

St. Michael's House

Services for People with Disabilities



ANNUAL REPORT
2020



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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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 1,936 people and this has an impact on thousands of family members. St. Michael's House is funded by the Health Service Executive (HSE), TUSLA 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

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.

You can read and download the Strategic Plan, our full set of financial statements and our service directory on www.smh.ie

CHAIRPERSON'S REVIEW

At the end of 2019, we looked back over a time of consolidation, a time when, despite continuing problems with funding St. Michael's House could see a clear path forward, with our new CEO, Liz Reynolds. It's fair to say that no-one could have imagined what 2020 would be like. From the first reports, just after Christmas, of a new respiratory infection in Wuhan, rapidly sequenced and identified as a bat coronavirus, to the sharp reduction and closure of so many of our services, with restrictions which continue to impede the lives of our service users and their families today, was less than three months.

Family members, often in very difficult situations have done heroic work supporting the lives of their loved ones, too often without anything like enough support.

All our staff, social care staff, administrative staff, estates staff, health care staff, and managers, have gone the extra mile, not once, but many times, to do the best they can for as many of our service users as possible. Family members, often in very difficult situations, have done heroic work supporting the lives of their loved ones, too often without anything like enough support. My colleagues on the Board have given freely of their time and have been helpful and supportive. This year has been appropriately challenging. Thank you all.

There were a number of sad events during the year. Despite the best efforts of our service users, their families, and our staff, some of our staff and service users became ill with COVID19, and, very sadly, one service user died. We extend our sincere sympathy to their families, friends and staff. We also lost two long-serving former directors, in March 2020 the late Dermot O'Beirne, and in February 2021 the late Michael O'Farrell, both of whom had been Board members for many years, and who had made an immense contribution to the services, the financial stability, and the quality of management in St. Michael's House.



Over the year, we began to review our strategy, and our intention is to have a new strategy in place by the start of 2022. Like many organisations, St. Michael's House had grown and developed over the years, in response to the needs of the time. It's now appropriate to look across the whole span of our activities, and to ask ourselves, are we doing the right things? Are there things we should do, but are not doing? Are there things we should stop doing? We are carrying out an extensive strategic review and consultation over the latter half of 2020 and 2021. We are committed to consulting with service users, their families/guardians, and others as we develop our services over the next five years.

Our biggest challenge as an organisation is finance. There is no clear relationship between our funding and the cost of delivering necessary services. The current model of funding does not work well. One sign of this is significant deficits in the sector. Another is the slow and tentative roll out of personalised budgets. The deficit is not sustainable, and if unaddressed, will eventually cripple the organisation.

The report of the Independent Review Group Examining the Role of Voluntary Organisations, chaired by Catherine Day, suggests a number of possibly fruitful options, including multi-annual budgeting.

In many ways we are at a fork in the road. If we can stabilise our funding, and develop and deliver an effective strategy, St. Michael's House can continue to support the move to a world where the potential of each individual with an intellectual disability is achieved. That is, and will remain, our goal.

Prof. Anthony Staines
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

In December 2019, when I joined St. Michael's House, I could not have foreseen the national and organisational challenges we were about to face together in 2020 due to a global pandemic. The word 'unprecedented' was used many times but was an apt description of an emerging and changing situation that commenced for St Michael's House with the step in mid-March to close schools, day services and to stop visitors to our residential houses. Our management teams worked tirelessly to develop contingency plans, and ultimately, we had to comply with all HSE NPHET (National Public Health Emergency Team) guidance that continued to evolve, and in line with the national levels of restrictions that were developed.

Adequate and flexible funding remains a significant challenge. We will face finite resources and demands for service delivery but in 2020 safety was our priority.

We found ourselves navigating a new reality that forced us to find new ways of working together, yet physically separate from each other. Many of us have had to work from home and learn new ways to communicate on a virtual level, and our IT department responded to enable us to do so. Our Open Training College continued to provide us with resources while assisting us to develop new platforms to communicate and provide staff training. We have experienced the impact that the lack of a full service has had on our service users and families and, there is no doubt, it has been a difficult journey.

In the summer of 2020, there was a slow reintroduction of services and phased relaxation of restrictions. Services and capacity changed and were subject to environments and risk assessments to maintain physical distancing requirements, and to continue to keep everyone safe. Our Activity Hub was developed – a new virtual service and connection platform that emerged from need and expressed wishes of individuals in our service. Clinicians scheduled visits online and outdoor, and telehealth was introduced. Visits to houses were suspended again in September as Dublin moved back to Level 3 and then to Level 5 in October. However, in October, all disability services remained open at a reduced capacity, and St Michael's House developed their own contact tracing team in response to demand



and rising cases. The situation continued to change, national guidance was updated regularly and St Michael's House responded and adapted and learned, and we continue to do so.

I am very proud to be the CEO of St Michael's House especially as all our staff and managers in all departments, through hard work, resilience and adherence to infection prevention and control guidelines, ensured cases of Covid-19 were low and manageable throughout most of the year.

Thank you to the families, children and adults who use our services - they have shown great patience and have supported St. Michael's House in what was proven to be a challenging year. I would also like to take this opportunity to thank our patrons, supporters, partners and Board of Directors without whose support our journey would be much more difficult.

I would like to recognise the work of all carers and acknowledge their ongoing tremendous work and dedication, especially during this pandemic.

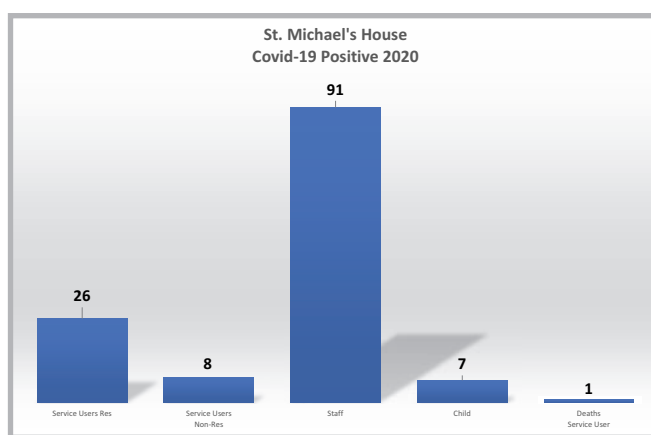
Adequate and flexible funding remains a significant challenge. We will still face finite resources and demands for service delivery, but in 2020 safety was our priority. My thoughts and sympathies are with those in our community who suffered loss as a result of this pandemic.

Towards the end of 2020, there was hope as vaccinations were approved nationally and St Michael's House worked closely to plan and assist the National COVID-19 Vaccination Programme. We will continue to advocate for vaccinations for all those who use our services and for carers at home. We will commence 2021 with new ambitions, and a renewed focus on the reconfiguration of Children's Services under the national programme *Progressing Disability Services for Children & Young People* (PDS) and the development of a new Strategic Plan that will carry us all forward into the future.

Liz Reynolds
Chief Executive

SERVICE ADAPTATION IN COVID-19

The onset of Covid-19 and the subsequent Level 5 restrictions and public health advice had an enormous impact on all aspects of service in St. Michael's House. The response from staff was extraordinary with every effort made to keep people safe and well. For the period of March to December 2020, only 2% of our service user population (including children) and 6% of staff contracted Covid-19. We are proud of this, but equally disappointed and saddened by having had 1 fatality in one of our residential centres.



Day Services and Schools

The first lock down initiated by Government commenced on March 12th 2020, with a public message of needing to do everything possible to suppress the Covid-19 curve. On March 13th, St. Michael's House reluctantly took the decision to close all adult day services and temporarily suspend intake into residential services and respite. The schools had been closed under the direction of the Department of Education. From that point in time, until the end of 2020, St. Michael's House complied with all public health advice. Using creativity and innovation, day supports for people at home were commenced using online resources and outreach services. The following months saw an unprecedented upheaval in services; a large number of day service staff were redeployed to residential service provision to replace staff cocooning or absent due to Covid. While the situation was unsatisfactory for many, great efforts were made to provide a level of day service during that extraordinarily difficult time. Further information on activity in services during 2020 is provided throughout this report.

Residential Services and Respite

Residential services remained fully operational during the period March 2020 to December 2020. However, the high level of restriction meant service users were prevented from visiting/staying with

family members, having family members visit them or being able to access community areas, events etc. This proved extremely difficult for some service users and families. Staff continued to work with professionalism and commitment and went over and above to keep service users safe, occupied and informed. They also provided supports to families of service users while also taking care of their own and their families health. Our staff provided continuity, structure and meaningful activities for all residents in the absence of usual day services and supported service users to adapt to the ever-changing restrictions. Frontline staff also supported residents who were in and out of hospital for a number of months and continued to fulfil their normal duties during abnormal times.

Respite services were at first suspended but over time, following rigorous risk assessment, essential respite was reinstated with reduced capacity as was required in order to meet public health guidelines. Further information on the response with regard to residential and respite services is included in various sections of this report.

IT and Online Supports

The move to online supports was a significant feature of service delivery during Covid-19. The main features of this include:



Cooking for Friends



Lockdown Activities

- Securing and distributing a large number of devices such as smart phones, laptops and chrome books by the IT Department
- Development of the Activity Hub and the training of staff and service users to use the Hub effectively
- Provision of clinical inputs to service users and families through telehealth (in exceptional circumstances face-to-face inputs were facilitated)
- The development of additional communication resources online (YourOTC)
- The move of all staff training online through utilising the YourOTC platform
- The move of all meetings to Zoom (with some very specific exceptions).

Staff Welfare and HR Priorities 2020

Staff welfare was of enormous concern during 2020 as the maintenance of essential services was completely staff dependent. The HR department and management did all in their power to support staff, guiding them through the changes required by Covid-19. In particular, the following supports for staff were put in place – an online mental health and well-being resource with open access was developed; multidisciplinary teams worked to offer supports to service users experiencing difficulties during lockdown and thereby supporting staff; an external Occupational Health company was utilised to assist with the managing of staff Covid testing and absences, cocooning, contact tracing and return to work. The HR department focussed on:

- Supporting employees in rapidly adjusting to remote working from March 2020 in line with government guidance. This included significant work to ensure that employees were supported to work from home, through the provision of technical software and communications solutions, new ways of working and risk assessments of remote workplaces
- Compliance with the national Work Safely Protocol (May 2020) and the revised national Work Safely Protocol (November 2020). This revised protocol incorporated advice on Public Health measures by the NPHET to reduce the spread of COVID-19 in the community and workplaces, and the Government's Resilience and Recovery 2020-2021 Plan for Living with COVID-19
- Putting in place numerous measures to prevent the spread of COVID-19 (in line with all public health requirements and guidance); facilitate the safe re-opening of services where appropriate and ensure the safe operation of workplaces
- Protecting essential workers who continued to work in our services through the implementation of a range of measures under our Covid response plan – training, social distancing in services where essential staff were based, provision of PPE, workplace ventilation, cleaning & sanitisation procedures, public health signage and implementation of protocols to ensure prompt identification and isolation of workers with symptoms of COVID-19.

INFECTION, PREVENTION AND CONTROL (IPC) DURING COVID-19

The focus for our nursing staff from March to December 2020 was ensuring the medical needs of service users were addressed including the safe administration of medication. Our medical staff also worked to ensure all units and houses were adequately trained and prepared with regard to infection prevention and control. In addition, the Nursing Department took the lead in setting up Belcamp Nua – an internal dedicated facility for service user isolation and care in the event the tested positive for Covid-19. Some of the key activity during this time included:

- Our CNSp Infection Prevention and Control (IPC) nurse collaborated with colleagues in nursing and other departments throughout the organisation developing guidance, delivered donning and doffing 'window training', and facilitated "walk throughs" of units, to ensure that IPC guidelines were being followed, in the event of an outbreak.
- They also developed "My Covid House Plan" to support houses manage suspected/confirmed cases of Covid-19. A newly developed communication platform supported access to these documents.
- The Covid-19 Phone Helpline commenced manned by the Nursing Department. This was invaluable in supporting units support service users in Covid-19 queries, which answered over 3,900 calls (April to December 2020).
- CNSp IPC advised on ever changing national IPC guidance – adapting it where necessary for St Michael's House. New guidelines/policies were developed/reviewed. She also liaised with Public Health as required.
- The Nursing Department developed videos and presentations to aid staff and families in the correct hand hygiene, donning and doffing of PPE, including how to wear masks properly.
- During this time, CNSp IPC has spoke at in-house and national webinars, informing staff on IPC and Covid-19 guidelines.
- An interdisciplinary team Covid-19 Testing team was developed. This service supported service users. This service was time bound as services re-opened.

Belcamp Nua

The nursing, medical and interdisciplinary team had a pivotal role in opening Belcamp Nua, a non-acute isolation unit for those with Covid-19. Belcamp Nua was set up in April 2020 as an alternative accommodation in response to Covid 19 pandemic. It was set up initially as a six bedded non acute isolation unit. This capacity reduced to four beds in September 2020. This unit, with strict criteria, supported residential houses during Covid-19 and the Alternative Accommodation Forum provided governance. Belcamp Nua was widely in use assisted by able specialist staff trained in supporting service users.



St. Patrick's Day Celebrations



GOAL 1:

Give people the services and supports they need.

Our Personal Centred Planning (PCP)

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

Our main achievements 2020;

- Completed an assessment of needs for all day service users
- Completed a revision and alignment of PCP and Positive Behaviour Support Policies
- Completed a revision of Organisational Orientation for newly recruited staff to include PCP
- Completed identification and pilot of Quality of Life measures
- Completed St. Michael's House – University College Dublin (UCD) PCP research and implemented recommendations to guide PCP practice
- Completed a review of PCP Policy to reflect Assisted Decision Making (ADM)
- Updated the PCP System to reflect Covid-19 restrictions
- Held remote meetings with service user groups to develop easy to read documentation
- Provided supports and updates to residential and day service teams on the importance of Person Centred Planning during Covid-19 pandemic

Staff Training for PCP and COSÁN

- We provided clinicians with training and support to understand their role in implementing PCP and COSÁN
- 14 staff members trained as COVID-19 representatives providing advice, guidance and support to staff and centres during the pandemic

- Completed a PCP audit and implementation plan to include development of training/information for service users and families

Our Day Supports

In 2020, we continually developed clear protocols signposting pathways for day support options to maximise choice and decision making in line with capacity legislation principles.

Our main achievements 2020;

- Completed a review and an agreed approach to appropriately escalate the unmet need of a growing number of people seeking new day supports through the New Referrals Committee



Online Cookery Courses



- Reviewed New Directions EASI tool in line with HSE requirements
- Developed safe working in frontline services protocols to provide safe services in line with Public Health Guidance
- Inspected day service COVID-19 arrangements
- Established the Activity Hub – an online platform for delivering services

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 2020;

- Clinical management team started the complete development of 'consent to treatment' protocols
- Developed a suite of policies/procedures and protocols to support safe working during Covid-19

- St. Michael's House Safety Statement was updated in March 2020 to reflect the new challenges Covid-19 presented
- Reviewed all policies at time of renewal to ensure Assisted Decision Making (ADM) is incorporated
- ADM steering group reviewed documents as legislation and codes of practice commenced in 2020
- Established a Personal Protective Equipment (PPE) service for the ordering, management and delivery of PPE to services when required

Safeguarding and Related Training

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

Our main achievements 2020;

- Completed the review of St. Michael's House adults safeguarding policy to improve compliance with HIQA requirements

66

Number of children & young persons specific resources developed online to support families.

32

Number of webinars hosted by St. Michael's House in 2020.

14

Number of staff trained as Covid-19 Representatives.

- Supported all staff members in accessing Adult Safeguarding Policy and Children First Policy using the HseLand online platform
- Completed refresher training of over 400 staff in adult safeguarding policy
- Supported over 500 staff with access to HseLand training in Children First Policy
- Established Children's Safeguarding steering project to develop an online course which will launch in 2021
- Established Safeguarding mapping steering project with quarterly output reporting

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 2020;

- Board initiated review of other organisation stakeholder consultation processes
- Completed the training of 320 staff in Complaints Policy Implementation
- Developed a plan to augment and further develop self-advocacy in our services
- Revision of policy and staff training requirements to implement Open Disclosure consistent with HSE National policy

- Established a group to review and develop guidelines on the use of interpreters to support families and individuals for whom English is not their first language.
- Established forum to develop St. Michael's House MHID link with CH09 mental health engagement lead

Transition Planning

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 2020;

- Established a transition team to review and/or develop protocols and process and information for 2020 which involved linkage with day place, residential approvals and new referrals processes
- Developed terms of reference, best practice aims and research methods to map the work of the transition team, culminating with recommendations on a new model of service to the Executive Management Team (EMT)

In addition to the above, we made progress in transitioning people to individualised living arrangement in line with their needs and expressed preferences. Examples include;

- One resident moved into their own apartment in March 2020, renting directly from Cluid Housing



Chair Aerobics with the Activity Hub



Learning New Digital Skills

Association. He created his own 'My Service My Way' video highlighting how the change in his living arrangement impacted positively on his wellbeing, independence and overall increased quality of life

- Another resident moved from Artane to Swords to a new apartment of their choosing and is delighted with the move
- Yet another resident fulfilled his dream and moved into his own residential service in January this year after a long wait. Preparations began back in October 2020 and the resident was fully involved in preparing for his new home. He has enjoyed the move and is supported by a small team. The resident has enjoyed many new activities in his new home and has lots of plans for summer BBQs in the garden which he is currently doing up with new patio furniture and plants
- Other units were reconfigured with residents moving in and others moving out – all to try and maximise individual service provision within the tight constraints of available resources
- A number of units developed an individualised services for particular residents and this approach has gone from strength to strength, making their life more fulfilled for the residents
- A number of units successfully fundraised for buses to give themselves additional independence and choice in how to spend their time daily.

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 2020;

- Reconvened the working group and completed a review to refresh and revisit the implementation plan on ageing across the organisation within the constraints presented by Covid-19



A new garden supplied by Peter O'Brien & Sons for Fairview Residential

ACTIVITY HUB

In response to the Covid-19 pandemic, the online Activity Hub was established to provide remote supports to all service users, staff and families at home. The Activity Hub is hosted on the organisational website and includes a weekly online timetable signposting people to a range of live online classes and offline activities that they can access at any time.

It was designed to provide and promote opportunities for:

- Social connectedness
- Health & Well-being
- Special interest group activities
- Educational and skills-based learning

By the end of 2020, it is a vibrant online community where service users connect with one another and participate in a range of activities based on their interests and hobbies. It has been agile in its response to the restrictive levels of Covid-19, throughout the year and to the new and changing needs of the service and the service user.

Accessibility and equitability are core values for the Activity Hub and the team will continue to work in partnership with service users and other key stakeholders to develop a sustainable online platform that responds and evolves to the needs of the people who use it. Increasingly there is an expectation upon service providers on a national and European level to advance patient advocacy and gain service user feedback on their experiences of services. The online Activity Hub has placed strong emphasis on service user feedback in order to drive improvements and reach new audiences. This has been acquired through online polls, focus groups



Online Crafting

and more traditional feedback channels, (i.e.) the organisational compliments and complaints process.

Two short case studies are presented to demonstrate how the Activity Hub has contributed to and influenced the lives of some of our service users:

Live Music Gig with the Activity Hub



Lisa

Lisa in Grattan Lodge has enhanced her digital literacy and social connectedness through her use of the Activity Hub and videoconferencing. She is a regular attendee to classes including bingo, fitness classes and cooking. Lisa's role as Quizmaster for the Activity Hub makes her an invaluable asset to the Activity Hub team. She has responsibility for designing quizzes for special events and has used this opportunity to develop her IT, leadership and communication skills.

Ratheanna

Since April 2020, all the residents in Ratheanna collectively participate in online exercise programmes using their smart TV to access the Activity Hub programme. Individually they also pursue their own interests for example art and gardening - there is something for everyone. It is without doubt, that there is a comfortable reliance emerging now on technology supporting new ways of living and having fun!

As the case studies illustrate, the evidence is clear that the Activity Hub provided invaluable support to service users, their families and to staff during the pandemic. It has created new opportunities for all participants to develop individual skills, competencies and knowledge in relation to the use of technology and how it can be used to interact in a digital world. The Activity Hub has the potential to devise alternative ways to deliver and enhance aspects of the service and influence how the future needs of people with ID are met in relation to their



Competing in the Virtual Bowling Tournament

interaction with technology. The platform growth is exciting. The team is seeking to expand and diversify the Activity Hub team in 2021 to build a network of staff and service users who can be empowered to use this technology themselves and support others in achieving their potential.



Keeping Active during 2020



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 2020;

- Worked with the HSE to identify alternative, suitable placements for a number of service users finishing school and transitioning to a new service

Education, Employment and Living Options

We will review the services provided to people with a dual diagnosis of autism spectrum disorder (ASD) and intellectual disabilities. We will develop clear pathways for their education, employment and living options.

Our main achievements 2020;

- An Autism Spectrum Disorder (ASD) Steering Group was established and commenced an in-depth review of current ASD day services
- Outlined clinical requirements needed to meet ASD needs in school age children
- A new property was secured in North Co. Dublin for school leavers in 2020

Rapid introduction of IT supports and devices as an immediate response to the need for remote working and virtual service provision.

- A large recruitment campaign implemented to staff the new property
- A new ASD specific service was also established in Dublin South
- Throughout the closing of day services due to Covid-19, an outreach service was developed and implemented to support individuals at home during that period

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 2020;

Due to Covid-19, large day services were closed and a high proportion of day service staff were redeployed to support residential service provision



Bicycle ride around the Community



and other duties, which resulted in delaying development activity in large day services to 2021/2022

- Staff from day services provided a significant level of support to residential services during Covid-19
- Outreach services were implemented in conjunction with clinical inputs to support service users and families during each of the 2020 lockdowns

Mainstream Employment

We will design and put in place a way to develop and co-ordinate mainstream employment opportunities that meet the employment needs of adults we support.

Our main achievements 2020;

While working within the constraints of Covid-19 and the redeployment of significant numbers of day services staff we continued in so far as was possible to:

- Develop and implement the Joint Day Services audit tool to establish baseline numbers
- Use Person Centred Planning (PCP) data to

inform the future development requirements of the supported employment approach

- Participated as a strategic partner in DCU/SMH Ability Project Team
- Developed a suite of accessible tools and course content with QQI accreditation as part of DCU/SMH Ability Project

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 2020;

- Reviewed the terms of reference for the Residential Approvals Committee and implemented changes in how the referral and decision-making processes work
- Reviewed resident compatibility in residential locations of concern and their expressions of their will and preference through their behaviours of concern
- Commenced review of skills mix in each location to ensure staff competencies best match the support needs of individuals residents or users of the service

89%

Overall compliance with HIQA Regulations.

1

Bespoke contact tracing system established.

15

Number of new wheelchair accessible buses supported by fundraising in 2020.

- Reviewed the outcome of the stock condition survey with St. Michael's House Housing Association (SMHHA) to inform strategic planning direction for future years
- Submitted a formal application to the HSE under the tender process for respite services, commissioned by the HSE

Children with 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 2020;

- This objective is completed and is in place

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. If we get new resources, we will provide support for 13 of these children.

Our main achievements 2020;

- Completed the development of a new model of



Enjoying a virtual concert from the National Concert Hall, Dublin



Quarantine Queen 2020

therapeutic respite for children with exceptional behaviour needs and autism spectrum disorder

- Hosted a joint conference with UCD to raise active lobbying and actively lobby the model to funders and interested parties

Key-Working

The St. Michael's House Key-Working research pilot concluded in November 2020. A final report was approved by the Executive Management Team and shared with the HSE National Office. Feedback on the outcomes of the research was shared with families and staff, and also with our partner organisations in CH09.

A new Steering Group will be formed in 2021 to support the roll-out of Key Working across the St. Michael's House network teams.

Individual Residential Facilities

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

- Due to resource constraints, this has not progressed

80%

Amount of computers upgraded in Units.

79

Number of service user devices purchased through Devices Scheme 2020.

12,579

Number of zoom meetings held by St. Michael's House in 2020.

TELEHEALTH COMMUNICATIONS – DEVELOPMENT

Telehealth is the use of telecommunications technology to deliver care and health services remotely. It allows people who need services to connect with their service providers from their homes via smartphones, tablets, and computers. 2020 saw the rapid introduction of telehealth service provision in St. Michael's House as an immediate response to the need for remote working and virtual service provision. Implementation of effective telehealth systems had many challenges and it has represented a significant change programme in terms of how health, social and recreational services can be delivered. Much progress has been made and there is more to do.

Our key achievements in 2020 were;

- Overseeing the governance of telehealth service provision by establishing a cross-representational steering group. Stakeholders from shared services, frontline children and young person's, adult services and clinical services have all been involved
- Development and implementation of the St. Michael's House 'Provision of Telehealth Services Policy'. The policy guides a standardised approach to telehealth practice across the organisation while maintaining a focus on engagement in a quality-centred and best-practice manner
- Agreement and guidance issued (including addressing GDPR requirements) on the safe use of nominated platforms within St. Michael's House. The nominated platforms are Zoom, WhatsApp and Attend Anywhere. Establishment of Zoom and WhatsApp as core platforms within the organisation for recreational, social and communicative functions as well as for uni-disciplinary and interdisciplinary clinical work
- Development of information booklets and general guidelines for families and schools on the use of telehealth services
- Development of Zoom etiquette guidelines for use across the organisation
- Collaborative work with the Open Training College to bring training programmes online, allowing us to continue to support families and staff on essential training topics during the pandemic
- Receipt of 'Attend Anywhere' licenses and launch of 'Attend Anywhere' pilot programme in Coolock Early Services
- The Devices Steering Committee supported the purchase of 79 devices for use in day service provision





GOAL 3:

Provide measurable standards of Service, Excellence and Innovation.

Positive Behaviour Support Policy

We will fully put in place the Positive Behaviour Support Policy across the organisation.

Our main achievements 2020;

- Psychologists adapted to providing Psychology supports to service users, staff and families via telehealth (Zoom, WhatsApp, phone and email)
- Psychologists continued to maintain, review and update a range of individualised interventions for service users, including Positive Behaviour Support Plans, Psychology Support Plans and individual psychological therapy and counselling for service users requiring it



Enjoying Respite in 2020

- Collaborated with the Open Training College to convert the Positive Behaviour Support course (QQI Level 5) to online delivery. This training is mandatory for all staff
- Collaborated with service managers to log, analyse and co-ordinate supports to families during lockdown
- Provided support and guidance to staff teams in response to crisis events (e.g.) bereavements, challenging behaviour, placements at risk
- Psychologists continued to serve on a wide range of organisational committees and working groups
- Psychology team continued to provide supervised clinical placements to doctoral-level trainee Clinical and Counselling Psychologists from UCD and Trinity

Mental Health Intellectual Disability Increase

By 2021, we will expand and grow the Mental Health Intellectual Disability 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 2020;

- Completed the CH09 Mental Health Intellectual Disability (MHID) service plan

ESTABLISHED:

Belcamp Nua as non-acute isolation unit for service users during Covid-19.

100%

Compliance on Infection Control (HIQA Guidelines).

200

Participants in Run, Walk, Move, Fundraising Events in 2020.

“

A lot of learning took place and though it was a forced experience, it resulted in creating a more person centre service for a lot of our service users.

”

- Developed 2 Adult MHID teams and 1.5 Children/Adult Mental Health Service (CAMHS) teams
- Continued the implementation of CH09 MHID Service Plan. We were unable to provide a CAMHS ID service to some of our Northside region as the CAMHS-ID Team are still deployed southside (CHO6 region)
- Provision of MHID services through Zoom, back gardens, going for walks and by phone as we strived to adapt to the constraints of Covid-19
- Particular attention continues to be given to those who are unable to avail of Zoom or telephone as they need face to face contact
- The continued development of a CAMHS-ID service where one of a number of required posts, a play therapist, was secured
- Revised MHID team guidance document for adult and CAMHS-MHID teams. These will be subject to a further revision in light of the pandemic and indeed its aftermath on our service users
- We continue to support service users in their homes with their families and staff as this has proved a stressful time for all



Birthday Celebrations



Blooms from the Garden

- Completed communication support audit of service users attending MHID clinics in conjunction with Speech and Language (SLT) Department
- Completed repeat audit of MHID consent communications supports

Clinical Service Delivery

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

Our main achievements 2020;

- Established responsive and sustainable models of service delivery during Covid-19
- Developed new models of service delivery while maintaining a focus on clinical governance and quality
- Produced easy read information, social stories and a suite of communication materials to support understanding of Covid-19
- Supported service users and staff with ethical decision making during Covid-19
- Developed and established a key contact support system with service users and families
- Established a clinicians residential relief panel to assist with filling vacancies in shift cover in residential houses when staff numbers were depleted due to illness or cocooning
- Ensured the clinic residential relief panel had completed minimum required training for working in residential houses
- Established an in-house clinical staff Covid-19 swabbing team



Preparing for Christmas 2020

- Developed alternative and responsive models of clinical service delivery
- Developed and implemented St. Michael's House guidelines on the safe provision of face-to-face clinical services during Covid-19
- Discovered innovative ways to educate new staff about working in our services
- Recognised the importance of investing in our future clinical workforce by continuing to facilitative student placement

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 2020;

- Achieved 100% compliance with registration renewal of all designated centres inspected
- Achieved 89% overall compliance rate with HIQA regulations
- Achieved 100% compliance with infection prevention control regulations set out by HIQA
- Managed service improvement plans for locations where high levels of non-compliance have been identified through internal review and regulatory inspections

- Monitored compliance levels at Quality and Safety Committee meetings and ensured transfer of learning across the organisation – achieved 70% compliance
- Implemented a system to capture data relating to costs associated with HIQA thematic inspections e.g. fire safety restrictive practice
- Managed service improvement plans for locations where high levels of non-compliance have been identified through internal review and regulatory inspections

Research

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

Our main achievements 2020;

- Completed the development of a St Michael's House Research Strategy
- Adapted to the provision of online research support due to Covid-19 restrictions
- Held the first research webinar entitled "Promoting Self Report by People with ID in Research"
- Supported the completion of a comprehensive report on the St. Michael's House Key-Working Pilot Project
- Completed 2019 annual St. Michael's House/UCD research studentship and selected a new project for the 2020 studentship examining experiences of tele-supervision



Celebrating International Day of Disability 2020

51

Number of online resources produced for adult service users.

40

Number of Units attending Annual Christmas Matinee online.

3,900

Numbers of calls received by Covid-19 Helpline.

LOCAL CENTRES SERVICE PROVISION DURING COVID-19

Local centres closed almost immediately with the onset of Lockdown in March 2020. Although extremely challenging, significant achievements were made. Staff members became increasingly flexible despite finding the situation difficult and the uncertainty of what lay ahead: Staff were asked to respond in three ways:

1. Most staff were redeployed to residential houses to provide a safe environment to the residents there
2. Other staff looked at how they could provide services to the service users at home
3. Other staff members used many different approaches to ensure services reopened in some capacity

The use of technology played a crucial role:

- QQI courses that had stalled were recommenced via zoom and several service users received awards
- Service users were supported to meet friends virtually for a game of bingo, to do some baking or some arts and crafts etc.
- Some service users looked forward to the daily phone call while others sent pictures regularly of tasks completed at home

- In some centres volunteers continued to support initiatives. For example, service users participated weekly in music groups or story telling groups virtually, maintaining the contact they experienced previously with their volunteers

By September most service users living at home were getting some form of service either face to face or virtually. Staff returned from residential houses with new ideas and skills they could use in their centre only further enhancing the service being provided. Later in the year funding for technology enhanced the virtual experience and made the experience in the day units more interactive. This came in the form of new laptops, smart tv's, tablets etc.

Learning from the Experience

The Pandemic created an opportunity to change our way of thinking and review how we support people in our local centre day services. A lot of learning took place and although it was a forced experience, it resulted in creating a more person centred service for some service users. One-to-one support for service users who ordinarily would not have been funded for same was achievable in a small but significant way.



Olympic Boxer Michael Carruth training with Turas



GOAL 4:

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

Expand QQI

By 2022, we will expand the National Framework of Qualifications QQI (Quality and Qualifications Ireland) programmes and we will expand the focus on partnering with schools, external colleges, universities and other agencies. QQI programmes are programmes that give accreditation (such as certificates and degrees) that are recognised nationally and in Europe.

Our main achievements 2020;

- The Open Training College (OTC) continued to deliver its programmes to students through alternative delivery methods, communicating the contingency plan to QQI as required
- Continued the application process to CORU for the recognition of the BA in Social Care
- Completed the development and delivery (130 participants) of a Level 7 programme in *Patient Safety Complaints Advocacy* for the Department of Health
- Successfully participated in a QQI pilot initiative for independent providers, reviewing and updating the format for annual quality reports (AQR) which are legislatively required
- As a QQI provider representative, represented the sector at national and international presentations to third-level stakeholders

- Published a *Blended Learning and Online Learning Strategy*
- Development of fully online Applied Management programmes for validation
- Continued the intake of students to a suite of professional and disability focussed programme – 600+ students during 2020

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 2020;

- An initiative to restart The Horizons project (see later) in an alternative way due to Covid-19 was successfully implemented
- This alternative delivery benefited the participants by establishing a new routine, promoting skills development and promoting discussion about future living plans
- QQI courses and trainers were agreed
- Person in Charge (PIC) approached service users and families to gauge their interest in the project
- With the support of National Adult Literacy Agency (NALA), a brochure was designed to promote the Horizons Project for families and service users

DEVELOPED:

'My Covid House Plan' to support residential units manage Covid-19.

160

Amount of chromebooks/laptops provided to staff to support remote working.

741

Number of receipts issued by Fundraising Department in 2020.



- Social workers met with 14 service users and six families to discuss promoting independence, future living plans and offer advice on the housing application process
- The Staff Education, Training and Development Department (SETDD) supported practical skills sessions or overnight stays for service users

Assistive Technology

We will develop and put in place a policy on using assistive technology (AT) 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 2020;

- Facilitated the securing, implementation and delivery of training, of a number of individualised assisted communication devices. For example, the 'EyeGaze' device for one service user with non-verbal communication style. This device is

supported by Speech & Language Therapists and Central Remedial Clinic (CRC) and is specifically designed to suit the individuals' communication style.

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 2020;

- Recruited two new staff members to join the Home-Sharing project
- Continued family-based respite during Covid-19 at 75% capacity while fully engaging with Covid-19 training and risk assessments
- Produced a "Returning to Home Sharing" information pack for service users
- Established four new essential placements during Covid-19



1

Covid-19
Steering Committee
Established.

€20,759

Amount awarded to Units
through the Devices Scheme
2020.

58

Number of service user
participants in virtual bowling
competition.

- Successfully sourced HSE funding for a shared living placement

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 2020;

- Implemented key working pilot in Children and Young Persons Services

Employees – Talent Management

The COVID-19 pandemic has resulted in significant talent management challenges including how staff carried out their job roles, implementation of remote working and increased employee stress and burnout. A key HR capability in this changing culture was to become influencers with speed and agility.

Our main achievements 2020;

- Zoom Interviews: Social distancing due to the Covid-19 forced the HR department overnight to

The Horizons Project provides training, support services and experience of independent living for service users.

implement new ways of working, one of which was conducting interviews online

- Introduction of Occupop, an online platform for the management of our recruitment and selection process. The application utilises a combination of online sources to access top talent
- Introduction of Docusign – Docusign is an e-signature technology, and facilitates St. Michael's House to connect and automate how they prepare, sign, act on, and manage agreements. The e signature facilities electronic signing of documents on any device, from anywhere, at any time
- We successfully on-boarded 189 new employees across our service. The majority of these roles were based on front line



Celebrating Easter 2020

HORIZONS PROJECT – PROMOTING INDEPENDENCE

Aimed at the 18-40 year age group, St. Michael's House has been working on independent living skills development with people using our services so more living options will be available to them in the future. Using a training apartment, the Horizons project provides training, support services and experience of independent living for service users of St. Michael's House. The project commenced in September '19 and is available to service users attending Omni, Work Options, Green St. Hub and Artane Hub. St. Michael's House has worked with DAVRA/DCU to use sensor technology to monitor use of equipment in areas in the apartment. The data will be used to recognize patterns of daily living, which could support and target any ongoing training.



The Horizons steering group met to discuss options to restart the project ensuring that all guidelines re Covid-19 will be adhered to and kept under review:

- Identified 30 of service users who were willing and supported by their families to reengage in the project
- Horizons Project Worker commenced skills development sessions with participants in line with specifically designed OT independent living assessments
- The participants family agreed to support and encourage them to practice their new skills in the family home
- Day service staff reengaged the participants in the QQI courses using hardcopy course content and remote learning. This has facilitated continuity of learning and the opportunity to work towards achieving their QQI certificate
- Horizons Project Worker (with support from SMH Quality team) supported a participant to submit his "Returning to work safely during Covid 19" story to the HSE National Sharing Day in November 2020 https://youtu.be/mWocMWO_RE
- Used the training apartment as a venue for practical skills sessions and individual overnight stays
- Social Worker has linked with families and offered support to manage expectations of the service and encourage the family to continue to look in to future living options for their family member

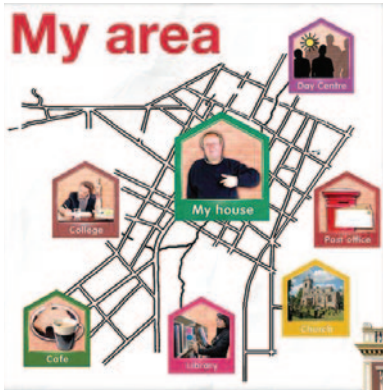
The Horizons participants have been impacted by the forced day service closures due to Covid 19 restrictions –The initiative to restart the Horizons project in an alternative way has benefited the participants by establishing a new routine, promoting skills development and promoting discussion about future living plans.

Restarting Horizons has supported the organisations initiative to reduce restrictions and restart Day Services in line with New Directions. Supports offered included making choices and plans, accessing education training and maximising independence.

Communication with the PICs from the 4-day services has been maintained and they are supportive of the project and want to reengage fully. Collateral feedback from families contacted highlights the same. The roll out of the vaccine programme and easing of Covid restrictions is considered a positive step and that momentum originally established can be re-harnessed and the project can be rolled out to full capacity in due course.



Cooking Dinner at Home



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 2020;

- Worked with Cluid Partnership and secured an apartment for one of our service users
- Agreed a process with Fingal Co. Council regarding Seatown Road development

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 2020;

- Our hospital liaison service was very active during 2020 supporting over 900 admission nights from 181 presentations to hospitals for a range of issues

Identify Community and Strategic Partners

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

Covid-19 had a significant impact on all organisations and services and all refocussed internally during the period to take care of internal demands arising from managing Covid-19. With regard to working with community and strategic partners, priority work was maintained during this time but significant new work was not progressed.



Our main achievements 2020;

- Maintained existing relationships with appropriate nursing home and private providers as was needed for individual service users
- Continued to develop our Mental Health Intellectual Disability (MHID)- Children/Adults Mental Health Service (CAMHS) ID catchment area provision
- Continued our research activity with UCD



**Bryan Dobson and Eoghan launching
Bring a Book Buy a Book 2020**

- Engaged activity with the National Federation of Voluntary Bodies (NFVB) in progressing matters related to Covid-19 for service users and their families at a national level
- Engaged proactively with the HSE and public health advisors in implementing all aspects of public health advice

Fundraising Virtual Community

In response to new Government restrictions during Covid-19, St. Michael's House created a new fundraising calendar of events to seek support for services. May 2020 saw the launch of the first fitness challenge in a new *Run, Walk, Move* event series – 'My Mini Marathon'. Over 150 service users, families and staff took on the socially distanced task and achieved their personal goal. Each received a bespoke medal for their achievement.

In July, St. Michael's House asked people to take a *Daily Dip* to support our services. The campaign was launched online by *The Happy Pear*. Led by Board Member Liam Dowling, many people bravely took to their closest beach or lake for a personal challenge.

Feedback was so positive we introduced a December Daily Dip into our new calendar.

To promote mental health awareness month in October, the Fundraising Department created a personal wellbeing virtual resource card *Body, Mind, Soul Bingo*. The card contains 20 inclusive positive wellbeing tasks to complete, each linked to a guide including mindfulness video resources developed by St. Michael's House Psychology Department. This tool was later shared with our corporate supporters to promote wellbeing to their staff.

In December 2020, St. Michael's House designed and sold online *Festive Face Coverings*. These branded coverings raised funds and highlighted the importance of the work of St. Michael's House in the community. The popular coverings even made it on to the Fair City set. The calendar favourite, *Annual Christmas Matinee* tradition was kept going by bringing the cinema to our service users. With the support of our corporate event partner Fujitsu Ireland and the St. Michael's House Activity Hub, over 40 units came together online for a Christmas Movie Quiz.



Lobbying for St. Michael's House

Progressing Disability Services

Progressing Disability Services (PDS) is a national programme to reorganise children's disability services. PDS will change the way children (aged 0-18 years) and their families' access and receive clinical disability services and aims to provide a fairer pathway to clinical supports. Progressing Disability Services have already happened in other parts of the country and are due to be rolled out in Dublin in 2021. Work in relation to Progressing Disability Services for Children and young people continued throughout 2020.

Network Managers were appointed across the various CHO (Community Health Organisations) areas in October 2020. Within CH09 there will be 12 Children's Disability Network Areas of which St. Michael's House will be a Lead Agency for four teams; Coolock Area Network, Kilbarrack Area Network, Coastal Area Network and Ballymun Area Network. The CRC, Daughters of Charity and the

HSE will be the lead agencies for the remaining eight network teams. Each team will offer services to children who live in the geographical area of their Network.

Progressing Disability Services are offered to children with complex needs requiring input from an Interdisciplinary Team and may have a range of disabilities including intellectual disability. This will be a significant change for St. Michael's House as not all children availing of the service will have a diagnosis of moderate to severe intellectual disability and will require us to put in place a range of new service initiatives. In December 2020, clinical staff were asked to express an interest in the network they would like to be assigned to and all the new teams have staff from various disability service providers in CH09.

RITA RAHAMAN

Club Draw Car
Winner 2020.

3

Number of live music gigs
hosted by Activity Hub
in 2020.

80

The number of applications
for professional funding
received from staff.

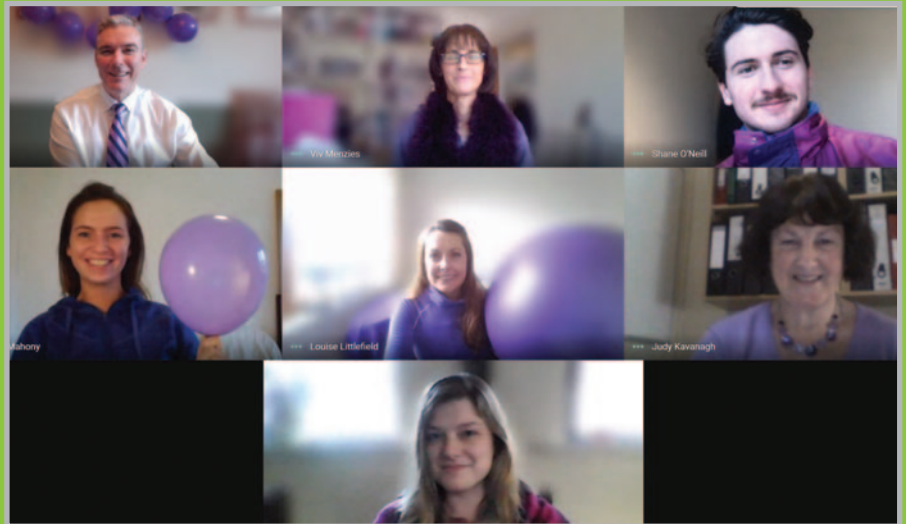
OPEN TRAINING COLLEGE – REVIEW

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. We will also develop a plan for the OTC that builds on its knowledge, experience and expertise – as individuals and as an organisation – while also increasing the college's income.



Our main achievements 2020;

- At very short notice, moved all College activity online between March 12th 2020 and April 30th 2020
- Continued to provide programmes to all students with in excess of 2,800 external staff registering for online modules and 394 completing QQI awards
- Secured significant funding from the Higher Education Authority (HEA) as part of the 'July Stimulus' initiative (Department of Further and Higher Education, Research, Innovation and Science) for six programmes which were offered to the sector at no charge, with a significant uptake across all programmes
- Developed a suite of fully online modules to continue to support staff training in St. Michael's House and other disability services. Over 10,500 online modules of learning were completed by St Michael's House staff during the pandemic (to end 2020)



Open Training College Staff celebrating International Day of Disability 2020

- Built an online learning platform to support training, education and communication within St Michael's House during the pandemic
- Worked with a range of departments to develop online training and support resources for many stakeholders including parents, teachers and SNAs
- Built key online resources in the areas of staff wellbeing, GDPR and COVID in partnership with HR, the DPO and the Nursing Department
- Launched the *Earn as You Learn* initiative with Human Resources. This project provides people with the opportunity to work in SMH as trainee social care workers and complete the BA Social Care in the OTC at the same time
- Completed the delivery of the *Certificate in Facilitated Learning* to 35 staff from a residential home for Deaf and Deaf-Blind adults moving toward increased towards community inclusion
- Developed an online, 12 module, Foundation Programme for residential staff in disability services that could be used for staff orientation and training during the pandemic.

12 MODULE COURSE:

Foundation course developed by OTC for online staff orientation.

15,876

Number of St. Michael's House social media followers

10,500

OTC online modules of learning by St. Michael's House staff.



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 2020;

- Successfully moved organisational Infoshares online to continue sharing important information and organisational updates to staff working on the frontline and remotely. 32 webinars were run during 2020

Communications Strategy

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

Our main achievements 2020;

- Revised and refreshed St. Michael's House Communications Strategy to take account of communication during Covid-19
- Increased our digital footprint on social media channels
- Provided ongoing information and guidelines on Covid-19, infection prevention and control and on service delivery changes to service users, families and staff during the year

- The CEO wrote to next-of-kin eight times and to service users twice advising them of how the organisation was responding to Covid-19 and how this was impacting on service delivery
- We adjusted our website content to make Covid-19 information and guidelines widely available to service users, families and staff

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 2020;

- Re-activated the employee engagement committee to engage with staff during Covid-19
- Developed an online resource on *Positive Mental Health & Well-Being* during Covid-19 with open access for all
- Ensured the Employee Assistance Programme worked effectively for the year
- Kept staff fully informed on new Covid-19 information as it issued from the HSE and Department of Health
- Engaged an independent corporate health company to work with us on managing staff through Covid-19 testing, tracing, isolation, and returning to work

1

Personal Protective Equipment (PPE) service established.

13

Number of staff organisation infoshares in 2020.

74

Number of HR circulars circulated from HSE & Government Bodies.



HR Governance

HR continued to be responsible for ongoing compliance with employment legislation, national standard, HSE Circulars/Directives and best practice guidelines.

Our main achievements 2020;

- 2020 saw the implementation of the increase of parental leave entitlements which HR managed with all staff affected
- The implementation of 74 HR Circulars was the highest number of HR circulars of all time in the history of the state

Absence Management

With a daily focus on managing absence management, HR worked in partnership with our occupational health service to navigate our way through high rates of Covid related leave.

2020 saw a dramatic increase in CHI referrals with a total of 524 occupational health referrals in 2020.

Employee Relations & Partnership

Throughout the COVID-19 Pandemic employee relations services continued.

Our main achievements 2020;

- The HR Department continued to guide and advise management and staff on employment, equality rights and industrial relations matters, facilitated mediation and investigations remotely and face-to-face when safe to do so
- For face-to-face meetings we ensured that the St Michael's House premises and facilities provided a safe environment for staff and visitors, monitored, and ensured compliance with employment standards and assisted in the oversight of the logistics for safe opening of office spaces for staff and the visiting for the public generally

- The Employee Engagement programme continued, meeting staff through coffee mornings to have discussions around what HR can do to support teams; the launch of fun activities to get teams working together - one of the most popular is the Christmas Door decorating competition

Financial Sustainability

We will implement the financial sustainability plan to achieve fully funded service provision.

Our main achievements 2020;

- Following review of various payroll processes and HR systems we scoped the requirements for implementing (in 2021) a complete HRIS (HR Information System) which will integrate all aspects of employee recruitment and management and rostering
- The HRIS software, which is a complete upgrade of our 'Clockwise' system will remove manual process inefficiencies and duplicate systems and give us sharper analytics. This project will be implemented in 2021
- Finance improved reporting and financial transparency and continuously worked to support optimal decision making
- Continuing engagement with HSE on financial aspects and review of our services
- Evaluated optimal St. Michael's House Housing Association (SMHHA) governance and have now created a division with SMH which will eliminate duplication and satisfy the AHB regulators requirements



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 2020 were;

- Ongoing discussion and review regarding likely future direction and areas of focus for SMH
- Significant work to 'drill' into data to establish issues with regard to spend and potential efficiencies
- The support of HSE as our funder is essential so working to strengthen our relationship
- Working toward demonstrating how and where we provide the best value for money and therefore provide optimal value for our service users
- Working to identify efficiencies in a post Covid-19 environment
- Identifying other possible sources of funding for projects and making applications

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 meets 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 2020;

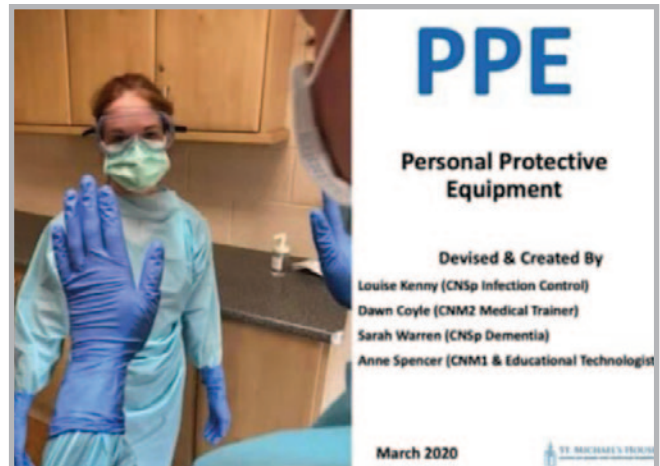
- We continue to strengthen the St. Michael's House procurement plan and purchasing policy. This plan and policy help us procure in a compliant manner.
- Ongoing implementation of the findings from Procurement Function internal audit reports
- Working with units on purchasing and spend controls

Information and Communication Technology (ICT)

We will develop, invest in and put in place computer systems that meet our needs.

Our main achievements 2020;

- Upgraded the main internet connection in Ballymun
- Implemented major infrastructure upgrades to



residential, respite, local centres and training centres

- Began Windows 10 migration project
- Provided an IT working solution to staff working from home and implemented a Mobile Phone Management System

Premises and Housing Maintenance

We will develop and implement a time bound resourced programme of premises and housing infrastructure maintenance and development.

Our main achievements 2020;

- A number of new 'green' initiatives were implemented in our residential houses
- We continued to implement changes with regard to health and safety particularly fire safety
- A number of houses (e.g. Rossmore and The Willows) were redecorated with residents taking the lead in the decision making and are happy with the upgrade in their home
- Many premises were reviewed and evaluated in planning to meet current and future residential, day, clinical and administration requirements
- Progress was made with regard to the repurposing and leveraging of certain premises in the property portfolio

Schools Patron Body Report

We will put in place in full the recommendations of St. Michael's House Schools Patron Body report.

Our main achievements 2020;

- Directly engaged with Department of Education and Skills and the National Council for Special Education (NCSE) to highlight the many gaps in services identified by families, principal teachers and clinicians

- Ongoing discussion with Dr Niall Muldoon, Children's Ombudsman, who spent a day visiting some of St. Michael's House schools where he met with principals and staff
- Nominated a school principal to the NCSE Advisory Forum
- Strengthened school Board of Management who hold independent control over school finances
- Development of new school buildings for Skerries and Grosvenor special national schools. A new site has been purchased in Loughshinny for a new enlarged school to replace Skerries SNS and discussion are at an advanced stage in relation to the provision of a new purpose-built school on the same complex. Ballymun SNS school is currently undergoing a complete re-fit and extension and Foxfield SNS has had major renovations with new and improved facilities.

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 2020;

- Fulfilment of Governance Structures, Terms of Reference and Membership of groups
- Completed review of Chairpersons membership and Terms of Reference of Groups
- Reviewed the framework and introduced required changes



Nutgrove Hub congratulating our GAA All Star 2020

REVIEW OF OPERATIONS 2020

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 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 is 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. Board members work on a voluntary basis and do not receive any remuneration.

Board Members (2020): Professor Anthony Staines (Chairperson), Pat Cullen, Ailis Quinlan, Niamh Moran, Liam O'Donohoe, Tom Casey, Noel Beecher, Mairtin MacAodha, and Dee Moran.

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, particularly with the additional challenges of the Covid-19 pandemic.

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 2020 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.

Committee Members: Pat Cullen (Chairperson), Dee Moran, Laura Beausang and Michael O'Farrell (deceased 2021).

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. The Committee ensures that risks are properly identified, assessed, reported and controlled. It receives reports on the implementation of the organisation's Procurement Policy and reviews the policy on an annual basis.

Committee Members: Noel Beecher (Chairperson), James Cuddy, Rosemary Ryan and Martin Lyes.

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: Ailis Quinlan (Chairperson), Liam O'Donohoe, Dr Regina McQuillan.

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: Anthony Staines (Chairperson), Tom Casey, Niamh Moran, Mairtin MacAodha and Gerry Fallon.

Attendance at SMH Board Meetings and Committees 2020

Name	SMH Board		Finance		Audit & Risk		Quality & Safety		Governance	
	A	B	A	B	A	B	A	B	A	B
Prof. A Staines	9	9	8	6					3	3
Máirtín MacAodha	9	9							3	2
Pat Cullen	9	9	8	8						
Dr Ailis Quinlan	9	7					9	9		
Niamh Moran	9	4							3	3
Liam O'Donohoe	9	9					9	8		
Tom Casey	9	9							3	3
Noel Beecher	9	9			5	5				
Martin Lyes	4	3			3	2	1	1		
Dee Moran	9	9	8	7						
Gerry Fallon									3	2
L Beausang			8	8						
Rosemary Ryan					5	4				
R Mc Quillan							9	9		
M O'Farrell			8	7						
Jim Cuddy					5	5				

Table of attendance at Board of Director and Board Sub-Committee meetings of St. Michaels House held in 2019.

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 two Directors in 2020 who 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. During 2020 the Board set a target of achieving a minimum of 40% women and 40% men as members of the Board to support achieving gender balance.

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 2020, the Board had nine scheduled meetings and one unscheduled one. The organisation's Corporate Governance Manual identifies those matters which are specifically reserved for decision by the Board. The Board delegates to the CEO the authority to manage the operation of the organisation and in 2020 the Board adopted a Scheme of delegation of accountability to the CEO.

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 the 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.

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 2020 the organisation had registered the 79 residential services it operates in 77 designated centres.



Outdoor Picnics in the Sun

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 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. The Health and Safety Manager makes an annual report to the Quality and Safety Committee on the Health and Safety Programme for St. Michael's House. This report is provided to the Board as an addendum to the Quality and Safety Report.

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:

Noel Beecher
Tom Casey
Pat Cullen
Martin Lyes
Mairtin Mac Aodha
Niamh Moran
Liam O'Donoghue
Ailis Quinlan
Anthony Staines

Secretary:

Declan Ryan
Rose Creggan
Katherina McCaul

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2020

	2020 €	2019 €
FIXED ASSETS		
Tangible assets	53,032,429	54,182,987
	53,032,429	54,182,987
CURRENT ASSETS		
Grants receivable and prepayments	3,436,729	1,728,305
Cash at bank and in hand	2,951,921	2,071,951
	6,388,650	3,800,256
CREDITORS: (Amounts falling due within one year)		
Creditors and accruals	(17,261,962)	(15,178,879))
Bank overdraft	(819,633)	(800,924)
Term loan	(333,083)	(333,083)
	(18,414,678)	(16,312,886)
NET CURRENT LIABILITIES	(12,026,028)	(12,512,630)
TOTAL ASSETS LESS CURRENT LIABILITIES	41,004,401	41,670,357
CREDITORS: (Amounts falling due after more than one year)		
Term loan	(2,112,999)	(2,480,709)
NET ASSETS	38,893,402	39,189,648
 CAPITAL RESERVES	 43,043,406	 44,839,034
REVENUE DEFICIT	(4,150,004)	(5,649,386)
	38,893,402	39,189,648

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED INCOME STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	2020 €	2019 €
INCOME	111,163,969	107,531,715
EXPENDITURE	(109,266,634)	(107,446,658)
SURPLUS ON ORDINARY ACTIVITIES	1,897,335	85,057





St. Michael's House
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Website:
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CHILDREN'S SERVICES



ADULT SERVICES

