

St. Michael's House

Services for People with Disabilities



ANNUAL REPORT 2018

OUR MISSION

Support individuals with intellectual disabilities to achieve their potential and live as independently as possible in ordinary places in the community connected to natural support networks.

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Ballymun Community Garden

St. Michael's House provides a comprehensive range of services and supports to men, women, and children with intellectual disabilities and their families in 170 locations in the greater Dublin Area. It supports 1,782 people and this has an impact on thousands of family members. St. Michael's House is a company funded by the Health Service Executive (HSE) and the Department of Education and Skills.

OUR VALUES

- be person centred – to offer a range of activities to support individuals who use our service;
- be professional – this means being skilled, competent and proficient;
- be honest – this means following principles and being dependable in all that we do;
- be ethical – this means that we operate with integrity;
- have high standards of governance – to offer effective systems of management; and
- be innovative – to provide new thinking and deliver creative solutions.

OUR VISION

A world where the potential of each individual with an intellectual disability is achieved.

CHAIRPERSON'S REVIEW

During the year I was asked to speak at the launch in DCU of the Ability project which brings St. Michael's House (SMH) and DCU together to help young people with disabilities to improve their employment prospects. It is an exciting and innovative project which will open up new pathways into employment for our service users and build on our commitment to helping them to live more independent lives. There is a real and very satisfying sense in which this project reflects the values of St. Michael's House and the aims established by its founders which remain as relevant today as they were when the organisation was established.

The Board was fortunate enough to meet two young people who use the service during the year and it was heartening to hear them describe the difference it has made to their lives.

I'm delighted to say that in 2018 one of the most prominent of these, Dr. Barbara Stokes, was selected as one of eight women who were leaders in healthcare, to be commemorated by the Women on Walls project. Barbara was a Paediatrician and the first Medical Director of St. Michael's House. A portrait of her was commissioned to be hung in the Board Room of the Royal College of Surgeons. Recognition of her pioneering achievements in this way is welcome and for me is a celebration of the considerable progress made in bringing to life her vision of services located in ordinary places as exemplified by the Ability Project.

The Raheny Hub Service is another example where users are supported to find their own place in their communities. The Board was fortunate enough to meet two young people who use the service during the year and it was heartening to hear them describe the difference it has made to their lives. The service,



in accordance with the New Directions Policy, has a strong focus on person centred planning and supports its users in employment, educational and leisure activities. The stories which these two young men told the Board evoked a life of purpose and fulfilment and it was evident that their achievements will sustain them in their life's journey.

The Board of St. Michael's House is travelling on its own journey of renewal with the retirement of six Directors expected in 2019 as they reach the end of their terms. The Board has been engaged on a governance project in recent years and has been fortunate in attracting a group of new Directors, drawn from diverse professional backgrounds, who will bring their expertise to bear on the future development of the organisation.

I wish to thank all Board members for their contribution during 2018, especially the three new members who joined during the year and I want to thank them in particular for demonstrating their commitment to St. Michael's House.

I wish to thank the CEO for another year where she has guided the organisation through the many challenges facing it. She is supported in her work by an able staff and management team which has shown remarkable commitment and dedication and my thanks also goes to them.

A handwritten signature in blue ink, appearing to read 'Martin Lyes'.

Martin Lyes
Chairperson



St. Michael's House Five-Year Strategic Plan

2017-2021

Building Community. Supporting Independence.

Our six-high level goals

1



Goal 1: Services
Give people the services and supports they need.

2




Goal 2: Resources
Make the best use of resources.

3



Goal 3: Measure Standards
Provide measurable standards of service, excellence, and innovation.

4



Goal 4: Develop Skills
Make sure that individuals, families, employees and volunteers are skilled.

5



Goal 5: Build Alliances
Develop strategic community partnerships.

6



Goal 6: Structures
Have strong governance structures.

Plain English and Easy to Read guide are available on www.smh.ie

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CHIEF EXECUTIVE'S REVIEW

2018 was a really busy and exciting year for all the individuals who use St. Michael's House services and supports and also for our amazing staff team.

This year's annual report sets out a snapshot of the highlights of the ambitious workplan and achievements of St. Michael's House in 2018. The focus of all our work is on achieving our organisational Vision and implementing our Strategy to continue growth and improvement in our services and supports for men, women, children and their families.

“
As St. Michael's House operates on an extremely tight financial margin I am really pleased that 2018 was once again a year where we achieved a financial breakeven position.
 ”

The achievements in this document are the outcome of the sum of the collective energy, creativity, imagination and plans of the teams and community of people across St. Michael's House.

2018 saw significant improvement in our communications internally and externally. Our Communications Team and Committee delivered St. Michael's House new look Website. This development, coupled with a bigger presence on Social Media has improved how we provide up to date, useful information and news on current developments and activities.

As St. Michael's House operates on an extremely tight financial margin I am really pleased that 2018



was once again a year where we achieved a financial breakeven position. In this context it is important to acknowledge our key funders Health Service Executive, TUSLA and Department of Education and Skills. I would also like to applaud the outstanding work of volunteers and fundraisers without whose support it would not be possible to continue our growth and development to address unmet and changing needs of individuals with disabilities.

I would like to sincerely thank the entire staff and volunteer team of St. Michael's House for their hard work, commitment and unflagging enthusiasm to achieve what has been set out in 2018's Annual Report. Finally I would like to thank our Chairperson, Dr. Martin Lyes and our Board who give so generously of their time as a voluntary Company Directors and are a source of support, advice and inspiration.

I look forward with great enthusiasm to 2019 where we will continue to work together to grow and develop responses to new and emerging needs for supports and services and make a difference to people with disabilities.

Anna Shakespeare


















Anna Shakespeare
Chief Executive

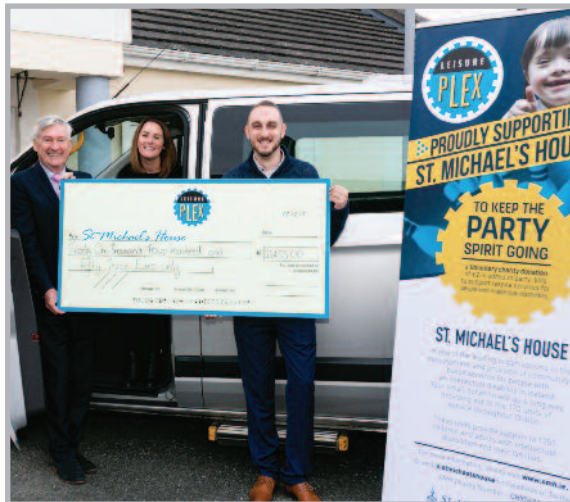
Our New St. Michael's House Website informs you of all our

The infographic is a grid of 18 colored boxes, each containing a statistic and an icon. The statistics are: Over €720,000 fundraised directly for Units projects and programmes (green box); 22 Postural management assessments and reviews completed (yellow box); UCD partnership in place 10 years (red box); 338 Referrals to speech and language department (gold box); 38 Staff and five family members attended Dementia briefing (pink box); 545 Referrals to Physiotherapy department (blue box); 4500 Average visitors to the new website per month (light blue box); 4 New Lámh Tutors trained (purple box); 1191 People interviewed for St. Michael's House Careers (brown box); 500 Staff provided with complaints training (dark blue box); 1450 Receipts and Thank You's issued (orange box); 8 External Recruitment Evenings hosted (dark orange box); and 31 Further Organisation Easy to Read documents produced (lavender box). Icons include a hand holding a coin, a clipboard, the UCD logo, speech bubbles, a family, a person with a cane, a laptop, a person at a playground, hands, a group of people, a head with an ear, a document, a group of people, and a book.

Over €720,000 fundraised directly for Units projects and programmes.	22 Postural management assessments and reviews completed.		
UCD DUBLIN UCD partnership in place 10 years.	338 Referrals to speech and language department.	38 Staff and five family members attended Dementia briefing.	545 Referrals to Physiotherapy department.
1191 People interviewed for St. Michael's House Careers.	4500 Average visitors to the new website per month.	4 New Lámh Tutors trained.	
1450 Receipts and Thank You's issued.	8 External Recruitment Evenings hosted.	500 Staff provided with complaints training.	31 Further Organisation Easy to Read documents produced.

services in detail but here are some highlights from 2018.

<p>3</p> <p>SPECIALIST NURSING POSTS</p> <p>1 Acute Hospital Liaison Nurse 1 CNSp Dementia Nurse 1 Respite Liaison Nurse</p>		 <p>151 Certificate QAI Adult Graduations</p>	
<p>60</p>  <p>60 staff and 60 school staff and family members trained in Lámh Module 1.</p>	<p>85</p>  <p>People supported in Homeshare Programme.</p>	<p>3</p>  <p>New Residential service provision provided for three adults in their own home/private accommodation.</p>	<p>20%</p>    <p>Increase of digital social media footprint.</p>
<p>48</p>  <p>HIQA registration renewal inspections plus unannounced inspections of which 83% were compliant or substantially compliant.</p>	<p>95 & 40</p> <p>Frontline Staff & Clinicians</p>  <p>Completed Total Communication Training.</p>		<p>9</p>  <p>Staff completed Supported Employment course.</p>
<p>HIQA registration renewal inspections plus unannounced inspections of which 83% were compliant or substantially compliant.</p>		 <p>Launch and funding success of Joint partnership with DCU Ability project to benefit Adults with Disability.</p> 	
<p>450</p>  <p>Resilience training to employees.</p>		<p>714</p> <p>Corporate volunteers took part in the Time to Volunteer programme over a six month period.</p> 	



Baldoyle Special National School



NEW GROUPS 2018

- Mental Wellbeing Group – established to focus on objectives of the National Health and Wellbeing Campaign #LittleThings
- Assistive Technology Group to promote and support independent living
- Children Communication Group established to communicate more effectively with staff and families about the Progressing Disability Services National Changes to Children's services.
- Evening Wellbeing Group for Service Users
- Cosán Steering Group – Programme extended to new locations, information sessions arranged for staff and service users.

NEW BEGINNINGS

- Opening of new Ballygall service for Children and Young Persons
- Opening of new Adare Green Hub for Young Adults
- Established the first Irish Men's Sheds Initiative for Adult Men with Intellectual Disability.

NEW ROADS

There were four fundraised wheelchair accessible buses for the use of Children and Adults in our services. The funds were raised by the following large community events:

- Jill Donnelly Golf Classic
- St. Michael's House Art Exhibition
- Leisureplex Partnership
- Swords & District Lions Club.



Leisureplex Christmas Bowling Event



GOAL 1:

Give people the services and supports they need.

Our Person Centred Planning (PCP)

The development of personal planning system for children, young persons and adults in our services.

Our main achievements 2018;

- Completed a research evaluation of personal planning with University College Dublin (UCD)
- Implementation of personal planning in Adult Services Directorates
- Continue to work with the HSE to develop a best practice approach to transition planning for children & families in anticipation of the National Programme Progressing Disability Services
- Revision and Alignment of Person Centred Planning and Positive Behaviour Support policies
- Completed a review of Key working in SMH Children and Young Persons services with anticipated pilot to roll out in 2019.

Our Day Supports

We developed clear protocols signposting pathways for day support options to maximise choice and decision making in line with capacity legislation principles.

Our main achievements 2018;

- Production of open days for families and service users of potential day services
- Established a school leavers development plan
- Developed accessible information pack for families clarifying the process and steps for new school leaver funding
- Developed a schools workplan to provide career guidance for young people aged 16-18 years.

Human Rights

We will review and implement the policy for the Protection and Promotion of Human Rights across the organisation by 2020.

Our main achievements 2018;

- Completed an outline of internal steering group plan for a human rights committee.

Legislation

By 2021, we will develop and put in place policies, structures and approaches to assist and support decision making in line with legislative requirements.

Our main achievements 2018;

- Agreed our Assisted Decision Making team to review documents as legislation and codes of practice were commenced
- Developed and implemented QQI levels 2, 3, 4 *personal decision making* and *choice in* courses for 150 service users participants.

Safeguarding and Training

We will continue to put in place our policies on safeguarding and training.

Our main achievements 2018;

- Developed our Children First safeguarding statement.

Family Framework

We will develop and put in place a service user and family communication, engagement and advocacy framework. This is a framework that will make sure that your voice and wishes are heard.

Our main achievements 2018;

- Reviewed and developed a plan to implement recommendations for improved communications from our Stakeholder Forum
- Consulted with families on annual report requirement of Health Act 2013 Regulation 23
- Engagement of SMH Mental Health Intellectual disability team with CH09 (Community Health 09, Dublin North) mental health engagement forum
- Implementation of the SMH Complaints policy and evaluation training plan.

Transition Training

We will establish a separate designated team to support and manage transitions of individuals at key points in their lives by 2020.

Our main achievements 2018;

- Completed a review of a transition 'team', protocol, process and information requirements.

Ageing and Persons with an Intellectual Disability

We will review, refine and put in place the policy document 'Ageing and People with an Intellectual Disability'.

Our main achievements 2018;

- Reviewed the implementation plan on ageing persons across the organisation.



Women's Mini Marathon Dublin

Our Key Working Children Pilot Model 2018

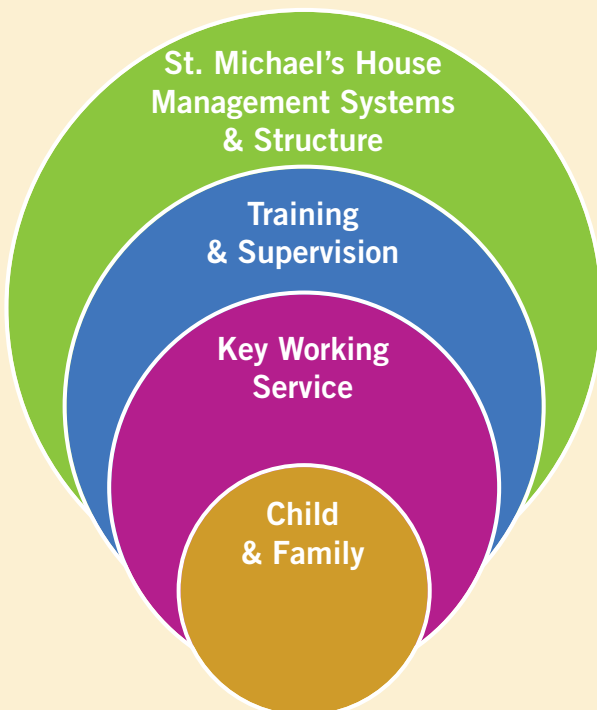
It is planned that key working will be part of services under the new HSE national programme for children with disabilities (0-18 years) “Progressing Disability Services”. With this in mind St. Michael's House carried out a review of key working in Children's Services and obtained feedback from families and staff.

What is Key working?

Key working is a way of engaging with children and families to ensure interactions with services are co-ordinated, consistent, and effective, and recognizes the individual needs of families.

What are the functions of key working?

- Having access to a named person on the team that a family can contact with questions/queries.
- Provision of requested information or where to access it.
- Supporting a family to identify their priorities for clinical input/services.
- Co-ordination of clinical inputs/services.
- Provision of emotional support where required.
- Supporting families to express their views, preferences and choices.



Our model of key working incorporates a specific definition of key working with clearly defined functions which also allows for different levels of key working support.

The review found that:

- Key working is highly valued by families
- Key working means different things to different people
- Families need different levels of key working at different times in their lives
- Training and supervision are important for staff to support key working
- Families want clear and consistent access to and support from key working.

We have developed a model of key working that takes this feedback into account. We are introducing this model on a pilot basis in March 2019 with a representation of families in three of our Children's teams. This will enable us to test the model and the resources required to implement it.

Levels of key working

Families are individual and we know that they can require more key working support at certain times than others. The pilot will look at offering families varying levels of key working as their needs change.

Evaluation

The pilot will run from March – December 2019 and will be evaluated with the support of SMH Research Department and the UCD Centre for Disability. Participating families and clinicians will have an opportunity to give feedback on the model. Findings from the evaluation will be made available to SMH staff and families and the HSE.





GOAL 2:

Make best use of resources.

School Leavers

We will look at the needs of school leavers, aged 18 years. We will develop a 5 year multi-annual needs based plan for young adults leaving school and training centres.

Our main achievements 2018;

- Developed a proposal for a progress capital and transport plan with HSE
- Reviewed SMH assets to establish any capacity to release equity to develop capital funding stream to support
- Informed our funders, the HSE, regarding lack of capacity
- Completed a submission of costs to HSE to include clinical, respite, administrative revenue and capital for infrastructure
- Completed Person Centred review on school age team in partnership with UCD
- Completed an evaluation report of TURAS project.

Education, Employment and Living Options

We will review the services provided to people with autism spectrum disorder and intellectual disabilities. We will develop clear pathways for their education, employment and living options.

Our main achievements 2018;

- Completed Terms of Reference and membership of Project team.

Large Day Services

By 2021, we will review and rearrange existing large day service such as our training centres. We will do this using the Interim New Directions Standards – a HSE policy. These are HSE guidelines to ensure that there is an appropriate service for funded adult Day Services.

Our main achievements 2018;

- Completed 25 briefing sessions with staff teams on implementation of New Directions self assessment
- Completed a training needs audit of Day Services
- Implemented Quality Service walkarounds in three Day Services.

Support Needs

We will review the residential support needs of those aged 18-40 years and develop a plan of other possible choices to support their needs.

Our main achievements 2018;

- Completed a stock condition survey by St. Michael's House Housing Association
- Confirmed a review of support needs on a case by case basis.

Children and Life-limiting Conditions

We will review the needs of young children with life-limiting conditions. We will also propose a model of pre-school support for these children as part of the Early Childhood Care and Education programme.

Our main achievements 2018;

- A workgroup has been established to review the role of SMH in the future provision of Specialist Preschool services

Therapeutic Respite for Children

We will put in place a new model of therapeutic respite for children with exceptional behaviour needs and autism spectrum disorder (ASD). If we get new resources, we will provide support for 13 of these children.

Our main achievements 2018;

- Advocated for and continue to engage with the HSE and other stakeholders around an alternative model of respite provision for children with significant behavioural needs
- Submitted a proposal, as part of a tender process, to the HSE for the provision of a wide range of respite services.

Down Syndrome and Dementia

We will review our approach to, and services for, people with Down Syndrome who have a diagnosis of Dementia.

Our main achievements 2018;

- Progressed Clinical Nurse Specialist Dementia funding application and post
- Implemented baseline screening for 30% of all individuals with Down Syndrome over age of 40 years
- Completed Dementia specific training with 20 staff by an external source.

Individual Residential Facilities

By 2021, subject to new resources, we will provide individual accommodation for five people who are now in group residential facilities.

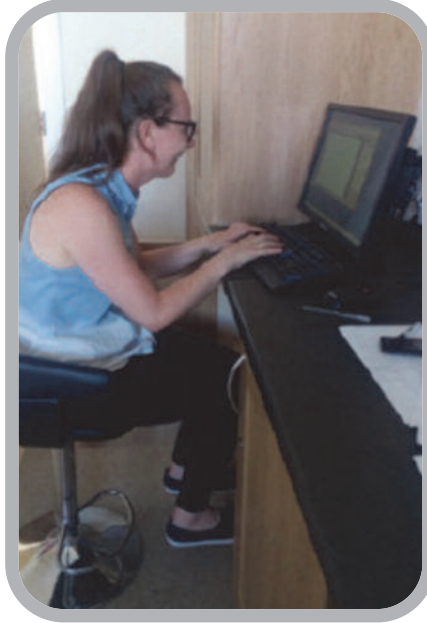
Our main achievements 2018;

- Review residential approvals for residents of congregated settings
- Highlighted plans for St. Michael's House Housing Association.



Meet Dina McAnaspie

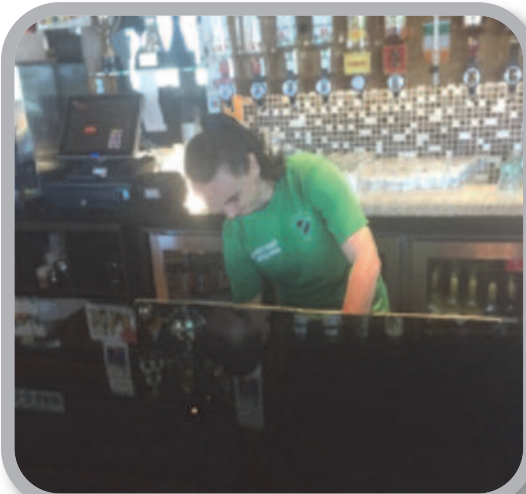
A LITTLE BIT
ABOUT
me...



My name is Dina McAnaspie. I am 23 years old and I live in Donaghmede. I am an independent woman. I like to meet new people. I enjoy going out and about with my friends and like to try new activities. I love meeting up with my friends and chatting with them on the phone.

I am a big into my fashion. I hope to get a paid job in retail some day. I enjoy wearing nice clothes and keeping up with trends. My wardrobe is overflowing with clothes.

I attend a hub service five days a week. I like going here to see my friends. I enjoy doing my courses each week including computers, literacy, health eating and art. I recently completed a hairdressing course which I loved doing. I work in Parnell's GAA Club twice a week and get paid for this. I really enjoy doing this as I meet new people and learn new skills.



I am part of the Special Olympics 2018 Club. I love running. I won a Gold Medal at the Special Olympics recently in Tallaght for 50m run and a ribbon for the shot-put. I really hope I get through to go to the World Summer Games 2019 which will be in Abu Dhabi. I enjoy being active and like to go to the gym and taking part in different activities in my community.





GOAL 3:

Provide measurable standards of Service, Excellence and Innovation.

Positive Behaviour Support Policy

By 2019, we will fully put in place the Positive Behaviour Support (PBS) Policy across the organisation.

Our main achievements 2018;

- Launched the Positive Behaviour Support Policy Review report
- Approved New Therapeutic Intervention Promoting Safety (TIPS) provider tender
- Integrate Positive Behaviour Supports (PBS) and Personal Centred Planning (PCP) workplans
- Provided a staff PBS evaluation survey.

Pilot Brokerage Model

By 2020, we will develop and evaluate a pilot (test) service based on a 'brokerage' model. This is where professionals will act on behalf of service users to negotiate and organise the best individualised services and supports available from all the existing organisations and services.

Our main achievements 2018;

- Developed costing templates and approaches building in overheads
- Investigated financial systems approach
- Completed Individual service contracts part of business case approach
- Approached the National Federation of Voluntary Bodies (NFVB) to develop a pilot brokerage paper.

Mental Health Intellectual Disability Increase

By 2021, we will expand and grow the Mental Health Intellectual Disability (MHID) Team by 50%. We will evaluate how this affects the outcomes for people who use our service and the impact it has had on their lives.

Our main achievements 2018;

- Agreed with HSE Mental Health to expand MHID services in 2019 for Adults and Children
- Completed an evaluation report of the development of the MHID Team
- Develop Mental Health Promotion Wellbeing across relevant Adult Services.

Conference every three years

We will host a national conference every three years to showcase innovative examples of practice showing where we focused directly on the person receiving our service.

What we have achieved in 2018;

- Established a planning committee as part of the marketing initiatives.

Clinical Service Delivery

We will review and reconfigure our model of clinical service delivery and clinical governance 2018.

Our main achievements 2018;

- Established a Director of Clinical Services post
- Developed clinical governance policy
- Completed evaluation of cluster clinic model.

Review Schools' Curriculum

We will review the curriculum of the six special-needs primary schools for which St. Michael's House is a patron body (a body that provides supports and services).

Our main achievements 2018;

- Completed a review of the schools Ethical curriculum.

Health Promotion Strategy

We will develop and put in place an organisational health promotion strategy for the people who use our services.

Our main achievements 2018;

- Development of the Health Promotion Strategy
- Completed a Medical resources department review
- Established a Mental health promotion week and awareness campaign
- Outlined MHID team initiatives on substance misuse
- Confirmed one new Clinical Nurse Specialist post.

Quality and Safety

We will improve our quality and safety systems for the people who use our services. This will help us to be sure that individuals are provided with good quality safe services that meet their needs.

Our main achievements 2018;

- Confirmed a Director of Quality and Safety post
- Revised corporate safety statement and roll out.

HIQA Requirements

We will register and comply – every three years – with HIQA's requirements. HIQA stands for the Health Information Quality Authority. St. Michael's House must comply with a set of regulations (called the 'Health Act 2013 Regulations').

Our main achievements 2018;

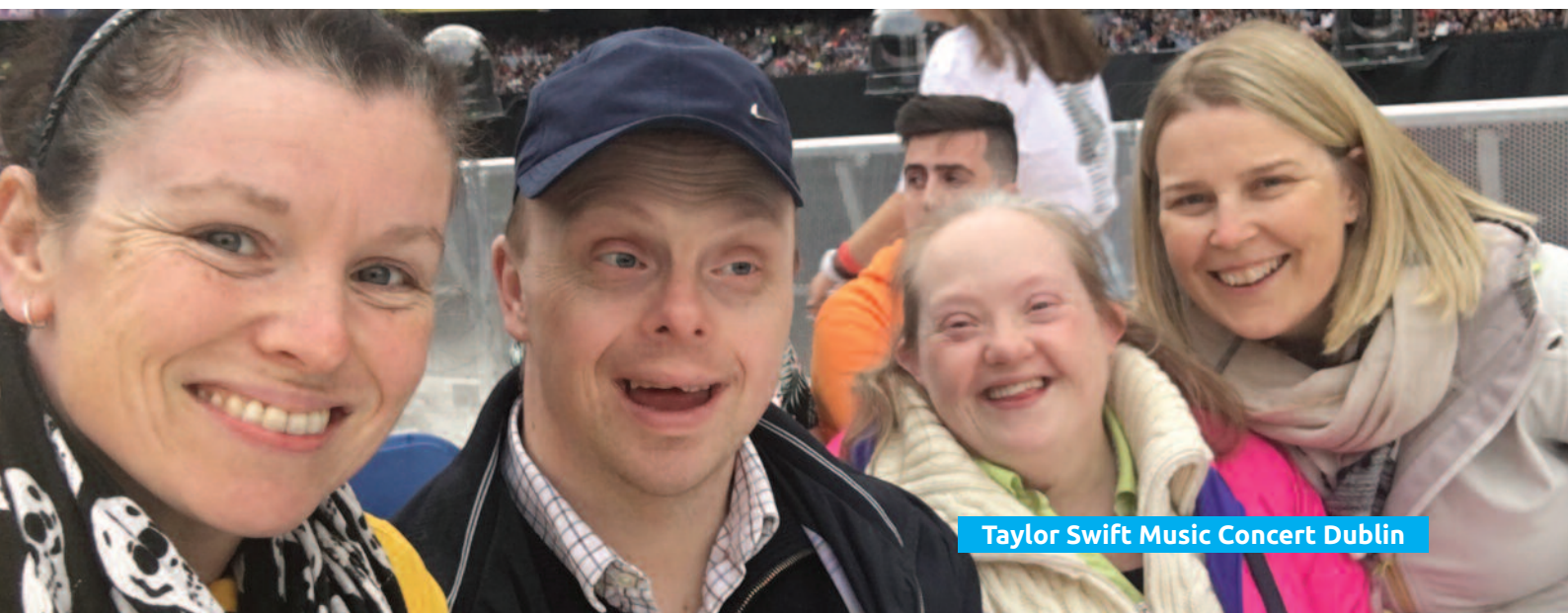
- Completed registration renewal of all designated centres inspected
- Achieved 83% compliant or substantially compliant rating with HIQA requirements.

Research

We will define and put in place clear programmes of research to improve and evaluate service change and innovation.

Our main achievements 2018;

- Developed Organisational Research Committee
- Identified three projects directly relevant to service areas
- Awarded two research masters studentships from UCD
- Completed two service related research projects (1. MHID), (2. Personal Planning).



Taylor Swift Music Concert Dublin

New Directions

St. Michael's House provide *day services* in line with the HSE, New Directions policy. New Directions is one of the key policy documents contained in the HSE Transforming Lives Programme. This is under Goal 3 of our Strategic Plan 2017-2021.

New Directions sets out twelve supports that should be available to people with disabilities using 'day services'. It proposes that *day services* should take the form of individualised outcome-focussed supports to allow adults using those services to live a life of their choosing in accordance with their own wishes, needs and aspirations.

The HSE published *Interim Standards for New Directions Services and Supports for Adults with Disabilities* Report requiring agencies like St. Michael's House to involve people with disabilities in the design, delivery, monitoring and evaluation of the services and supports provided.

The Interim Standards aim to be a catalyst for community inclusion and self-determination in the lives of people with disabilities.

Our main achievements 2018;

- 50 locations successfully completed the self audit on Theme 1-*Individualised Services and Supports* of New Directions within the required timeline.
- The self audit identified areas of success like; making a complaint, having lots of opportunities to access community and person centred planning. It also outlined areas of improvement like; record keeping , report writing and support for the movement of Individuals between centres.

Keeping with Theme 1 Individualised Services and Supports – St. Michael's House further developed Person-centredness which is a set of beliefs, attitudes and expectations about the right and capacity of a person with a disability to live their life in accordance with their aspirations, needs and abilities.

A person-centred approach to service provision is one where services are planned and delivered with the active involvement of people who use services.

Person Centred Planning (PCP) 2018

One of our objectives under Goal 1 in our Strategic plan 2017-2021, is to put in place Person Centred Planning system for children, young people and adults who use our services. PCP was at the heart of the organisation in 2018 working with adults.

Person Centred Planning (PCP) can be defined as a way of discovering;

- How the person wants to live their life ?
- What is needed to make that possible ?

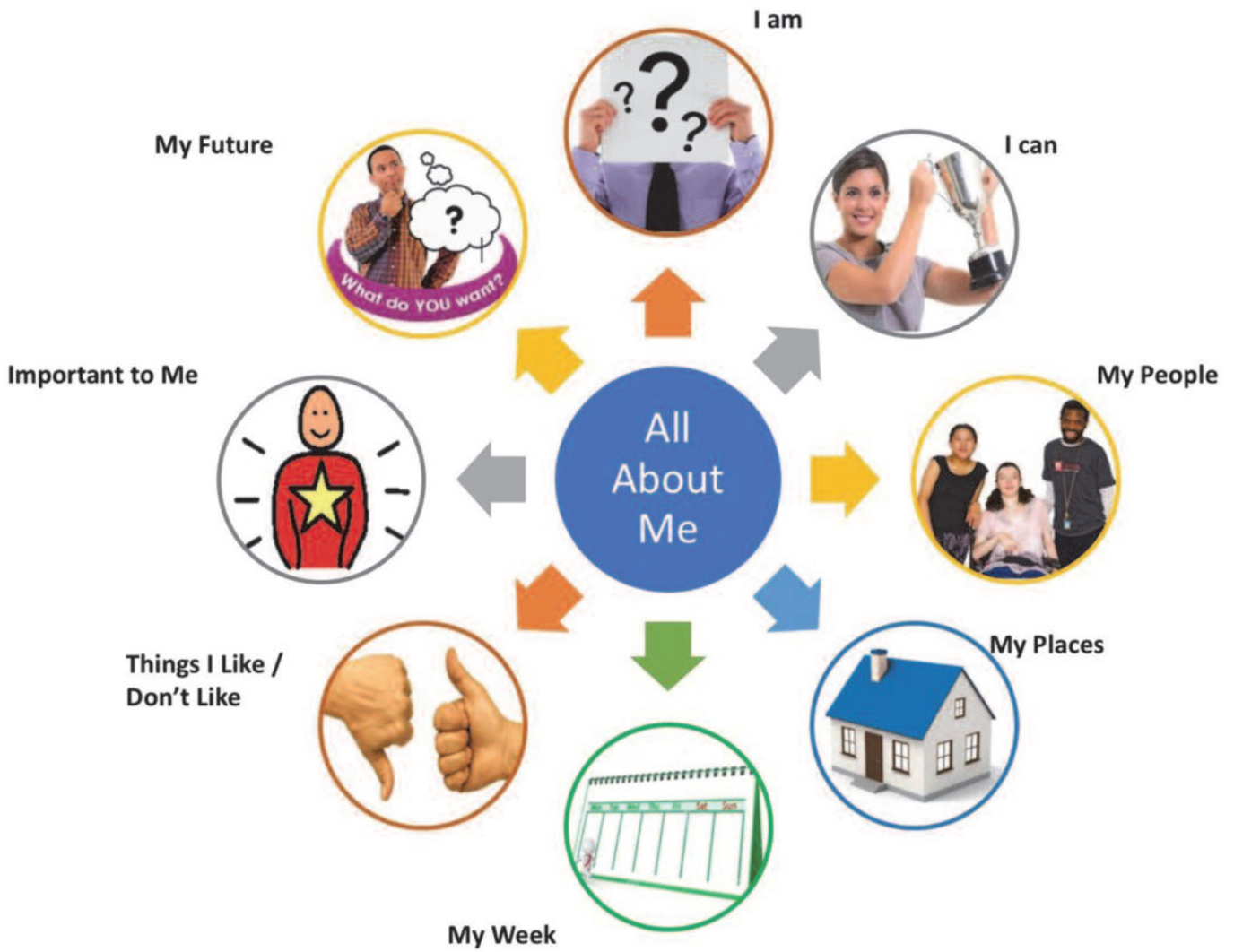
PCP is the approach to give people the opportunity to set and achieve meaningful goals. It makes a positive difference in people's lives and involves staff and family members. The real changes happening in peoples lives are clearly visible.

The diagram explains the approach applied in St. Michaels House

There are several levels of consultation with the person and clinical teams to establish the PCP plan for the individual.

- **All About Me** – consultation process with the individual to capture the information that is important TO me. A starting point for planning and imagining change. It is unique and individual to the person.
- **Assessment of Need** – Identifies and records the support needs of each individual. It captures the information that's important FOR the person.
- **Outcome Review Meeting** – A meeting to agree actions that are important TO and important FOR the person.





15
 Staff recruited to the PCP mentors panel to support staff teams in the development of PCP.

98
 Units received an Introduction to PCP briefing session.

80
 People attended our first PCP showcase.





GOAL 4:

Make sure that Individuals, Families, Employees and Volunteers are Skilled.

Expand QQI

By 2021, we will expand the National Framework of Quality and Qualifications Ireland (QQI) programmes and we will expand the focus on partnering with schools, external colleges, universities and other agencies. These programmes are programmes that give accreditation (such as certificates) that are recognised nationally and in Europe.

Our main achievements 2018;

- Revalidation of management and service user suite of QQI programmes offered
- Validation and implementation of level 8 counselling psychotherapy award
- Completed reengagement with QQI to validate policies
- Commenced strategic engagement with CORU, Health and Social Care Professional Regulator.
- Joint St. Michael's House and DCU Ability Project application success.

Develop a Volunteer Programme

We will develop and put in place a volunteer development programme to give the people who use our services opportunities for growth and development.

Our main achievements 2018;

- Business Case sent into the HSE for a Volunteer Co-ordinator post.

Set up an Independent Living Programme

We will develop and put in place a structured 'real-life' programme to help people to learn skills for independent living.

Our main achievements 2018;

- Establishment of Horizons Project group to develop and deliver a QQI accredited independent living skills programme, explore living options and assist people to make informed choices about where and with whom they wish to live.

Assistive Technology

We will develop and put in place a policy on using assistive technology to promote and support independent living. This is using electronic devices to help an individual to be more independent in their home.

Our main achievements 2018;

- Developed an Assistive Technology policy for the organisation
- Finalised report and implementation plan to management for review.



Expand Family-based Respite

We will expand the family-based respite project to include home share arrangements. We will continue to support the current respite services.

Our main achievements 2018;

- Approved and appointed two new Home Sharing roles and approved with matched new funding.

Develop our Early Years' Services

We will develop and deliver key working and family training models to support early years' services. A key worker is your point of contact on the clinical team who works with 0-18 year olds.

Our main achievements 2018;

- Carried out a review of key working in SMH with a view to establishing a pilot project in 2019.

723
Average number of service users attending the wheelchair accessible Leisure Centre and Swimming Pool activities per month.

224
Ladies took part in the Women's Mini Marathon Dublin.

120
Service users access to PE Classes per week.

3
Physical Activity Leaders (PALs) completed 8 week international course to be PALs in their community.

1584
books were checked out through our Family Library and Resource Centre.

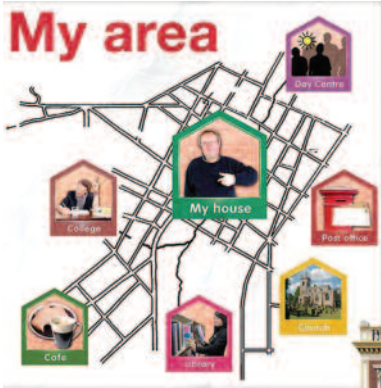
9357
Staff training sessions via the training department.

70
Fundraising community events held in the community.

10th
Celebrated Anniversary of National Bring a Book, Buy a Book Campaign.

Mr. Stanford Sokole
winner of the Club Draw Car 2018.

400
Adults and Children attended the Christmas matinee sponsored by Savoy Cinema & Fujitsu Ireland.



GOAL 5: Build Strategic Alliances to Bridge Gaps.

New Premises

By 2021, we will develop new Day and Residential support premises in partnership with local authorities and housing agencies.

Our main achievements 2018;

- Instigated Standard Operations Procedures (SOP) as part of residential approvals for any individual who achieves 18 years, has their name referred with their consent to the Housing Waiting list.

Maternity Hospitals

We will set up structures and relationships with maternity hospitals and put in place the principles and practice of the Informing Families Project. This project was developed by the HSE and the National Federation of Voluntary Bodies. It explains best practice guidelines for explaining a child's disability to their family.

Our main achievements 2018;

- Engaged with the Informing Families project and a number of Children and Young Persons clinical staff commenced training.





Acute Hospital Liaison

We will put in place the Acute Hospital Liaison programme proposal. The programme exists to promote access to hospital services for people with intellectual disabilities.

Our main achievements 2018;

- Completion of submission to the Nursing Midwifery Planning and Development Unit (NMPDU) for continued funding for this post for 2019
- Reviewed expansion of service to service users living in family home.

Links with Nursing Homes

By 2018, we will develop formal links with nursing home services for senior citizens. We will do this so that they can increase their ability to provide appropriate cost-effective supports to older individuals with intellectual disabilities.

Our main achievements 2018;

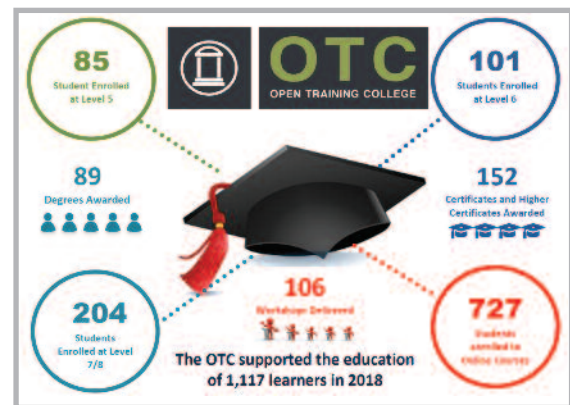
- Planned and procedures in place for residential consideration for nursing home supports.

Identify Community and Strategic partners

We will map and identify potential community and strategic partners using an Asset Based Community Development mapping approach.

Our main achievements 2018;

- Commenced a DCU partnership
- Joint partnership DCU Ability Project funding and launch success.



Review Open Training College

We will review the Open Training College (OTC). The OTC provides learning and consulting services to the human services and non-profit sector. 'Human services' means the organisations and agencies responsible for delivering services and ensuring their quality, efficiency and accessibility. We will also develop a plan that makes the most of our knowledge – as individuals and as an organisation - while also increasing the college's income.

Our main achievements 2018;

- Report submitted and for review in 2019
- Celebrated 25th years of the Opening Training College. www.opentrainingcollege.com

Transition Services

We will identify and work with other providers to support the changes of men and women who require services and supports beyond those that St. Michael's House can provide.

Our main achievements 2018;

- Confirmation to review on a case by case basis as service user needs change.



GOAL 6: Have Strong Governance Structures.

Infoshare process (Information sharing)

We will put in place an 'Infoshare process'. This is a process to maximise knowledge sharing and positive change in how we communicate. This will involve regular staff, service user, families and management gatherings to communicate and share information.

Our main achievements 2018;

- Completed staff members survey regarding infoshare
- Revised infoshare implemented.

Communications Strategy

We will develop and put in place a communications strategy and action plan.

Our main achievements 2018;

- Confirmed Strategy plan and workplan
- Completed and launched a new organisation Website
- Increased our digital footprint on social media channels.



Performance Management and Development System

We will put in place the nationally agreed 'Performance Management and Development System' (PMDS) across the organisation. We will put in place a shared way of supporting our staff to do the best possible job they can by identifying and meeting their development needs (training needs, role change needs).

Our main achievements 2018;

- Reviewed PMDS and continued implementation
- Established a Clinical supervision policy
- Completed a training plan for supervision.

Develop Workforce

We will develop a yearly plan to make sure that our employed staff and other people who help us (such as volunteers) have the skills they need to work with service users.

Our main achievements 2018;

- Completed review on Administration, Medical department and recruitment competencies
- Developed a Policy on talent management
- Reviewed of residential rosters implementation of actions
- Established a Leadership development programme for all middle and senior managers as part of succession planning.

Staff Well-being

We will set up structures and policies to make sure that we support the safety, health, welfare and well-being of our staff in their work. We will improve how we support our employees' well-being. We will do this based on findings from a survey of staff needs.

Our main achievements 2018;

- Reviewed feedback trends from Employee Assistance Programme (EAP)
- Participation in National Wellbeing Day
- Established 30 personal safety devices as part of lone working policy
- Implementation of employee engagement survey.

Evidence-based Costing

We will develop and put in place a better method to record how much our services cost. These recorded costs – 'evidence' – will help us to provide a more accurate estimate of the cost of developing new services.

Our main achievements 2018;

- Revised business case templates and costing templates
- Established Standard Operation Procedures.

Finance Strategy

We will develop a finance strategy to develop new services in accordance with HSE National and Local priorities and service user needs.

Our main achievements 2018;

- Developed Capital Plan and prioritised for school leavers.

Purchasing Policy

We will put in place the St. Michael's House Procurement plan and purchasing policy. This plan and policy will help us to decide what to buy, when to buy it, and where to buy it so that it best meet the needs of our service users and our staff. This means that when we need to buy supplies, services or works such as furniture or training services, we can follow a clear process which will help us get quality services for the best value.

Our main achievements 2018;

- Established procurement workplan.

Information and Communication Technology (ICT)

By 2021, we will develop, invest in and put in place computer systems that meet our needs.

Our main achievements 2018;

- Established General Data Protection Regulation (GDPR) compliance working group
- Completed server upgrade
- Human Resource Information Systems (HRIS) project manager approved and in post.

Schools Patron Body Report

We will put in place in full the recommendations of St. Michael's House Schools Patron Body report. This is a list of improvements.

Our main achievements 2018;

- Strategic engagement with the National Council for Special Education (NCSE) and Department of Education in relation to the challenges faced by SMH schools and to highlight the lack of school placements
- Progressed the implementation of a Schools Financial Management plan
- Completed work on the schools website and Standard enrolment policy
- Re-configuration of clinical services across school age teams.

Executive Framework

We will put in place the St. Michael's House Executive Governance Structures Framework. This is a set of guidelines to manage and deliver services in the best way.

Our main achievements 2018;

- Fulfilment of Executive Governance Structures
- Reviewed the effectiveness and efficiency of Executive Governance structures.



REVIEW OF OPERATIONS

St. Michael's House is a company limited by guarantee and not having a share capital.

St. Michael's House

St. Michael's House and its activities have been granted charitable status by the Revenue Commissioners. St. Michael's House Company Registration Number is 27628 The Charity Registration Number is CHY. 5692.

The primary sources of revenue funding for St. Michael's House are the Health Service Executive (HSE) and the Department of Education and Skills. All activity of St. Michael's House is underpinned by its vision, mission and values and all income is applied solely towards the provision of services and supports for people with intellectual disabilities. The Registered Office for St. Michael's House and all the companies in the St. Michael's House Group are located at St. Michael's House, Ballymun Road, Dublin 9.

Board of Directors & Sub-Committees:

Board of Directors: St. Michael's House is governed by a voluntary Board of Directors, five of whom are parents of a person with an intellectual disability. Board members work on a voluntary basis and do not receive any remuneration.

Board Members (2018): Martin Lyes (Chairperson), Dermot O'Beirne, James Cuddy, David Hughes, Raymond Brett, Eilis Hennessy, Michael O'Farrell, Pat Cullen, Ailis Quinlan, Niamh Moran, Liam O'Donohoe, Tom Casey, Anthony Staines.

The Board would like to express its sincere appreciation of the commitment and dedication of management and staff to maintaining the quality of existing services and for developing new services for people with an intellectual disability and their families. The Directors are satisfied with the operational performance of the organisation in what is a very challenging economic climate with increasing demands and constrained funding.

The terms of reference of the four Board Sub-committees are set out in the Corporate Governance Manual. Each Committee adopted a schedule of meetings and workplan for 2018 and made regular reports to the Board on their work. The Committees kept their terms of reference under review and brought any recommendations for changes to the terms of reference forward to the Board for approval.

Finance Committee: The Finance Committee monitors and reviews all aspects of the financial performance of St. Michael's House. The Committee reviews and recommends for approval the annual overall operating budget for the company and keeps under review the management accounts including the cash flow position of the Company. The Committee receives reports on the implementation of the organisation's Procurement Policy and reviews the policy on an annual basis.

Committee Members: Michael O'Farrell (Chairperson), Martin Lyes, David Hughes, Pat Cullen and Laura Beausang.

Audit & Risk Committee: The Audit & Risk Committee keeps under review the scope and effectiveness of the Company's internal financial controls and risk management systems and the process for monitoring compliance with legislation and regulations associated with financial reporting. The Committee considers and recommends the appointment, re-appointment and removal of the External Auditor and the audit fee. The Committee ensures that risks are properly identified, assessed, reported and controlled.

Committee Members: Dermot O'Beirne (Chairperson), Martin Lyes, Ailis Quinlan, Rosemary Ryan and Noel Beecher.

Quality & Safety Committee: The Quality & Safety Committee provides assurance to the Board that there are appropriate and effective systems, structures and processes in place that cover all aspects of clinical, social care and occupational safety, and sets and monitors the delivery of key performance indicators for the quality and safety function at executive and local levels. The Committee ensures that St. Michael's House is operating within the provisions and standards set out in the legislation or regulation which is material to the work of the company.

Committee Members: Eilis Hennessy (Chairperson), Martin Lyes, Raymond Brett, Niamh Moran, Ailis Quinlan, Liam O'Donohoe and Anthony Staines.

Governance Committee: The Governance Committee maintains the constitution of the company under regular review and provides recommendations to the Board as appropriate. It keeps under review the Competency Framework and ensures that the identification and nomination of candidates for approval by the Board for appointment as Directors is carried out in line with the Framework. The Committee acts as a support to the Chairperson in making decisions in emergency circumstances and

takes responsibility for the process of recruiting and agreeing contract terms with the Chief Executive Officer for approval by the Board. It acts as the Remuneration Committee ensuring compliance with requirements of regulation.

Committee Members: Martin Lyes (Chairperson), Dermot O'Beirne, James Cuddy, Michael O'Farrell, Tom Casey and Gerry Fallon.

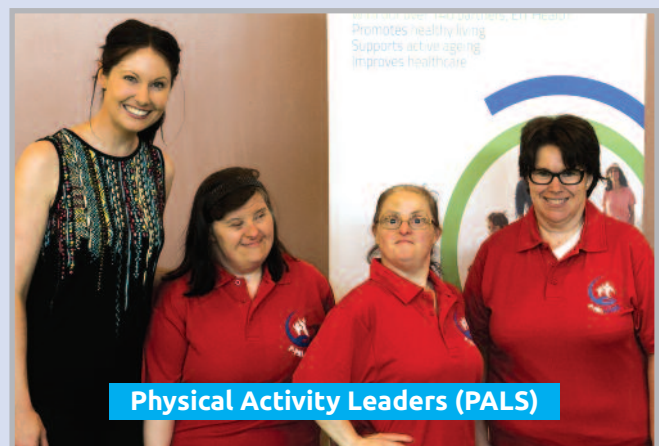
Attendance at SMH Board Meetings and Committees 2018

Name	SMH Board		Finance		Quality & Safety		Audit & Risk		Governance	
	A	B	A	B	A	B	A	B	A	B
Martin Lyes	8	8	9	7	6	6	5	5	7	7
Dermot O'Beirne	8	8					5	5	7	7
Michael O'Farrell	8	7	9	9					7	5
Jim Cuddy	8	7							7	5
David Hughes	8	6	9	3						
Prof. Eilis Hennessy	8	8			6	6				
Raymond Brett	8	5			6	2				
Dr Ailis Quinlan	8	5			6	3	5	4		
Pat Cullen	8	7	9	9						
Niamh Moran	8	7			6	4			1	1
Liam O'Donohoe	3	2			1	1			6	5
Tom Casey	3	2							7	7
Prof. Anthony Staines	3	2			1	1				

Table of attendance at Board of Director and Board Sub-Committee meetings of St. Michaels House held in 2018.

A Represents the number of meetings held during the period the Director was a member of the Board/Committee.

B Represents the number of meetings attended during the period.



CORPORATE GOVERNANCE

Board of Directors

The Board ensures that the vision, mission and core values of St. Michael's House as expressed in its constitutional documents are upheld and realised in practice through the adoption and implementation of strategic plans and through regular oversight of their implementation. The Board is responsible for exercising all the powers of the organisation, other than those reserved to its members, and has collective responsibility for all of its operations. As an organisation with professional staff, where Directors have no role in the day-to-day running of the company, the Board of St. Michael's House operates by devolving responsibility for the conduct of its business to a CEO and in turn through her to other staff.

The members of the Board serve on a voluntary basis and understand and identify with the mission and values of St. Michael's House. The Board appointed three Directors in 2018 following an open call in the national media. These Directors were selected in line with the criteria set out in the Competency Framework of the Corporate Governance Manual. The Framework aims to create a diverse Board which includes men and women of independent mind who are familiar with and/or are sensitive to the works of St. Michael's House, understand its operating environment, and are familiar with the lived experience of service users.



All Directors receive Induction Training on Corporate Governance. A Code of Conduct outlines the responsibility of each Director and includes procedures for dealing with any potential conflict of interest which may arise between their responsibilities as Directors and their outside interests. The Chairperson sets the agenda for each Board meeting. Executive management attend Board meetings and make regular presentations on the strategies and operations of the organisation. In 2018, the Board had eight scheduled meetings (one meeting was cancelled due to bad weather). The organisation's Corporate Governance Manual identifies those matters which are specifically reserved for decision by the Board.

The Board and Management are committed to maintaining a high standard of corporate governance in accordance with the organisation's Corporate Governance Manual, the HSE Annual Compliance Statement for Section 38 Bodies and have used the Code of Practice for the Governance of State Bodies 2016 as a guide in drawing up the Corporate Governance Manual.

Risk Management: The Board is committed to ensuring that managing risks is an integral part of the organisation's activities. The principal risks faced by St. Michael's House are having sufficient funding to provide on-going services and ensuring sufficient resources and personnel are available to meet service requirements. The Board established an Audit & Risk Committee, which receives regular Risk Management Reports and has developed a policy to ensure that it is advised of significant events which require its attention. In addition the Board receives regular reports on the systems, policies and procedures in place to ensure that services are delivered to a high standard and risks are anticipated and managed.

Internal Controls: The Board has established structures, policies and procedures to review and report on internal controls including financial, operational and compliance controls. The operation of these controls has been delegated to the Executive Management Team. The Board approved a revised Executive Governance Structure which set out the key committees and team members who are charged with responsibility for undertaking, completing and monitoring the work necessary to ensure good governance of all services and supports provided by St. Michael's House. The Board of Directors has appointed an external provider of internal audit services in support of the internal control processes.



Community Wheelchair Accessible Bus Donation

Quality Assurance: Services provided by St. Michael's House are developed, planned and delivered based on the needs and goals of people with intellectual disabilities and their families. Service users' life choices and wishes are at the core of service delivery and development. Providing services in this way ensures that the organisation is focused on delivering services to best international standards. The Health Information and Quality Authority (HIQA) is responsible for the registration and inspection of all residential services for children and adults with disabilities, including respite services, run by the HSE and private and voluntary services. As of the 31st of December 2018 the organisation had registered the 77 residential services it operates in 74 designated centres.

Health and Safety: St. Michael's House is committed to ensuring the health and safety of service users, their families, staff and members of the public. The organisation takes account of legislative obligations under the Safety, Health and Welfare at Work Act 2005; General Applications Regulations 2007 and all associated legislation; the organisation's Safety Statement describes the management system and details of its structure and how it is resourced. In addition it provides a framework for the development of site-specific safety arrangements in all centres.

The organisation's Safety Statement details the responsibilities that staff at all levels have in relation to safety matters. In addition, Safety Representatives form an active part of the organisation's consultation arrangements, bringing employee representations on staff health and safety matters through the forum of the Safety Committee. The organisation's Annual Health and Safety Audit Programme monitors

compliance with safety standards across the organisation. Two Board members have specific responsibility for health and safety and report to the Quality & Safety Committee on the organisation's compliance and performance in relation to health and safety.

Directors and Secretary Of The Company

The directors, and secretary, who served at any time during the financial year as directors of the Company except as noted, were as follows:

Directors:

- Martin Lyes (Chairperson)
- James Cuddy
- Dermot O'Beirne
- Michael O'Farrell
- Eilis Hennessy
- Raymond Brett
- David Hughes
- Pat Cullen
- Ailis Quinlan
- Niamh Moran
- Liam O'Donohoe
- Tom Casey
- Anthony Staines

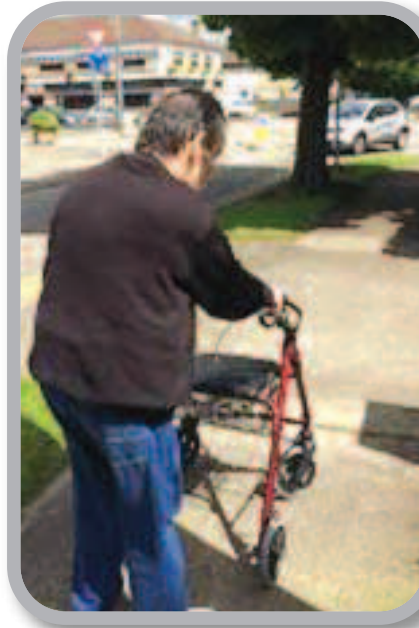
Secretary:

- Declan Ryan

Meet Michael Naughton

A LITTLE BIT
ABOUT
me...

However over the years things changed as they always do, my balance was beginning to hold me back. I lost my confidence. I spoke to my family and key-worker Niamh about it at my well-being meeting. Niamh, the staff team in Moyle Road, volunteers Alina and Paul, a physio and an occupational therapist supported me to get "back on the road".

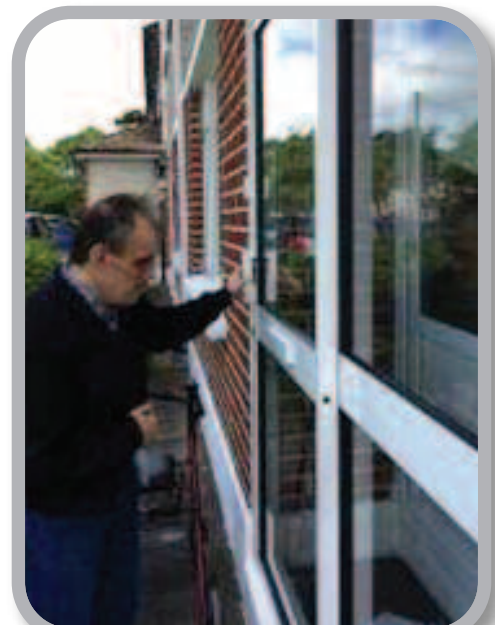


My name is Michael Naughton, I live at home with my family in Raheny. I am well known by my neighbours, walking to the local shop, pub and spending time in the GAA club. I love meeting people and having the craic.



My confidence was growing and I now wanted to try using my walker in my local area. My family, Niamh and Paul were only delighted to support me to do this. Paul would meet me from home and we would go for a walk. I would see my neighbours and pop into the shops on my way, I know the shopkeeper David very well. Sometimes Paul and I would have lunch in my local pub, to my surprise I often met a few people I hadn't seen in a long time.

Paul and myself hit it off. We got to know each other first. This is important as you need to trust the person. I was nervous about using the walker outside of the centre in Moyle Road. The roads are busy and noisy. Paul and I spent months learning all the routes, cracks, in the pavement, using traffic lights and then going to the shops. This took time for me to learn. Each time I became braver and looked to working with Paul on a Tuesday.



Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED BALANCE SHEET
 AS AT 31 DECEMBER 2018

	2018 €	2017 €
FIXED ASSETS		
Tangible assets	56,024,962	57,173,166
	56,024,962	57,173,166
CURRENT ASSETS		
Grants receivable and prepayments	2,265,324	3,888,658
Trade debtors		
Cash at bank and in hand	1,470,642	720,639
	3,735,966	4,609,297
CREDITORS: (Amounts falling due within one year)		
Creditors and accruals	(11,708,692)	(12,683,691)
Bank overdraft	(3,486,955)	(3,308,773)
Term loan	(327,905)	(328,219)
	(15,523,552)	(16,320,683)
NET CURRENT LIABILITIES	(11,787,586)	(11,711,386)
TOTAL ASSETS LESS CURRENT LIABILITIES	44,237,376	45,461,780
CREDITORS: (Amounts falling due after more than one year)		
Term loan	(2,850,336)	(3,212,680)
NET ASSETS	41,387,040	42,249,100
CAPITAL RESERVES	46,831,085	48,235,108
REVENUE DEFICIT	(5,444,045)	(5,986,008)
	41,387,040	42,249,100

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED INCOME STATEMENT
 FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2018

	2018 €	2017 €
INCOME	101,812,734	96,726,934
EXPENDITURE	(100,882,893)	(95,914,811)
SURPLUS / (DEFICIT) FOR THE FINANCIAL YEAR	929,841	812,123



Sensory Play at School



St. Michael's House









Services for people with intellectual disabilities

Adults who use St. Michael's House Services told us they want their appointments letters sent to them like this.

From December 2018, new Easy to Read appointment letters will be used. These letters will use pictures and words. They will be in colour.

Here is an example of one of the new letters.

If you have any questions about the new letters please email communications@smh.ie

	The Eye Clinic
	with Doctor Emer Burke
	in St. Michael's House, Ballymun
	on Day and Date
	at 9:00am
	Please bring your Medical Card with you.
	Please bring your support person with you.
	Please call Patricia on (01) 8840250 if you cannot attend.



St. Michael's House
Ballymun Road, Ballymun, Dublin 9.
T: (01) 884 0200 | E: info@smh.ie
Registered Charity No: CHY 5692



CHILDREN'S SERVICES



ADULT SERVICES

