of Personal Outcomes Measures in 2005. The implementation of this quality model commenced a journey of improving and changing the way we deliver services. Cheeverstown received accreditation from the Council on Quality and Leadership in 2007 and 2009 and entered into a four year partnership agreement which will continue for the duration of this strategic plan. This independent external confirmation reflects the progress we have made. The journey we are on is never ending, we are operating in an environment which is (and will continue to be) in constant flux;

- The needs and desire of people availing of Cheeverstown services and supports our continually changing and we will strive to respond to those needs;
- Cheeverstown's understanding of those needs improves as we work harder to communicate with people using our services, their families and advocates;
- Cheeverstown's own successes and our failures together with the experience of other similar organisations in Ireland and overseas constantly redefines best practice;
- While there have always been pressures on funding, the recent economic environment in Ireland means that budgetary constraints (despite the public statements from Government and its Agencies in respect of protecting the disability sector) have never been greater.

Against this background it was timely and appropriate for the Governing Body and Management of Cheeverstown to take the time required setting the strategy for Cheeverstown through to 2014. This was a mammoth task and required all involved to give more, when they were already stretched. I would like to pay tribute to all who were involved, but particularly to Paula O'Reilly who managed the overall project.

The plan which the Governing Body has endorsed is ambitious and its implementation will be challenging but we have no doubt that it represents the way forward and our best chance of delivering for people availing of our services. Implementation will require Cheeverstown and all of its staff to change fundamentally. At all levels this will sometimes be difficult but as long as we keep firmly focused on Cheeverstown's purpose, its right to exist, I am confident that every obstacle will be overcome and when the Governing Body is considering the next plan in 2014, it will be able to look back on a period of substantial progress.

Paul Duggan
Chairperson

Introduction

Over the last 25 years Cheeverstown's expanding services has been against a backdrop of a changing model of disability; from a medical model to a social model. This shift has resulted in a better understanding of what people with disabilities and their families want from service providers.

Context for the Strategy

Over the last decade there has been a significant shift in thinking in relation to the delivery of services for people with a disability. This shift has been driven by people with disabilities and changes in legislation. The significant legislative changes include the National Disability Strategy (2004), A Vision for Change (2006) Mental Health Policy and The United Nations Convention on the Rights of Persons with Disabilities (2006).

The emphasis is on delivering services locally to people close to their home whilst ensuring that people with disabilities will have full access to public services i.e. transport, housing, primary care as well as specialist services. There has been a move from one size fits all approach characterised by day and residential services to a more personalised approach to supports. This has created a move towards the development of more community-based services and living arrangements.

Move from “one-size-fits all” approach characterised by day and residential services to a more personalised approach to supports.

Gar Kay Tsang



Cheeverstown Vision A Future which respects the contribution and inclusion of people with an intellectual disability.

Cheeverstown Mission Enable people with an intellectual disability to have full and meaningful lives through quality person-centred services in partnership with families.

Values The following values have been adopted in the development of this strategic plan. These values are based on the Vision and Mission of the organisation.

Person-centred Planning approach to services “Person-centeredness” is about strengthening a person’s alliances (family, friends, staff) and clarifying the individual needs and desires. Thus the boundaries between services and community are redrawn as people seek to develop new opportunities.

Inclusion Supporting people to participate fully in all of the educational, employment, consumer, recreational, community and domestic activities that typify everyday society.

Rights Supporting people with disabilities to take their place as valued and productive citizens.

Partnership Developing relationships between the people who use our service and families and how we work together; this includes building on partnerships with Government departments, local authorities and community services.

Standards of Best Practice Cheeverstown’s commitment to delivering “person-centred” services and supports to standards of best practice.

Strategic Plan

Cheeverstown has approached its first strategic plan in keeping with the overall vision of the organisation and the evolving legislation and best practice in the area of disability.

This strategic plan is about people and about being responsive to the types of supports and services people and their families need. The overall aim of this strategic plan is to develop person-centred community-based children and adult services and supports.

This strategic plan identifies seven priority areas which will make an impact on achieving the strategic vision of person-centred community based services.

Strategic priority areas

- 1 Mainstreaming of Children's services
- 2 Re-development of Adult Services
- 3 Development of Supported Living Options
- 4 Specialist supports / unmet need
- 5 Strategic Alliances
- 6 Organisational Values
- 7 Developing the Organisation to deliver on the strategic direction

Gary Smith



Strategic Priority 1

Mainstreaming of Children's services

To develop a range of active supports which allows for children and family to be supported in mainstream services such as early services, pre-school and school.

Objective

- To develop community-based early intervention, pre-school and school support teams;
- To develop the early services team in collaboration with the plans of the HSE early intervention teams;
- To reconfigure existing resources within Cheeverstown pre-school services and supports to develop a range of community based pre-school supports;
- To develop integrated school options.

To develop a range of active supports which allows for children and family to be supported in mainstream services such as early services in pre-school and school.

Strategic Priority 2

Re-development of Adult Services

Objective

- To move away from the model of centre-based adult services to providing supports to people in their local community;
- To reconfigure existing structures and resources within existing adult day services towards more community-based services;
- To develop connections to mainstream community services and supports;
- To deliver supports to adults which are focused on meeting individualised needs and desires;
- To establish a Person-centred delivery approach to services and support for adults;
- To develop five key pillars of supports for adults availing of services.

To move away from the model of centre-based adult services to providing supports to people in their local community.

Five key pillars

Education & Lifelong Learning Providing supports to allow for all aspects of learning which is undertaken throughout life with the aim of improving knowledge, skills and competencies within a personal, civic, social and/or employment related perspective

Supported employment Providing Supports to people with disabilities to access real employment opportunities of their choice in an integrated setting with appropriate ongoing supports. To enable people to become economically and socially active in their communities.

Support and Lifestyle Providing supports to people to meet day-to-day personal care and other social and leisure needs.

Older Person Supports Service arrangements for the older person taking into account pre-retirement and retirement options whilst encompassing the changing needs of the older person.

Health That each individual has access to specialist services as well as accessing community health services.

Strategic Priority 3

Development of Supported Living Options

To develop a range of supported living options for people using Cheeverstown services.

Objective

- To increase supported living options to include rented housing, shared accommodation, apartment living etc;
- To establish a housing support agency from existing residential resources to establish these living options;
- To develop tenancy agreements for all people living in Cheeverstown accommodation;
- To develop policies and procedures regarding relocating of individuals from their housing situations;
- To improve the quality of life for people living on the campus by ceasing admissions to the campus and reducing numbers;
- To decentralise catering, maintenance and transport to create more community-like living arrangements for individuals on campus;
- To develop an in-home support team to support those children and adults who choose to remain at home.

James Kavanagh



Strategic Priority 4

Specialist supports / unmet need

To further develop the specialist teams in the following areas:

Mental Health

Complex needs

Child & Adolescents.

Objective

- To further develop the proposed specialist team for mental health and intellectual disability (MHID) in partnership with the existing mental health teams being developed under the “*vision for change*” policy document;
- To develop a similar model of MHID for children and adolescents;
- To establish the MHID team in the community and integrate it with community mental health services;
- In conjunction with the older persons team, establishing a project group to look at the realignment of Cheeverstown services for people with complex needs with the HSE primary care and network teams;
- To establish a home care team which would allow for flexible resources to be provided as need arises;
- These teams will be developed from existing resources and be linked with the proposed specialist teams. The home care teams will operate in crisis intervention and prevention and thus reduce the need for people to come into residential care;
- To develop family support teams for children and adolescents.

Strategic Priority 5

Strategic Alliances

To develop formal partnerships with Government departments and like-minded organisations to achieve the proposed service developments and outcomes for people.

Objective

- To move away from a model of continually expanding services and scopes to meet ever-increasing demands;
- To recognise and promote the responsibility of Government departments under the sectoral plans for people using Cheeverstown services. Specifically to develop strategic alliances with Government departments and local authorities;
- To identify alliances with other like-minded organisations and community groups to brokerage services which Cheeverstown is unable to deliver but through an individual person-centred plan have been identified as important to them;
- To formalise discussions relating to the potential amalgamation of voluntary organisations.

Nuala Farrell



Strategic Priority 6

Organisational Values

Cheeverstown is committed to delivering services and supports which are responsive to individual needs. The partnership which the organisation has with people using services, their families and staff will be key to achieving this.

Objective

- To improve communication between people using services, families, staff and the wider community;
- To involve people using services, families and friends within the organisation's governance structures;
- To promote public awareness and a positive image of people with disabilities;
- To continue to develop advocacy within the organisation and to improve access to independent advocacy services for people and their families.

Strategic Priority 7

Developing the Organisation to deliver on the Strategic Plan

Objective

1. To monitor the efficiency and effectiveness of what we do to promote better outcomes for people.
 - Cheeverstown will engage in a 4-year partnership with The Council on Quality and Leadership, which provides external validation to the services provided;
 - Cheeverstown will adopt the National Standards developed by HIQA and prepare for site visits by the statutory agency. This will commence with the self-assessment;
 - Cheeverstown will develop operational plans which identify a means of measuring the effectiveness, efficiencies and value for money of the proposed strategic priorities in delivering an improved service for people;
 - Cheeverstown will develop information systems to tell us how we are delivering for people;
 - Cheeverstown will develop a customer satisfaction tool to be completed by people using services and their families.

2. To review and develop the systems, practice and work force to allow for the achievement of better outcomes for people.
 - Cheeverstown will review the overall corporate organisational structure to reflect the strategic direction i.e. the power is held by the person using services;
 - Cheeverstown will review the overall management structure to illustrate a flatter management structure, which is easier, more easily accessed by all stakeholders;
 - Cheeverstown will ensure that the new work structure begins to perform immediately by providing the necessary support to managers;

- Cheeverstown will provide development opportunities for staff to enable them to acquire new roles as required by the new structure;
- Cheeverstown will develop and build support systems, leadership, staff resources and values that will facilitate the success of the plan;
- Cheeverstown will assign 3% of the service payroll budget to staff learning and development;
- Cheeverstown will seek to attract, recruit, motivate and retain staff that contribute to and support the achievement of the strategic plan and overall values of the organisation.

3. **Financial Expectations: This strategic plan requires a change in service delivery. People using services will have different levels of needs and thus costs will differ between individuals.**

The Strategic Plan involves reviewing the budget allocation with the intention of determining/examining:

- a) The direct staffing cost of running a particular service;
- b) The staffing profile of the services provided;
- c) The average cost per individual support of those services;
- d) The cost of the direct management structure associated with each service.

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Cheeverstown is accredited
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and Leadership.



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